

ORDINARY COUNCIL MEETING

AGENDA

27 MAY 2015

at 4:00 PM

COPACC Meeting Rooms

Next Meeting:
4.00pm, 24 June 2015
COPACC Meeting Rooms, Colac



Our Vision

Council will work together with our community to create a sustainable, vibrant future.

Our Mission

Council will work in partnership with our community and other organisations to provide:

- Effective leadership, governance and financial accountability
- Affordable and effective services
- An advocacy and engagement approach to sustainably grow our community

Our Values

Council will achieve its Vision and Mission by acting with:

- Respect
- Integrity
- Goodwill
- Honesty
- Trust

Our Strategic Direction

The four pillars of our Council Plan indicate our key strategic direction for 2013-2017.

An underlying principle in the development of the Council Plan was to more effectively integrate service delivery.

Pillar 1: Good Governance

Pillar 2: A Planned Future

Pillar 3: A Place to Live and Grow

Pillar 4: A Healthy Community and Environment



Ordinary Meeting of Council

Welcome

Welcome to this Meeting of the Colac Otway Shire Council

Council Meetings are an important way to ensure that your democratically elected representatives are working for you in a fair and transparent way. They also allow the public to be involved in the decision making process of Council

About this meeting

There are a few things to know about tonight's meeting. The agenda itemizes all the different parts to the meeting. Some of the items are administrative and are required by law. In the agenda you will also find a list of all the items to be discussed this evening.

Each report is written by a Council officer outlining the purpose of the report, all relevant information and a recommendation. Council will consider the report and either accept the recommendation or make amendments to it. All decisions of Council are adopted if they receive a majority vote from the Councillors present at the meeting.

In accordance with Local Law 4, agenda items will be considered as follows:

- The item is introduced by the Mayor and Councillors are invited to ask questions of relevant officers
- A mover and a seconder of a motion is called for and if there is any Councillor who wishes to oppose the motion.
- The mover will then be invited to speak to the motion, followed by the seconder and then, if required, the Councillor who opposed the motion.
- Remaining Councillors will be given the opportunity to speak for or against the motion.
- If any Councillor speaks against the motion, the mover will be given the right of reply.
- There will be no further discussion of the item once the vote has been declared.

Public Question Time

Provision is made at the beginning of the meeting for general question time from members of the public. Matters relating to routine Council works should be taken up with Council's Customer Assist Staff.

Up to thirty minutes may be provided for Question Time. This is at the discretion of the Mayor.

Residents are encouraged to lodge questions in advance so that a more complete response can be given.

Questions can be submitted in writing up until 5.00pm on the Monday prior to each Council meeting. There is also provision for questions to be asked from the gallery. If you would like to ask a question during Question Time, it would be appreciated if you could please fill in the blue "Public Question Time – Council Meetings" form located in the meeting rooms and hand to the COPACC Duty Supervisor.

Questions relating to a topic on the agenda may be taken on notice and responded to after the meeting. Responses to questions taken on notice will be tabled at the following meeting and included in the minutes of that meeting.

Hearing of Submissions

Any person who has made a written submission on an item and requested that she or he be heard in support of that written submission pursuant to section 223 of the *Local Government Act 1989* will be entitled to address Council.

When the relevant item is listed for discussion, the Mayor/Chairperson will call your name and ask you to address the Council. The length of time available to each speaker is five minutes.

Recording of Meetings

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

27 MAY 2015

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COLAC OTWAY SHIRE COUNCIL ORDINARY MEETING OF COUNCIL

NOTICE is hereby given that the next **ORDINARY COUNCIL MEETING OF THE COLAC-OTWAY SHIRE COUNCIL** will be held in COPACC Meeting Rooms on 27 May 2015 at 4.00pm.

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. APOLOGIES

3. DECLARATION OF INTEREST

Pursuant to Sections 77, 78 and 79 of the Local Government Act 1989, direct and indirect conflict of interest must be declared prior to debate on specific items within the agenda; or in writing to the Chief Executive Officer before the meeting. Declaration of indirect interests must also include the classification of the interest (in circumstances where a Councillor has made a Declaration in writing, the classification of the interest must still be declared at the meeting), ie:

- a) direct financial interest
- b) indirect interest by close association
- c) indirect interest that is an indirect financial interest
- d) indirect interest because of conflicting duties
- e) indirect interest because of receipt of an applicable gift
- f) indirect interest as a consequence of becoming an interested party
- g) indirect interest as a result of impact on residential amenity
- h) conflicting personal interest.

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

Councillors are also encouraged to declare circumstances where there may be a perceived conflict of interest.

4. WELCOME & ACKNOWLEDGEMENT OF COUNTRY

Colac Otway Shire acknowledges the traditional custodians and law makers of this land, their elders past and present and welcomes any descendants 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.

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5. QUESTION TIME

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.

6. TABLING OF RESPONSES TO QUESTIONS TAKEN ON NOTICE AT PREVIOUS MEETINGS

These responses will not be read out but will be included in the minutes of this meeting.

7. PETITIONS/JOINT LETTERS (if required)

8. CONFIRMATION OF MINUTES

As per Governance Local Law No 4, clause 34:

- **Ordinary Council Meeting held on the 22/04/15.**

Recommendation

That Council confirm the above minutes.

34. Objection to Confirmation of Minutes

- (1) If a Councillor is dissatisfied with the accuracy of the minutes, then he or she must:
 - (a) state the item or items with which he or she is dissatisfied; and
 - (b) propose a motion clearly outlining the alternative wording to amend the minutes.
- (2) Except where sub-clause (1) applies, no vote shall be recorded against a motion to adopt the minutes.

OM152705-1 CEO'S PROGRESS REPORT TO COUNCIL

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

EXECUTIVE

Meetings and events attended by the CEO during the past month include:

- Rural and Regional Mayors, CEO's and MAV Representatives Forum
- Great South Coast CEO's Forum
- Budget Drop In Sessions in Colac and Apollo Bay
- MAV State Council meeting
- ANZAC Day Dawn Service
- Tour of the Bluewater Fitness Centre with media
- Meeting with the Federal Shadow Treasurer at the invitation of the G21 Board
- Meeting with Jaala Pulford MP at Australian Lamb Company
- Barwon South West Regional Managers Forum meeting
- Meeting with the new Executive Officer of the Barwon South West Waste and Resource Recovery Group.

Barwon South West Emergency Management Executive Committee (BSW REMEC)

The CEO has been appointed as the local government representative to this committee which has been established to provide leadership and to develop multi-agency response and recovery planning at a strategic level across the region. The committee also provides the focal point for liaison with the Regional Managers' Forum (RMF) on matters relating to emergency management and with State level emergency management and Emergency Management Victoria (EMV). It also has an oversight role with Municipal Emergency Management Planning Committees (MEMPCs) within the Region and enhances reporting lines with these committees.

Annual Reporting Awards

Colac Otway Shire Council received four awards and two honourable mentions for the Colac Otway Shire Annual Report 2015 in the following categories:

- Best Annual Report - Low Resource
- Best Performance Reporting - Low Resource
- Best Sustainability Reporting - Low Resource
- Best Financial Overview - Low Resource
- Best Communication - Low Resource (Honourable Mention)
- Best Governance Reporting - Low Resource (Honourable Mention).

The awards are determined by the Chartered Accountants Australia and NZ and the MAV and were presented at the MAV State Council meeting held in Melbourne on 15 May 2015.

Rate Capping

The Colac Otway Shire Council submitted a submission to the Essential Services Commission (ESC) Victoria expressing its concerns with the proposed rate capping and encouraging the ESC to explore other alternatives given that it has been well documented that the Consumer Price Index is not a true measure of the annual increase on council's operations.

Customer Service Results

Council's customer assist team were ranked second nationally in a mystery shopping benchmarking report for local government. Between January and March this year customer service specialist firm CSBA undertook the random calls to test four areas; greeting skills, manner, enquiry resolution skills and communication skills. The results are benchmarked against the previous year's score and the local government sector.

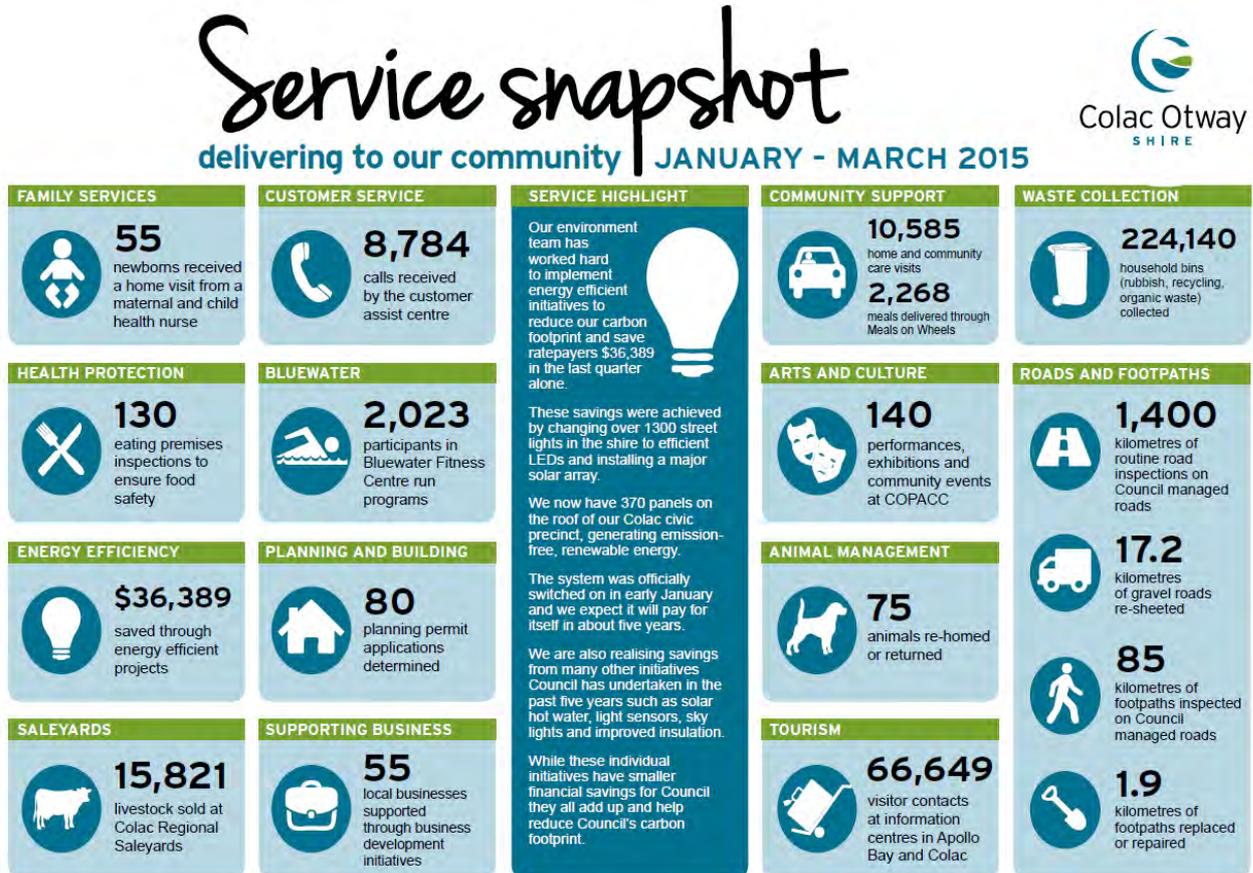
Council's customer assist team in Colac and Apollo Bay not only increased their score by 30 points, they placed second out of 56 councils in Australia. Even more outstanding is the fact that when compared to 220 organisations across the country, they ranked eighth, which is a credit to the team's professionalism and high level of skills.

National Stronger Regions Fund (NSFR) Round One – Revitalisation of the Colac CBD
Council has received advice from the Australian Government that its application for funding under Round One of the NSFR for the Revitalisation of the Colac Central Business District project was unsuccessful.

Service Snapshots

A new quarterly 'service snapshot' was launched on 18 May 2015. The snapshot aims to illustrate the wide range of services that Council provides.

It is hoped that this snapshot will result in a better understanding of the range and volume of services that Council provides as well as be another way to deliver important news and information about the projects and initiatives being undertaken across the Shire.



CORPORATE & COMMUNITY SERVICES

HEALTH & COMMUNITY SERVICES

Family & Children's Services

Community Support Program Funding

The State government is now taking applications for the revised eligibility for Community Support Program Funding. Council's Family Day Care service will be submitting an application for the funding by the end of May, our current funding agreement ceases on the 30 June 2015. We are confident that we will meet the new criteria.

Assessment for Learning Program

The Assessment for Learning – Supporting Early Years Networks Professional Learning Program offered by the Department of Education & Training aims to build and strengthen multidisciplinary professional partnerships within networks for those professionals working with children birth to eight years. It is designed around a comprehensive training manual and professional learning package worth \$25,000 that will support professional's capacity to effectively assess children's learning and development.

Colac Otway Early Years Network has been asked to submit an application to be a part of this project. If successful it will be a wonderful opportunity for all early years' services in Colac Otway.

Colac Otway Shire Council, the Regional Parenting Unit and Glastonbury Community Services are working in partnership to hold a forum for families and service providers in Colac about anxiety and building resilience in children and young people.

The forum is being held as it has been identified in Colac Otway Shire's Australian Early Development Census data that the Shire has a lot of children vulnerable in areas of social competence and emotional maturity. It is hoped that by offering this forum to parents and the community it will help encourage discussions and conversations around how we can better support children.

The forum will be held on Thursday 11 June 2015 in COPACC.

Maternal and Child Health (M&CH)

Following on from two busy months of above average birth notifications, April 2015 has been quieter with only 10 new babies. However, we are feeling the effects of the busy months now with a higher number of follow-on appointments to ensure all families are settling in well.

Key Ages and Stages Consultations

Over the month of April, 169 Key Ages and Stages visits were delivered which focus on child development and health, maternal wellbeing, and health promotion.

Statistics – March 2015

- 10 infants enrolled from birth notifications.

Other services provided included:

- 87 additional consultations
- 21 phone consultations
- 3 opportunistic immunisations

- 16 families were referred to additional services by M&CH staff. The main issues being illness, emotional health and domestic violence.
- New Parents Groups - 4 sessions (Colac and surrounds).
- The 'Enhanced Maternal and Child Health Service' provides more intensive levels of support for vulnerable families. This month we commenced with 33 cases, we opened 7 new cases and closed 17.

Rural Access

The All-Terrain Wheel chair, currently housed in the Apollo Bay office, was recently used for an elderly person with mobility issues to attend a wedding ceremony in one of the Otways State Park areas. The person would not have been able to attend the wedding of her granddaughter if this service was not available. This is a simple example of how our shire is supporting the increase of participation and access to our immediate environment.

The Rural Access officer is working on several projects and actions to increase local awareness and knowledge, including:

- Liaising with Department of Health and Human Services to provide free Aboriginal and Torres Strait Islanders (ATSI) awareness training for local disability support organisations and interested council employees.
- Working with Women's Health and Well Being Barwon South West to develop and host a forum on violence against women with disabilities in the G21 area.
- Initiating discussions with other service providers on the need for a local volunteer strategy.

RECREATION ARTS AND CULTURE

Events

Upcoming Events

GOR Marathon – 15 and 16 May 2015

This annual 2 day running festival involved over 6,000 runners compete across 5 events with the majority of runners tackling the Half Marathon from Kennett River to Apollo Bay.

Calendar of Events

The Winter edition of Council's Calendar of Events showcasing 11 events and 3 markets across the region was distributed throughout the Shire in May.

Events Workshop

The Colac Otway Shire is offering a free Traffic Management Course to service clubs and community groups within the Shire. The Traffic Management Course will be delivered by Associated Training Consultants on 2 June 2015 at the Colac Saleyards.

Attendees who successfully complete the one day training will receive a Traffic Management Licence allowing them to control and direct traffic at not-for-profit community based events as well as directing traffic at commercial events under the supervision of an accredited traffic management company.

In offering this training opportunity the Council aims to support local event organisers in managing traffic at their events and to build relationships between groups and clubs within the community.

Recreation

Playground Development

Community consultation for the new Wyuna Estate and Colac East playgrounds will commence in June 2015. These two new playgrounds have been funded through a State Government grant, Council funds and developer contributions.

COPACC

Business Events

May 2015 is a busy month at COPACC with the venue hires for the independent touring production of *Johnny Cash – In Solitary*, the Great South West Dairy Awards; an independent production of *Brill*, and a *Trinity College Performance Night*. *The Wiggles*, in late April, attracted more than 500 people.

Theatre Season

COPACC's Outreach Program at Carlisle River Hall, held in conjunction with the Carlisle River Community Group was a success with more than 70 people attending the *Tijuana Peanuts* performance.

The family theatre production "*The 26-Storey Treehouse*" attracted an audience of more than 880 people, with strong support from schools and families.

The variety show *Paris Underground* received a positive response from the audience. Ticket sales were also very strong for *Normie Rowe*, a show in the Morning Music season.

Community Engagement

Young dance students have the opportunity to undertake master classes with award-winning dancer and choreographer Joseph Simons who is performing at COPACC in late May.

A free song writing workshop has also been offered in connection with the Dewayne Everettsmith concert.

Bluewater

Memberships

The average membership number for April 2015 was 689. There is generally a decline at the beginning of winter.

Programs

Bluewater Group Training has been an outstanding success following on from the Bluewater Boot Camps. The small groups are capped at 10 with one instructor. To date we have had 40 enrolments in the 6 group training programs.

Personal training at Bluewater recorded the highest monthly total during April 2015 with 41 personal training sessions undertaken.

Apollo Bay Pool 2014/15 – Season Review

The total visitation for the 2014/15 pool season was 1,816 which, was 4% down compared to the 2013/14 season. This could be attributed to a slightly cooler summer with the average temperature during the season just 19.8 degree compared to 21.1 degrees the previous year. In addition, there were 66 Learn to Swim enrolments for the 5 week program.

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	40%	Council Officers visited Surf Coast Shire Council this month to discuss their implementation of the Civica Asset Management module. As Surf Coast's implementation of AM is more mature than COS this meeting provided valuable insights into the implementation process and potential issues that might arise. The second scheduled visit for Stage 2 was completed in the week ending 1 May, 2015. This visit continued work on the set up phase for Works and Maintenance Management. Maintenance schedules were completed for Tree Inspections and the integration with the mobile platform was tested.
Monitor the performance and condition of Council's various asset types through programmed inspections and data collection.	In Progress	70%	<p>The level 3 bridge inspections have been completed and Council's contractor is currently drafting the inspection report and developing the recommended rehabilitation program for the six structures which were identified as requiring further detailed investigation.</p> <p>The structures requiring further investigation are:</p> <ul style="list-style-type: none"> - Barham River Road Bridge - Apollo Bay Recreation Reserve Bridge - McPhees Access Bridge - Raffertys Road Bridge - King Track Bridge - Mulgreys Road Culvert <p>Work has commenced on developing the quotation documentation for the next round of sealed road condition surveys. Data collected from the ongoing asset condition audits are used to develop long term maintenance and renewal programs.</p>
Implement the asset renewal and maintenance programs.	In Progress	83%	The 2014/15 asset renewal and maintenance programmes are in progress at various stages of planning and implementation. The reconstruction

ACTIONS	STATUS	% COMPLETION	PROGRESS COMMENTS
			of Richmond Street, Colac has commenced. Reconstruction of a short section of Costin Street between Seymour Crescent and Montrose Avenue is well underway.
Bridge Reconstruction Program.	In Progress	30%	The rehabilitation of Sand Road bridge has commenced and is expected to be completed by mid-June 2015, weather depending. Tenders for the rehabilitation of F Pearces bridge (Apollo Bay) and Phalps Road bridge (Larpent) have been awarded with works at each of these sites due to commence shortly.
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.	In Progress	83%	Incident inspections are completed as required in line with Council's Road Management Plan.
Manage building maintenance programme to address programmed and reactive maintenance needs.	In Progress	75%	Routine building maintenance activities have been completed over the past month to maintain functionality and ensure user safety.
Footpath Renewal Program.	In Progress	85%	During the month of April footpaths were replaced in Corangamite Street, Gilmartin Street and Tulloh Street, Colac. Contractors commenced the remainder of the scheduled renewal in the second week of May 2015.
Complete road and footpath network inspections to meet frequencies prescribed by Council's Road Management Plan (RMP).	In Progress	83%	All inspections are conducted in accordance with Council's Road Management Plan. Routine inspections of Link roads across the shire were completed this month. Inspection of Access roads in the rural townships of Cressy, Beeac, Birregurra, Forrest, Gellibrand and Beech Forest were also completed. Footpath inspections were also conducted in these rural towns
Building Renewal Program.	In Progress	83%	<ul style="list-style-type: none"> - Works to replace the floor within the Beech Forest Public Hall are nearing completion. - A draft report detailing conservation works for the Colac War Memorial

ACTIONS	STATUS	% COMPLETION	PROGRESS COMMENTS
			has been received and is presently being reviewed. These works will be funded through a grant received from the State Government. – A new bus shelter is to be installed at the Apollo Bay Visitor Information Centre. This will replace the existing which has reached the end of its useful life. It is expected that works will be completed by mid-June 2015.
Coordinate inspections and reporting of Essential Safety Measures (ESM's) relating to nominated Council buildings.	In Progress	83%	Programmed inspections of essential safety measures in nominated Council buildings are ongoing and are 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	35%	Kerb and Channel renewal programme commenced in mid-April 2015 and the works are in progress. Currently, contractors are working in Farrington Street, Colac.

CAPITAL WORKS

ACTIONS	STATUS	% COMPLETION	PROGRESS COMMENTS
Review and update the environmental protection and management policy and procedure relating to infrastructure activities.	In Progress	95%	A Council Roadside Reserve Environmental Management Plan (CRREMP) Code of Practice is complete. The environmental protection and management policy and procedure and are in initial stages of review.
Facilitate the construction of the public off street car park at Pascoe Street Apollo Bay.	In Progress	97%	Civil works have been completed on the Pascoe Street Car Park. Final project closure will occur during June.

Bridge Reconstruction Program

- **Sand Road Bridge** –The structure is in an advanced state of disrepair and has been closed to traffic. Pedestrian traffic remains unrestricted. The bridge was found to have deteriorated significantly since the last structural assessment 18 months ago and is in need of further repair beyond the scope of the awarded contract. The contractor has been instructed to revise the scope of works so that the bridge may be rehabilitated to a serviceable level without a significant increase in contract expenditure.

- **Phalps Road Bridge** – A contractor was engaged in the designed rehabilitation of Phalps Bridge, Larpent. Works are now largely complete.
- **Watsons Access Bridge** – Concept designs have been reviewed for the rehabilitation of this bridge. Detailed design is progressing.
- **Pearces Access Bridge** – A contractor is engaged in the designed minor rehabilitation of Pearces Access Bridge.
- **Wilson Street pedestrian bridge** – The prefabricated bridge has been delivered to site, assembled and placed on the abutments. Ancillary works involving footpaths and approach works are being carried out in parallel and are nearing completion. The bridge will be open to the public following the concrete curing period of the abutments, anticipated to be the first week of June.

Footpath extension program

Works for the extension of concrete footpaths in Colac are completed. Works for the extension of concrete footpaths in Apollo Bay are completed, however, one short section of Pascoe Street footpath remains closed due to the placement of a power pole support stay. Infrastructure and Leisure Services officers are liaising with Powercor to have the stay removed as quickly as possible, with this currently being indicated as early July. Until this time, webbing has been erected to make the location safe for pedestrians.

Ferrier Drive Reconstruction Stage 2

Construction has commenced for Ferrier Drive, Marengo, Stage 2, following award of the contract to Deja Eight Pty Ltd. The reconstruction, a continuation of the Ferrier Drive works completed in 2014, extends 180m from the Great Ocean Road to Cemetery Road. The work is expected to be completed by the end of financial year, subject to weather.

Filling in the Gaps of Colac & Apollo Bay's Bicycle Lanes

Linemarking has been completed in Apollo Bay and has commenced in Colac for the Filling in the Gaps linemarking project. This project, which will aim to define some 10km of Colac's bike lanes and 1.5km of Apollo Bay's, is on track to be completed by 30 May 2015.

MAJOR CONTRACTS

Tenders

The reporting period is from 9 April 2014 to 8 May 2015.

Tenders opened since the last reporting period:

- 1514 - Stationery Printing Services
- 1517 - Ferrier Drive Reconstruction Stage 2
- 1518 - Supply of Bituminous Products
- 1520 - External Plant Hire

Tenders awarded since the last reporting period:

- 1506 – Facility Design Consultancy – Colac Central Reserve Redevelopment
- 1512 – Bike Lane Signage and Linemarking
- 1515 – Phalps Road Bridge Rehabilitation
- 1516 – Pearces Access Bridge Rehabilitation

Tenders advertised since the last reporting period:

- 1521 – Crushed Rock, Sealing Aggregate and Pavement Material, closing 20 May 2015
- 1522 – Recruitment Services – Casual Employees, closing 20 May 2015
- 1523 – Kawarren Community Hub Redevelopment, closing 20 May 2015
- 1525 – Design & Construct- Disability Access Upgrades & Ambulant Sanitary Services, closing 3 June 2015.

Costin Street Reconstruction

Contractors commenced work in April 2015 on the reconstruction of a 140 metre section of Costin Street from Seymour Crescent to Montrose Avenue. The works have progressed consistently in spite of encountering some poor weather conditions.

The contract is anticipated to reach practical completion in May 2015 following application of a bituminous seal.

Richmond Street Reconstruction

Reconstruction of Richmond Street, Colac, has been progressing steadily since works commenced works on the south section from Hearn Street to McLeod Street. Works completed in April consisted of replacement of footpath, drainage and pavement construction.

In May installation of drainage will continue and footpath and pavement works in the next section from McLeod Street to McKenzie Street is to be undertaken.



Richmond Street Construction

Asphalt Works

Various asphalt patching and overlay works were done in April in Colac and Apollo Bay for carparks and road rehabilitation. Boral Asphalt completed the roadworks over three days involving thirteen individual jobs.

Waste Management

Household collection program – to open in Colac in June

Colac Otway Shire Council has worked with Sustainability Victoria and Western Waste to establish a regional collection point in Colac for the household collection program. The collection point at Western Waste transfer station in Marriner Street, Colac will open in June for residents to drop off paint, batteries and fluorescent tubes at no charge.

New Safety Barriers

Council contractors have installed new safety barriers at the Alvie transfer station. The new barriers will make the facility safer for residents visiting the transfer station.

Signage for Litter Bins

New signage has been placed on litter bins in Colac as part of the Regional Infrastructure upgrade. A number of additional and replacement recycle bins have also been provided as part of the grant, the new bins will be installed in late May. Colac Otway Shire will work with

the Otway Coast Committee to place additional signage on the recycle and litter bins in coastal areas.

COSWORKS

Works undertaken by Cosworks during April are as follows:

Minor Patching Sealed

Minor patching works are ongoing on sealed roads and have occurred in the following areas:

- Apollo Bay
- Colac
- Marengo
- Beeac
- Irrewillipe

Patching of Unsealed Roads

Minor patching works are ongoing on unsealed roads and have occurred in the following areas:

- Alvie
- Birregurra
- Colac
- Cressy
- Irrewarra
- Swan Marsh
- Weering
- Beeac
- Bungador
- Cororooke
- Eurack
- Irrewillipe
- Warrion

Road Regrading

Road regrading was conducted in the following areas:

- Barwon Downs
- Cape Otway
- Colac
- Hordern Vale
- Yeodene
- Birregurra
- Carlisle River
- Elliminyt
- Irrewillipe

Gravel Road Resheeting

Approximately 18kilometres of resheeting works have been completed on:

- Birregurra-Yeodene Rd Yeodene
- Mullers Access Skenes Creek
- Old Beech Forrest Rd Beech Forrest
- Powers Lane Birregurra
- Treetops Terrace Skenes Creek
- Busty Rd Apollo Bay
- Old Bay Rd Apollo Bay
- Old Colac Rd Beech Forrest
- Shorts Rd Barongarook
- Wait-a-while Rd Wyelangta

Linemarking

Statutory Control (Statcon) line-marking are complete in Apollo Bay on bike lanes, bike symbols, statcons, pedestrian crossings. Council's Contractor has completed the rural centre line marking. Linemarking is complete in Colac car parks and ongoing on, Statcons and school crossings.

Major Drainage Works

During April works were completed in the following areas and roads:

- Apollo Bay
- Wye River
- Biddles Road
- Carlisle-Gellibrand Road
- Cape Otway
- Birregurra-Yeodene Road
- MacDonalds Access
- Manna Gum Drive

Routine Drainage Works

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

- Apollo Bay
- Colac
- Kawarren
- Separation Creek
- Wye River
- Birregurra
- Forrest
- Kennett River
- Skenes Creek
- Wyelangta

Bridge Maintenance

During April bridge abutment was completed on Veseys Bridge, two new abutments are 75% complete on Scorcies Bridge and Sand Road Bridge has been closed to through vehicle traffic. Bridge maintenance was completed on the following bridges:

- Binns Road
- Conns Lane
- McPhees Access
- Raffertys Bridge
- Mulgrew Access Bridge
- Old Yeo Road
- Barham River Road
- Kings Track Bridge
- Apollo Bay Rec Reserve
- Red Johanna Road.

Roadside Slashing

During April slashing works were carried out on:

- Corunnun Road
- Kennys Lane
- Nalingal Road
- Russells Road
- William Street
- Factory Road
- Larpent Road
- Rossmoyne Road
- Sheenans Road

Vegetation Control

Vegetation works were undertaken on:

- Escarpment Road
- Turner Drive
- MacDonalds Access
- Gellibrand Township

Township Mowing

Township mowing has carried out at:

- Colac
- Apollo Bay
- Forrest
- Beech Forrest
- Swan Marsh
- Cororooke
- Birregurra
- Marengo
- Barwon Downs
- Lavers Hill
- Pirron Yallock
- Alvie

Township Parks

All playground inspections have been completed for the month of April. Lifting of trees in the Colac parks is still ongoing. Spraying has occurred in all Colac and Birregurra Parks. The Parks and Gardens team have completed planting out the Avenue of Honour at Cressy with watering occurring on a regular basis due to the dryer than normal April conditions.

Memorial Square

Grass seeding was completed during April. General maintenance work was carried out around the Shrine for the ANZAC celebrations. Mowing of grass has also occurred as per schedule.

Storm Damage

During April very minor damage was reported, mostly in the Apollo Bay area.

Sport Ovals

During April mowing of ovals continued as per schedule. Fertilizing has occurred at Central Reserve with the planting of Rye Grass also completed. Re-grading of all gravel tracks was completed prior to the commencement of the football season.

Tree Maintenance

Tree maintenance works have been completed in the following areas:

- Apollo Bay
- Beeac
- Elliminyt
- Gellibrand
- Barongarook
- Colac
- Forrest
- Coastal Areas

Street Sweeping

Street sweeping has been completed as per Council's monthly schedule.

SUSTAINABLE PLANNING & DEVELOPMENT

Planning and Building

Colac 2050 Plan

Work is continuing on this project, with the engagement of consultants to undertake work on some of the initial parts of the project, including retail, commercial, and industrial strategies. Work has also commenced researching background information, and receiving assistance from appropriate consultants to undertake technical assessments where information gaps exist.

Domestic Wastewater Management Plan (DWMP)

Documents prepared by consultant firm Whitehead and Associates are currently being finalised by Council and other parties such as the water authorities and the EPA.

Economic Development

Tourism

Colac VIC Visitor Statistics

APRIL	2014	2015	% Change to previous year
Walk – Ins	3710	2761	-26%
Phone Calls	127	117	-8%
Otway Fly	\$1,275	\$1,938	55%
Retail Sales	\$4,718	\$4,079	-14%
New Res Kits	2	2	-
Love Our Region	15	20	33%

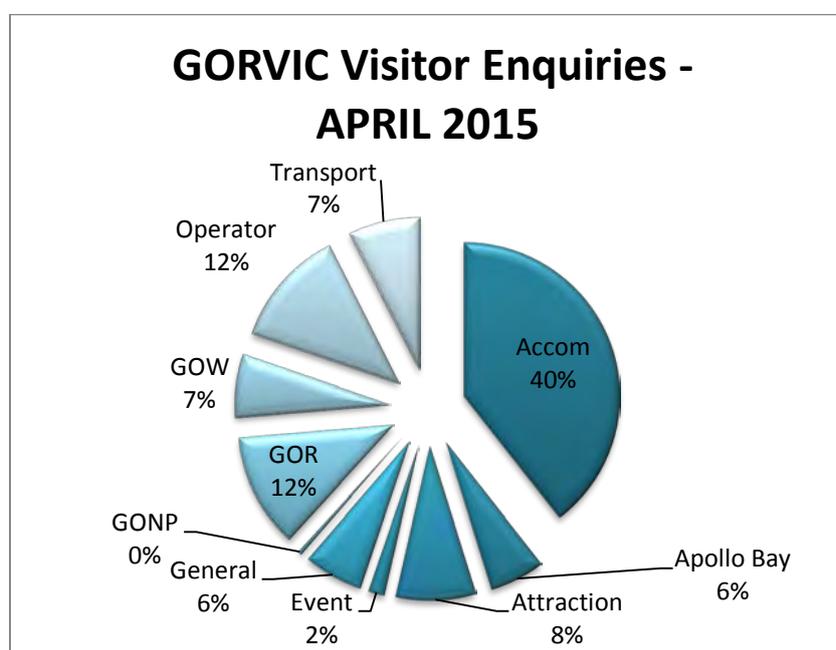
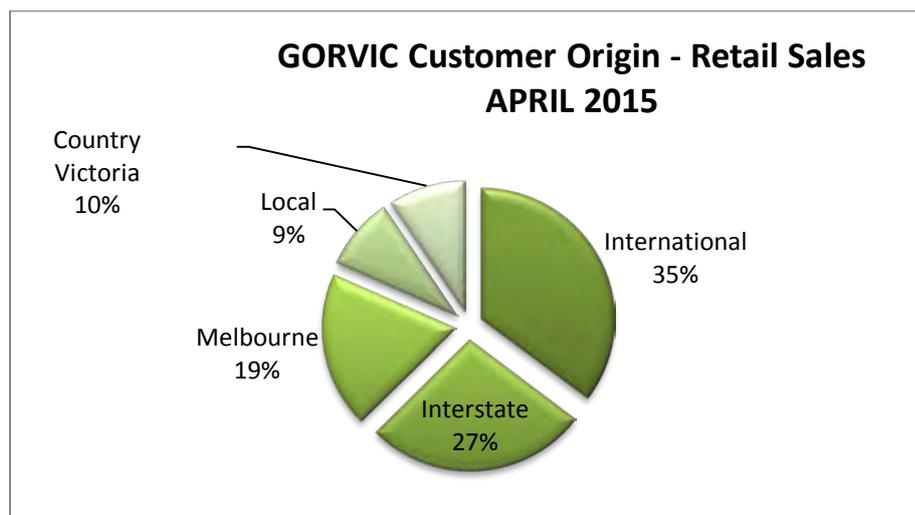
Colac VIC May Overview

- Colac VIC visitation was down during April (-26%) compared to 2014, visitor origin saw a continued steady increase in the flow of Chinese visitors.
- The Centre again saw an increase of the Love Our Region (LOR) membership and Otway Fly sales for the month.
- Accommodation, local attractions and general Colac information are still our main enquires both by phone, email and over the counter.
- The VIC annual accreditation documentation has been submitted for review for both Colac and GOR VIC's under the Australian Tourism Accreditation Program which is aimed at ensuring reliably high quality service to customers and stakeholders and is required in order for our VIC's to use the gold and blue "i" signage.

Great Ocean Road Visitor Information Centre (GORVIC) – Visitor Statistics

Summary

April 2015	2014	2015	% Change
Walk-ins	14,305	13,459	-6%
Phone calls	1,804	1,088	-40%
Email enquiries	25	23	-8%



GORVIC May Overview

- GORVIC receives ongoing complaints regarding the lack of public transport links to 12 Apostles and Warrnambool which some visitors have expressed concern an Australian iconic tourism product has what they consider to be “3rd world” transport links.
- Apollo Bay and the West Otways regions along Great Ocean Road enjoyed high profile media coverage during the Tour-De Cure Channel 7 Sunrise live broadcast held in Apollo Bay on April 29th.
- Top Sales Items
 - Gifts | Australian made wooden tivet and bookmark , small Australian resin animal
 - Books, Maps |, GOWalk Map, GOR Books
 - GOR Souvenirs | postcards, magnets, key rings, stickers.
- Top 3 States of origin: NSW, QLD and SA
- Top 3 Countries of origin : UK, Germany, France
- Facebook coverage April 2015 = 7592 Likes
 - Sharing content of maps and waterfalls information through Facebook has allowed a larger engagement.

- Staff have seen an increase in email enquiries (+114%).
- The Great Ocean Walk (GOWalk) has been extremely popular with GOWalk maps selling fast. Parks Victoria in partnership with Otway Coast Committee have displayed plans to build a new timber platform on the foreshore (near the Visitor Centre) to celebrate the start of the Great Ocean Walk at Apollo Bay. Construction is due to commence in May.

Summary

March 2015	2014	2015	% Change
Walk-ins	15,150	15,021	-1%
Phone calls	1,709	1,561	-9%
Email enquiries	28	60	+114%

March	2014	2015	% Change to previous year
V-Line	\$5,268.80	\$4,748.10	-10%
Otway Fly - Walk	\$ 11,248.00	\$ 8,213.00	-27%
Otway Fly - Zip Line	\$2,380.50	\$6,015.80	+153%
Cape Otway Lightstation	\$ 5,226.50	\$5,055.00	-3%
Retail	\$19,073.65	\$ 20,193.55	+6%

Tourism Development

Great Ocean Road Master Plan

The Great Ocean Road Region Master Plan Project Committee has continued work on the Strategic Master Plan for the Great Ocean Road region. The Project Committee presented a draft of the plan to the Great Ocean Road Regional Tourism (GORRT) Board in April. The draft Master Plan will be released for stakeholder consultation throughout May with the aim of finalising the Master Plan by the end of June. Copies of the plan will be distributed to key stakeholders and is available in full on the Great Ocean Road Regional Tourism website. [www.greatoceanroadtourism.org.au](http://greatoceanroadtourism.org.au)

Destination Action Plans

The Apollo Bay and Otways Destination Action Plans have been formally presented to the leadership groups that took part in the consultation process. The plans will now be presented to key stakeholders and industry. GORRT has contracted Bill Fox and Associates to facilitate implementation of the plans. Bill Fox will work with the stakeholders from both plans to determine the process for monitoring each action's implementation. Copies of the Otways and Apollo Bay Destination Action Plans are available on Great Ocean Road Regional Tourism website. <http://greatoceanroadtourism.org.au/resources/apollo-bay/>
<http://greatoceanroadtourism.org.au/resources/otway/>

Great Ocean Road Regional Branding Project

Great Ocean Road Regional Tourism has held a series of workshops with each of the Destination Action plan groups to commence work on development of a positioning and

communication framework for the 8 primary destinations. This work is pivotal to setting the foundations for each of the destinations. When the branding work is finalised, each destination will have guidelines for development and implementation of destination specific marketing and promotional information. The branding work will also ascertain product and industry development needs to position the region for the future.

Visitor Economy Review and Regional Service Delivery Review

State Government is undertaking a number of reviews that will impact on the region from a visitor economy perspective. A review of Regional Service Delivery under Minister for Regional Development – Jaala Pulford and a review of the Visitor Economy under Minister for Tourism and Major Events – John Eren. Great Ocean Road Regional Tourism has made formal submissions to the reviews.

Tourism Victoria Strategic Planning Sessions

During April, Councils Tourism Development Officer (TDO) attended two strategic planning sessions with Liz Prize (GORRT General Manager) at Tourism Victoria (TV). The purpose of the first workshop was to review the current Tourism Excellence Strategy 2010-15 and formulate objectives for the next five year strategy. The Tourism Excellence program encourages and fosters business excellence, people excellence, innovation, destinations growth and industry participation.

The aim of the second strategic planning session was to review Tourism Victoria's digital platform. Currently the tourism industry is faced with the growing trend of accommodation providers listing their products via Online Travel Agencies (OTA's) like Air BnB and Wotif. Due to these service providers' alliances and spending with Google, it is very difficult for Regional and State Tourism Organisations to compete. The planning session reviewed how consumer websites can create better paths for conversion, offer better commission structures with a deliverable value proposition for tourism businesses.

Council and GORRT Tourism PR and Marketing

Council TDO and GORRT have been working closely with Cox Marketing (IMG's PR agency) to develop some targeted familiarisations leveraging from the Great Ocean Road Marathon Race. Upcoming articles include:

- A 4-6 page spread on the Great Ocean Road region in Air Asia's inflight magazine. This publication is due in September 2015
- Australian Associated Press (AAP) visited Torquay, Lorne, Apollo Bay and Port Campbell on the 21st of March. AAP employs more than 175 journalists across Australia's media bureaus.
- Cox marketing are also actively promoting Apollo Bay and the Great Ocean Road Region via their weekly email newsletters. IMG (Great Ocean Road Marathon event organisers) Australian database has 80 000 email addresses.

Business from the Otways contributed \$2500 worth of product to the Regional Victoria Living Expo (RVLE) major prize. Regional Development Victoria used the "Otways Coastal Getaway" as the major prize at this year's RVLE. The prize was used to entice expo registration. The prize was featured in the Herald Sun RVLE lift out, on the RVLE website, on all event tickets and via a billboard at the expo registration area.

The Great Ocean Road Visitor Information Centre's Facebook Page popularity has increased during April; the page now has 7,606 likes. The page has become a key tourism destination marketing tool for Council.

In April, Council's Love Our Region (LOR) campaign was launched for 2015. The aim of the LOR is to educate Colac Otway Shire residents about our local tourism assets and to encourage people to get out and explore their own 'backyard'. Campaign promotions occur via an email newsletter and Facebook. The email newsletter analytics show that 45.9% of recipients opened the campaign newsletter; this is the highest open rate since the campaigns inception. Campaign membership and Facebook likes have also increased by 11.9% and 26.1% since December 2014 retrospectively.

Business events

The Economic Development Unit is partnering with Crowe Horwath on the 'Secrets of My Success' event on 27 May 2015 at COPACC. The event will feature successful business people from within the Colac Otway Shire sharing their secrets and experiences. This year we have a new panel of business people on the couch at the event. They are Sean McGuane from Rhys Evans, Lynne Cole from Colac to Coast Real Estate, Frank and Jo De Lorenzo from The Foot Man and Wayne O'Brien from Crowe Horwath. Local business owner Chris Quinn from Quinn Funerals will MC the night. Last year the event attracted over 60 people and it is expected that this year's event will reach the same numbers.

Colac Secondary College panel discussion

The Economic Development Unit has worked with the Colac Secondary College to run a panel discussion with Year 11 and 12 students. This format is based off the panel discussion format that we held at the 2014 Colac Otway Careers Expo. The panel discussion will feature local employees who will share information about their career and education pathways. The discussion is to inform students of the challenges that they may face following secondary school and why working hard now can lead you to a successful career. The panel will consist of Sue Wilkinson, Jake Veale from the Colac Herald, Matt Lucas from the Commonwealth Bank and Simon Hay from Talk to Me Speech Pathology. Michael Swanson Council's Business Development Officer will run the panel discussion.

Regional Victoria Living Expo 2015

The Shire was represented at this Expo from 1-3 May at the Melbourne Exhibition Centre. While attendances appeared to be down, Council had a competitive presence at the Expo which seeks to promote regional destinations to Melbourne based residents and investors. It is expected that this style of Expo will be reviewed by the new State government and there may be significant changes or a different strategy altogether employed in the future.

Environment and Community Safety

Community Fire Refuges

Council is working with various State Government agencies to secure funding for the construction of Community Fire Refuges in Lavers Hill and Forrest. There are no suitable sites in these towns for Neighbourhood Safer Places to be established by Council but a Community Fire Refuge could be constructed to provide protection for people in the event of a major bushfire. Community Fire Refuges are very expensive so they need to be built to allow multiple uses (e.g. CFA or SES shed) so that the facility has ongoing benefits for the local community aside from when it is needed in a bushfire.

A meeting has been organised with Craig Lapsley, Victorian Emergency Management Commissioner, on 18 June 2015 to discuss these issues.

Animal Registrations

Animal registrations were due on 10 April 2015. Council has a statutory responsibility to ensure that animals are registered to ensure the animals can be returned to the owners if

they get lost and in order to track down any animals that are causing problems. While the majority of pet owners have re-registered their animals there are many who have yet to do so. Reminder letters have been sent to owners of pets that have not been re-registered. In late May officers will commence follow up inspections and while Council is keen to work with people to get their animals registered, ultimately if they fail to meet their responsibility as an animal owner Council will be forced to issue penalty infringement notices.

Lake Colac Master Plan

Council has obtained a grant from the Federal Government to develop a new Lake Colac Master Plan. The development of the new Lake Colac Master Plan will involve a review of the functionality of the amenities and the current environmental conditions of the areas around the lake managed by Council to enable the identification of initiatives that can best meet the needs of the community in the short and long term. The new plan will assist with forward planning and enhance the ability to attract funds for works to be undertaken that will enhance the values of the area.

Attachments

Nil

Recommendation(s)

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

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**OM152705-2 G21 AND AFL BARWON REGIONAL STRATEGY**

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

**Purpose**

To consider the adoption of the G21 and AFL Barwon Regional Strategy.

**Declaration of Interests**

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

**Background**

In 2014, the G21 Sport and Recreation Pillar, in partnership with AFL Victoria, AFL Barwon and Netball Victoria, commenced the development of the G21 and AFL Barwon Regional Strategy (strategy).

The aim of the strategy is to guide the future planning and development of football and netball delivered through football-netball clubs across the G21 and AFL Barwon Regions. The strategy addresses infrastructure and sports development needs of both sports, as well as establishing clear priorities for local delivery. Note that the strategy only includes netball administered as a part of football-netball clubs and does not include netball administered through standalone netball associations.

The AFL Barwon Region is the largest community football league in country Victoria. The AFL Barwon Commission supports 4 Senior Football and Netball Leagues, 3 Junior Football Leagues, 2 Umpire Associations and more than 50 clubs with 384 football teams and direct management of 346 netball teams. There are 10 football/netball clubs and 1 umpires association located in the Colac Otway Shire.

Council considered the draft G21 and AFL Barwon Regional Strategy at its December 2014 meeting, where Council resolved:

***That Council:***

- 1. Endorses the draft G21 and AFL Barwon Regional Strategy to be placed on public exhibition beyond the minimum 6 week period in accordance with Council's Community Engagement Policy 2010, from 20 December 2014 until 7 February 2015.***
- 2. Notes that any works outlined in the draft G21 and AFL Barwon Regional 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.***

The draft strategy was placed on public exhibition from 20 December 2014 to 27 February 2015. A further two week exhibition was afforded to all clubs within AFL Barwon following the public exhibition period.

### **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 G21 and AFL Barwon Regional Strategy provides the framework to support the future development, governance and growth of football and club based netball throughout the G21 region for the next 10 years. The strategy also considers netball as it relates to country football/netball administered under AFL Barwon.

The strategy vision is:

- To work together to grow and prosper community football and netball.

Aligned with the vision six strategic priorities were identified:

- Priority 1 – Support the capacity building of clubs and their people.
- Priority 2 – Increase the quality and functionality and maximise the carrying capacity of existing facilities.
- Priority 3 – Plan and develop new facilities in key growth areas across the region.
- Priority 4 – Capitalise on opportunities to create a Regional Administration Centre.
- Priority 5 – Ensure programs and facilities cater for the diversity of participants that are attracted to our game/s.
- Priority 6 – Continue to enhance the relationship between football / netball, government and community partners in planning and provision of facilities.

There are a series of strategic directions defined for each priority.

The strategy provides an assessment of all club facilities within the G21 and AFL Barwon region, focussing on amenities and infrastructure that have the greatest influence and impact on a venue being able to facilitate current competition requirements and support growth in participation.

Specifically to Colac Otway Shire, the strategy identifies that Central Reserve be classified as a “Regional” venue, one of four in the region. However, the facility doesn’t currently meet the required standard and needs improving. The strategy provides strong strategic justification to support Council in its efforts to lobby other levels of government for funding support to improve Central Reserve.

Of the other nine facilities in the Colac Otway Shire that cater for club activities, none currently meet the required facility standard, this being the “Local” classification. The table below outlines the improvements required for all Council facilities:

| <b>Club</b>             | <b>Improvement</b>               | <b>Which facilities</b>                                                                 |
|-------------------------|----------------------------------|-----------------------------------------------------------------------------------------|
| Birregurra FNC          | Substantial Improvement Required | Pavilion, Changerooms, Sports Lighting Netball Court, Netball Facility and Oval Surface |
| Irrewarra-Beeac FNC     | Substantial Improvement Required | Pavilion, Changerooms, Sports Lighting                                                  |
| Western Eagles FNC      | Substantial Improvement Required | Pavilion, Changerooms                                                                   |
| Alvie FNC               | Improvement Required             | Sports Lighting, Oval Surface                                                           |
| Apollo Bay FNC          | Improvement Required             | Sports Lighting, Oval Surface                                                           |
| Colac Imperials FNC     | Improvement Required             | Pavilion, Sports Lighting                                                               |
| Otway District FNC      | Improvement Required             | Sports Lighting                                                                         |
| South Colac Sports Club | Improvement Required             | Pavilion, Changerooms                                                                   |
| Forrest FNC             | Improvement Required             | Pavilion, Changerooms, Sports Lighting                                                  |
| Colac Tigers FNC        | Improvement Required             | A range of upgrades required to meet "regional" standard                                |

**Public exhibition**

Following consideration by all five participating Local Government Authorities (LGS's), the draft strategy was publically exhibited across the region for a period of greater than six weeks. A further two week exhibition was afforded to all clubs within AFL Barwon following the public exhibition period. Sixteen submissions were received during this period, with three relevant to Colac Otway Shire:

| <b>Submission</b>                | <b>Comments</b>                                                                                                                                                                                                                                                                                            | <b>Response from Project Control Group</b>                                                                                                                                                                                                     |
|----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Birregurra Football Netball Club | Presented master plan to AFL Barwon and stated that the club has ambitions to reach regional facility level in the long term.                                                                                                                                                                              | No change to strategy. Both AFL Barwon and Colac Otway Shire will continue to work with and support the club's ambitions for facility upgrades and renewal including identifying funding opportunities and representation to key stakeholders. |
| Colac Football Netball Club      | Off-field facilities at Central Reserve substandard, particularly for netball. Request Geelong Football League finals be hosted at Central Reserve. Exorbitant player payments a major issue. All clubs should be required to have junior teams. Support the development of 3-5 strategic plans for clubs. | No change to strategy. Priority 3 of the strategy refers to planned regional level upgrades at Central Reserve. Priority 1 of the strategy refers to club support and the need to develop strategic plans.                                     |
| Colac Otway Shire                | Council has formally stated that any works outlined in the draft G21 and AFL Barwon Regional Strategy would be                                                                                                                                                                                             | Strategy amended to include: "LGA's have also formally stated that works outlined in the strategy will continue to                                                                                                                             |

|  |                                                                                                                                                               |                                                                                                     |
|--|---------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|
|  | <p>subject to consideration via future budget processes and analysis of various priorities and this qualification must be included in the final document.</p> | <p>be subject to consideration via future budget processes and analysis of various priorities.”</p> |
|--|---------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|

Only minor changes have been made to the draft strategy with the key changes including:

- Inclusion of junior netball figures in tables at the back of the document.
- Additional strategic direction 2.13 regarding supporting Committees of Management.
- A statement regarding the social impact of football – refer page 4 of the Strategy.
- A statement regarding local government commitment to priorities is dependent on budget deliberations (page 31).
- Changes to ratings for St Josephs FNC.
- Amendment to Geelong West Cheetahs FNC ratings to be for Bakers Oval rather than Geelong West Oval (page 21).
- Inclusion of recent AFL social impact study as an appendix.

### **Proposal**

That Council adopts the G21 and AFL Barwon Regional Strategy.

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

The project has been funded by AFL Victoria, AFL Barwon and the five G21 municipalities. Council’s contribution to the project was \$1,522.

The strategy identifies facility improvements required at all facilities within the Colac Otway Shire that host football/netball clubs. The strategy states that all venues should aspire to be classified as “Local” by 2020. There are no cost estimates provided with the strategy as each venue will need to undertake further detailed investigations on what improvements are required.

Funds to improve community sporting infrastructure would be subject to a club’s capacity to finance works, Council budget assessments and/or sourced from State and Federal Government grants. The State Government has a dedicated funding program for football/netball facilities, the *Country Football Netball Program*. In addition, other State Government funding programs have been accessed in the past to improve facilities including the *Community Facility Funding Program*.

Importantly the strategy states that works outlined in the strategy will continue to be subject to consideration via future Council budget processes and analysis of various priorities.

The strategy states that a collaborative approach between government and sport is essential to ensure facility upgrades and renewal are strategically planned to meet the diversifying sports participation needs. Clubs cannot expect government to fund all upgrades and improvements. A key strategic direction is that AFL Barwon supports financial management and governance processes at the club level that ensures strategic planning includes club investment into future facility upgrades.

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

There are some 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 of oval and court surfaces, lighting for training and/or competition and meeting required sporting association standards to name a few.

### **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 study has been prepared following extensive engagement and communication with the relevant organisations and the football and netball community.

Two project reference groups (sport and government) were developed to provide technical advice and input from a local perspective.

The development of the strategy included a review of current sport and government literature, local and regional demographics and sports participation analysis and six targeted workshops with G21 LGA's, AFL Barwon Leagues, State Government and service providers to further discuss issues raised.

Online club health checks of 53 separate AFL Barwon clubs, facility assessments of these clubs and 32 schools surveys were also conducted, with conclusions drawn from these to provide support for pre-existing or new issues. AFL Barwon staff met individually with the majority of local clubs to get a detailed understanding of the issues facing local clubs.

The draft strategy was publically exhibited across the five participating Councils for a period of greater than six weeks. A further two week exhibition was afforded to all clubs within AFL Barwon following the public exhibition period. The draft strategy was available on Council websites as well as the G21 website. All clubs and associations were made aware of the draft strategy through AFL Barwon.

Sixteen submissions were received during this period, with three relevant to Colac Otway Shire. The submissions are summarised in the “**Issues / Opportunities**” section of this report.

### **Implementation**

The implementation of the strategy relies on a number of key organisations playing a role with many of the recommendations the responsibility of others to implement eg: AFL Victoria, AFL Barwon, football/netball clubs and associations, and local and state government.

Implementation of recommendations that are the responsibility of Council would be subject to consideration via future budget processes and analysis of various priorities. This point is clearly stated in the strategy.

### **Conclusion**

The G21 and AFL Barwon Regional Strategy has been developed to guide the future planning and development of football and netball delivered through football-netball clubs across the G21 and AFL Barwon Regions. Planning on a regional level provides significant benefits for sports and local governments.

The strategy has been prepared through significant consultation and engagement with local football-netball clubs, as well as other key stakeholders. The draft strategy was on public exhibition for a period greater than six weeks and received 16 submissions. Minor changes were subsequently made to the strategy.

The strategy provides Councils, AFL Barwon and importantly clubs the framework to support the growth and development of football and club based netball throughout the G21 region for the next 10 years.

**Attachments**

1. G21 and AFL Barwon Regional Strategy - FINAL Strategy

**Recommendation(s)**

***That Council:***

1. ***Adopts the G21 and AFL Barwon Regional Strategy.***
2. ***Notes that any works outlined in the G21 and AFL Barwon Regional Strategy would be subject to consideration via future budget processes and analysis of various priorities.***

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OM152705-3 G21 REGIONAL TENNIS STRATEGY

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

Purpose

To consider the adoption of the G21 Regional Tennis Strategy.

Declaration of Interests

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

Background

The 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 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 draft strategy was considered by Council at its January 2015 meeting where Council resolved:

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.***
- 3. Notes that during the public exhibition period that specific consultation and explanation will be arranged with the communities, Cressy, Eurack and Lavers Hill which may have an interest in the proposed declassifying of existing tennis courts.***

The draft strategy was placed on public exhibition for a period of greater than six weeks throughout January, February and March 2015 seeking feedback from the community and key stakeholders.

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 strategy is the first conducted in Regional Victoria and sets 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.

The 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.

Municipal Action Plans

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 \$2,599,700 is required to implement the facility development recommendations from the MAP 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.

Public exhibition phase

The draft strategy was publically exhibited across the five participating Councils for a period of greater than six weeks. In total, 24 submissions were received during this period, including submissions from a number of Councils. Eight submissions were specific to Colac Otway Shire and are addressed in the following table:

Submission	Comments	Changes to draft strategy
1. Individual	Refers to the need for courts in local areas to be accessible by public transport.	A new recommendation (5.3) was added on Page 27: "Develop an accessible GIS layer identifying all tennis venues in the G21 region via hierarchy

		and range of other key facility and access attributes – where possible, overlay with available population and participation statistics and connect to State of Play reporting.” All recommendations were re-ordered to better reflect the Critical to Low recommendations from top to bottom.
2. Polwarth & District Tennis Association (PDTA)	Supports the strategy. Supports development of a central tennis complex in Colac. If greenfield site not available, Colac Lawn Tennis Club would be the other option to invest in. Development of a master plan for a regional site is a priority. Shorter term, need to upgrade Elliminyt tennis courts.	No changes were made to the document. This issues raised would be addressed via the Tennis in Colac investigation.
3. Colac Lawn Tennis Club (CLTC)	Supports the strategy. Reiterates the need for a collective approach to the development of tennis in Colac. Suggests that the CLTC is the best venue to redevelop to meet these needs.	No changes made.
4. Colac Indoor Tennis & Sports Centre	Believes ideal location for a regional tennis facility would be an extension to their site. The centre provides an all-year round facility. A new outdoor facility with lights would impact on their sustainability.	No changes made.
5. Gellibrand Tennis Club	States that the club is still in existence although doesn't presently compete in tennis competitions. Would like tennis lines marked on the new courts at the Gellibrand Recreation Reserve.	Tables on pages 43 and 44 have been updated to reflect additional capital works items and costs associated with line marking courts at Gellibrand Recreation Reserve and providing new nets and net posts.
6. Lavers Hill and District Progress Association	Accepts that the courts are not of competition standard and should be decommissioned. However, they should be retained as public open space, and the hard surface and the perimeter fencing should be retained.	The Colac Otway Shire MAP on Page 42 was updated with the following text: “With local stakeholders, consider alternate community use options for the Lavers Hill tennis court land.”
7. Individual	Lack of facilities in Colac to keep juniors in the game during terms 2 & 3.	No changes made. Should be addressed in the Colac Otway MAP actions

	Colac Lawn cannot be seen as a regional facility as it is only open for a short time during the year and the facilities are not up to standard. Colac needs a complete overhaul of its tennis structure, this strategy should suggest ways they could improve participation and what facilities should be invested in from a local government perspective.	regarding tennis in Colac.
8. Colac Otway Shire	Detailed the response from the consultation undertaken with the three communities where courts had been identified for decommissioning – Cressy, Eurack and Lavers Hill.	Colac Otway MAP on Page 42 updated to include the following specific recommendations: <ul style="list-style-type: none"> • Retain single tennis courts at Cressy and Eurack tennis facilities for social community use. Decommission second courts for tennis but retain hard surface for alternative community uses. • With local stakeholders, consider alternate community use options for the Lavers Hill tennis court land. • In addition, all related tables, figures and associated costs have been updated on Pages 43 and 44 to reflect the above changes.

Specific consultation was undertaken with the three communities that were subject to courts recommended for decommissioning, these being Cressy, Eurack and Lavers Hill. The following provides an overview of the consultation:

Cressy

- Onsite meeting held with the Cressy Recreation Reserve Committee of Management – 9 people attended.
- Committee believe 1 court is in reasonable condition and is still used by the community for social tennis and other activities eg: netball practice.
- Preference is to keep one court for community use which the Committee would maintain.
Note: this reserve is Crown land managed by a delegated Committee of Management. Council has no management responsibilities for this reserve.

Eurack

- Onsite meeting held with the Eurack Hall and Tennis Reserve Committee of Management – 3 people attended.
- Committee believe 1 court is in reasonable condition and is still used by the community for social tennis and other activities eg: cricket.
- Preference is to keep one court for community use which the Committee would maintain.
Note: this reserve is Council land managed by a S86 Committee of Management.

Lavers Hill

- Phone discussion held with Lavers Hill & District Progress Association (LHDPA).
- Advertised in the Otway Light newsletter.
- LHDPA provided a formal submission to Council stating that they accept that the courts are not of competition standard and should be decommissioned. However, they should be retained as public open space, and the hard surface and the perimeter fencing should be retained.
- Believes that the fencing around the tennis courts is of prime importance and must be retained for future alternative uses of the space.

Note: this reserve is Council land managed by Council. The LHDPA recommended that this land could become part of the Lavers Hill Hall grounds, and could be administered by the S86 Lavers Hill Hall Committee of Management.

In addition to the specific Colac Otway Shire submissions and associated changes, the strategy has also been amended in the following ways:

- The following recommendation has been added to all LGA MAPs: “Work collaboratively with other G21 Councils and State Government to achieve consistent region-wide principles for tennis venue-court access and Crown Land leasing policies.”
- All MAPs have been updated to reflect any additional facilities and related changes.
- Appendix 6 was completely redone to reflect any changes made in individual LGA MAPs and associated tables.
- Two new sites were added – East Geelong Tennis Club (CoGG) and Deans Creek Tennis Courts (Surf Coast). Both venues were previously omitted from inventories and have been added to relevant LGA MAP's and actual mapping images. These sites also altered all facility related statistics and as such all tables and graphs on Pages 10, 20 and 21 were updated.
- The following statement was reinforced within the Executive Summary on Page 10:
“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.”
- Page 32 was also updated with the following text:
“Implementing priorities are the responsibility of each Council. As a guide, infrastructure actions provided in the following pages should be prioritised jointly 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.”
- Added Strategy 2.8: Support Clubs and Coaches to identify older adult markets and create opportunities to deliver local social, competitive and modified tennis activities on Page 19. Also re-ordered all strategies to better reflect the Critical to Low so it's easier to read the priorities.

- A new Page 15 titled “Role of Regional Tennis Centres” was added to better identify the role of the Geelong Lawn Tennis Club and any future regional tennis centre(s) in Armstrong Creek.
- All clubs and venues in Appendix 4 tables have been reviewed and updated to match with LGA MAP tables (and Appendix 6), including updating of TVIC affiliation status.
- Other minor changes specifically relating to other Council MAPs.

Proposal

That Council adopts the G21 Regional Tennis Strategy.

Financial and Other Resource Implications

The project was funded by Sport and Recreation Victoria and the five G21 municipalities. Council’s contribution to the project was \$759.

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

An estimated \$2,599,700 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.

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.

There is a risk to Council associated with not decommissioning courts that have been deemed unsuitable for use, particularly at Eurack where the land is Council owned. The court surface is compromised and not conducive to active sport. There are signs located at the courts stating that players play at own risk. Council’s risk management unit have been consulted and believe that due to the small surrounding population and the very low level of use, the likelihood of injury to the community would be extremely low and therefore acceptable to Council.

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 strategy draws on the information, analysis and feedback from the Issues and Opportunities Paper (prepared in 2013) which 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.

Public exhibition phase

Following consideration of the draft strategy by the five participating Local Government Authorities, the draft strategy was publically exhibited across the region for a period of greater than six weeks. The draft strategy was placed on the G21 website as well as LGA websites. Key stakeholders including clubs and associations were made aware of the draft strategy through Councils and their governing body.

In total, 24 submissions were received during this period, with eight relevant to Colac Otway Shire – as detailed in the “**Issues / Options**” section of this report.

Implementation

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

Implementation of recommendations that are the responsibility of Council would be subject to consideration via future budget processes and analysis of various priorities. This point is clearly stated in the strategy.

Conclusion

The G21 Regional Tennis Strategy has been developed to improve tennis participation in the region, and guide future development, service provision and investment in the sport. Council has a key role to play in encouraging participation through the provision of adequate facilities.

Both the strategy and the associated MAP will provide strong guidance to Council on the priorities for facility improvements as well as development of the sport locally. The

implementation of facility improvements will be subject to consideration via future budget processes and analysis of various priorities.

Attachments

1. G21 Regional Tennis Strategy

Recommendation(s)

That Council:

1. ***Adopts the G21 Regional Tennis Strategy.***
2. ***Notes that any works outlined in the G21 Regional Tennis Strategy would be subject to consideration via future budget processes and analysis of various priorities.***

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**OM152705-4 AUSTRALIA DAY 2016 HOST TOWN**

|             |                                |           |              |
|-------------|--------------------------------|-----------|--------------|
| AUTHOR:     | Hege Eier                      | ENDORSED: | Colin Hayman |
| DEPARTMENT: | Corporate & Community Services | FILE REF: | F15/1487     |

**Purpose**

To consider the endorsement of Birregurra to host the official 2016 COS Australia Day celebrations.

**Declaration of Interests**

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

**Background**

Historically Colac Otway Shire hosted two similar but separate events for Australia Day, one in Colac followed by another in Apollo Bay.

In 2008 the Australia Day Advisory Committee identified that having two separate events in two locations presented a number of logistical issues (in terms of transport and set up) as well as placing an unrealistic demand on our Australia Day Award recipients and New Citizens to travel to two destinations to attend celebrations.

In 2008 the Australia Day Advisory Committee recommended to Council that one main event be held, creating the possibility for various townships in the Shire to host the Colac Otway Shire Australia Day celebrations.

After successful Australia Day celebrations in Forrest (2009) and Birregurra (2010), Council adopted an Expression of Interest process for Colac Otway Shire townships to nominate their interest to host the Australia Day event.

Australia Day celebrations have since been held in Beeac (2012), Apollo Bay (2013) and Forrest (2014). In 2011 no Expression of Interest was received and Council adopted the Australia Day Advisory Committee's recommendation to hold the 2011 Australia Day celebrations in Colac.

In November 2013, Council endorsed the Australia Day Advisory Committee's recommendation to bypass the expression of interest process for the 2015 celebrations, and to instead hold the 2015 Colac Otway Shire Australia Day Celebrations in the Colac Botanic Gardens to coincide with the Botanic Gardens' 150<sup>th</sup> anniversary.

**Australia Day Components:**

The Colac Otway Shire Australia Day event consists of two components:

**Civic Component:**

Council manages the official civic component comprising: flag raising ceremony, Australian National Anthem, official speeches, Citizenship Ceremony and the presentation of the Australia Day Awards.

**General Event Activities:**

The host community is encouraged to develop other celebratory activities around the general Australia Day concepts, with the opportunity for the successful host to showcase their town, local venues, artists and performers to a diverse range residents and visitors.

The Colac Otway Shire works with the successful host town ensuring that any additional activities meet the terms of the Colac Otway Shire Event Approval process.

**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.

Strategic documents relevant to this report include the 2007-2011 Festival and Events Strategic Plan.

**Issues / Options**

The Expression of Interest process to host the 2016 Colac Otway Shire Australia Day celebrations closed on 10 April 2015.

Expressions of Interest were received from the following towns:

- Apollo Bay – Apollo Bay Chamber of Commerce
- Birregurra – Birregurra Community Group

In comparing the Apollo Bay and Birregurra applications:

- Both community groups have extensive event experience and have successfully delivered the Colac Otway Shire Australia Day event in the past.
- Both applications addressed the selection criteria as outlined in the application form.
- Both groups have nominated a venue that would be suitable for the Australia Day event.
- Both applications nominated appropriate and memorable Australia Day themes and activities.
- Both applicants have the community support required to successfully deliver the event.
- Both groups have given some thought to how to interact and engage a diverse audience group.

As Apollo Bay hosted the celebrations more recently (2013) than Birregurra (2010), it is recommended that Birregurra should be given the opportunity to host the 2016 Australia Day celebrations.

### Options

There are three options available to Council:

1. Adopt the recommendation to host the 2016 Australia Day Celebrations in Birregurra.
2. Defer consideration. A delay may be detrimental to the planning of the event, timelines and management process required for the Events Unit and the host town.
3. Not support the recommendation to hold Australia Day 2016 in Birregurra and determine to hold it in Apollo Bay.

Option 1 is recommended.

### **Proposal**

It is proposed that Council supports the recommendation that the 2016 Colac Otway Shire Australia Day celebrations take place in the township of Birregurra on 26 January 2016.

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

The Australia Day event has previously been allocated funds through the annual budget process. An amount of \$12,910 has been allocated for the 2016 Australia Day event in the draft 2015/16 budget.

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

The Colac Otway Shire Events Unit is required to undertake the Council's Events Approval process which addresses risk management and compliance issues specific to the event.

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

There are no direct environmental and climate change considerations relating to this report. Any environmental and climate change considerations relating to the 2016 Australia Day event will be considered as part of the Colac Otway Shire Event Approval process.

### **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 will be "*collaborate*", where Council's Events Unit will actively work with the Birregurra Community Group and other Birregurra groups/clubs in developing and delivering the 2016 Australia Day event. It is expected that many community groups and individuals will come together to make the event a wonderful celebration for the Birregurra and broader Colac Otway communities.

### **Implementation**

The Events Unit will meet regularly with the Birregurra Community Group to plan and implement the delivery of the 2016 Australia Day celebrations. A detailed event project plan will be developed in conjunction with the Birregurra community to ensure all aspects of the event are planned appropriately.

### **Conclusion**

It is recommended that the 2016 Colac Otway Shire Australia Day celebrations take place in Birregurra.

### **Attachments**

Nil

**Recommendation(s)**

***That Council holds the 2016 Colac Otway Shire Australia Day event in Birregurra on the 26 January 2016.***

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The TEP has nominated the following companies as preferred suppliers:

- a) asphalt – Fulton Hogan Industries Pty Ltd and Boral Resources Pty Ltd;
- b) emulsion – Fulton Hogan Industries Pty Ltd;
- c) cold bitumen premix – Fulton Hogan Industries Pty Ltd; and
- d) polymodified cold asphalt – Boral Resources Pty Ltd.

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

By undertaking a tender evaluation process, the best value for money can be obtained through tendered rates. Council is required to comply with section 186 of the *Local Government Act, 1989*, and invite tenders for contracted services over \$150,000.

Supply of bituminous products is necessary in the undertaking of maintenance of Council's sealed road infrastructure.

The nominated preferred suppliers have submitted competitive prices and best value is expected to be achieved through awarding the proposed contract to those suppliers.

Proposal

It is proposed to award the contract to the nominated suppliers for an initial two year period, with a option to extend the contract for a further one year at Council's discretion.

Financial and Other Resource Implications

The procurement of bituminous products is predominantly for road maintenance purposes and is funded through sealed road maintenance and the major patching program budgets of \$360,000 and \$300,000 respectively for 2014/2015.

The estimated annual cost of bituminous products is \$135,000 (excluding GST) in 2014/2015.

Risk Management & Compliance Issues

Fulton Hogan Industries Pty Ltd, has been supplying bitumen products for Cosworks operations for at least 13 years with no compliance or risk management issues.

Boral Resources (Vic) Pty Ltd also has an established relationship with Council and is on Council's panel for the supply of crushed rock, sealing aggregate and pavement materials.

The successful suppliers are required to have in place adequate insurance and a suitable occupational health and safety system.

Environmental and Climate Change Considerations

The successful suppliers are required under the contract to provide suitable approved environmental plans and to actively prevent incidents and occurrences.

The Council may request a copy of a supplier's environmental plan for ensuring that necessary permit and environmental criteria have been fulfilled. No issues on climate change have been considered.

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 tender was advertised in the Colac Herald on 13 March and the Geelong Advertiser and The Age on 14 March 2015. Also the tender was advertised on the Colac Otway Shire website and via Tenderlink.

Implementation

The Contract shall become effective from the date of award for a period of two years. The successful suppliers will be required to provide adequate documentation and Council may purchase bituminous products on an 'as needed' basis during the contract period. Prior to the end of the principal contract period a possible one year extension will be considered.

Conclusion

A recommendation is made to award the contract to the nominated suppliers at their tendered rates for a period of two years, subject to an option to extend for a further one year at Council's discretion.

Attachments

Nil

Recommendation(s)

That Council:

- 1. Awards Contract 1518 – Supply & Deliver Bituminous Products, to the following suppliers, subject to allowance for rise and fall:***
 - a. asphalt – to Boral Resources Pty Ltd and Fulton Hogan Industries Pty Ltd with Cosworks to purchase the cheapest available of each product at such time as it is required;***
 - b. emulsion – to Fulton Hogan Industries Pty Ltd;***
 - c. cold bitumen premix – to Fulton Hogan Industries Pty Ltd;***
 - d. polymodified cold asphalt – to Boral Resources Pty Ltd***

for a period of two years, subject to an option to extend for one year at Council's discretion.
- 2. Delegates to the Chief Executive Officer authority to sign and place under Council Seal the Contract documents following the award of Contract No. 1518.***

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**OM152705-6**

**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 Bluewater 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 Bluewater 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 Bluewater Fitness Centre Redevelopment Project.

The monthly report now provides for an assessment of schedule performance. This is measured based on year to date expenditure against the overall project budget.

Council is currently working with the builder to establish a final completion date for construction.

All efforts are being made to deliver this project as soon as possible; however the focus is on achieving a quality build to ensure that a high-quality facility is delivered which will benefit generations to come. It is anticipated that further details regarding the completion date will be available next month.

### **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**

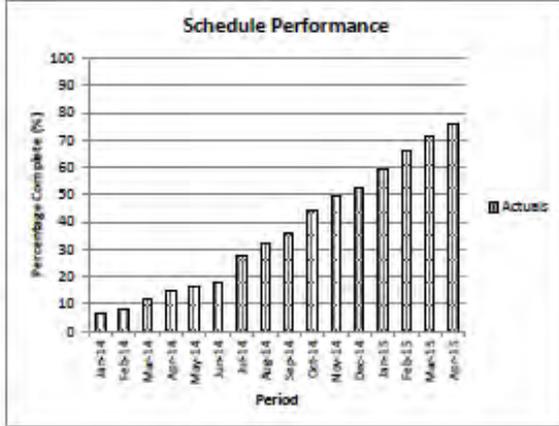
Nil

**Recommendation(s)**

***That Council notes the monthly status report for the Blue Water Fitness Centre Redevelopment Project covering the period to 1 April 2015 to 30 April 2015.***

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| Monthly Project Status Report - BWFC Redevelopment | | | |
|--|---|---|---|
| For Period | 1 April - 30 April 2015 | | |
| Prepared By | Graeme Collins and Adam Lehmann | | |
| Date Prepared | 07-May-15 | | |
| Project Description | 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. | | |
| Project Status | | | |
| Status Item | Current Status | Prior Status | Reason for Deviation |
| Overall Project Status | Caution | Caution | Projected completion date currently being assessed in conjunction with the contractor |
| Schedule | Caution | Caution | |
| Scope | Controlled | Controlled | Project presently within budget tolerances |
| Budget | Caution | Controlled | |
| Project Risk | Caution | Caution | |
| Overall Summary/Comments | | | |
| Significant progress has been made within the stadium area with construction of the new sports floor commencing. Roof cladding over the pool hall extension has been completed along with window wall framing being erected ready for glazing. | | | |
| Budget Performance | | | |
| Building Contract Expenditure Summary | | | Project Expenditure Summary |
| Contract Sum | \$10,955,860 | | Total Project Budget |
| Contract Works Complete | \$7,265,969 | | \$11,855,860 |
| Approved Variations Completed | \$640,246 | | Total YTD Project Expenditure |
| Total Approved Works Completed | \$7,906,214 | | \$8,972,681 |
| Contract Contingencies | \$850,000 | Credits and Contract Contingencies Remaining | Percentage Budget Spent |
| | | \$209,754 | 75.7% |
| Comments | | | |
| Council is currently working with the builder to establish a final completion date for this project. | | | |



| Schedule Performance | | | | | |
|--|---|--------------|--|-------------|--|
| Project Element | Relocation of Dry Programmes | Construction | Equipment Purchases for Redeveloped Facility | Landscaping | Project Management |
| Design (including Contract Administration) | | | | | |
| Percentage Complete | 102.5% | 72.2% | 0.0% | 0.0% | 126.6% |
| Construction Correspondence | | | | | |
| No. of Requests For Information (RFI) to Date | 354 | | No. Variation Quotations (VQ) Submitted | 179 | |
| No. Unresolved RFIs No. Site Instructions Issued (SI) | 37 | | No. VQs Approved | 138 | |
| | 754 | | No. VQs Rejected | 41 | |
| Accomplishments Since Last Report | | | | | |
| Roof cladding to warm water pool hall installed
Commencement of the installation of pool plant and associated pipework
Construction of redesigned dry fitness roof drainage commenced utilising existing drainage assets
Roofing over the new plant room has been completed | | | | | |
| Upcoming / Next Steps | | | | | |
| Continuation of construction of new sports floor
Construction of stadium grandstand seating
Internal wall linings and painting across multiple areas
Glazing of window wall to warm water pool hall | | | | | |
| Key Risks that May Affect the Project | | | | | |
| RFI response times | | | | | Current Status
Caution |
| Latent conditions within existing building | | | | | Controlled |
| Possible delays due to seasonal change and extent of works exposed to weather | | | | | Controlled |
| Impacts to schedule due to additional works across aspects of the site | | | | | Caution |
| Key Issues that Currently Affect the Project: | | | | | |
| RFI pending response and current timeframes for finalisation | | | | | Current Status
Caution |
| Project schedule impacted by redesign and documentation delivery | | | | | Caution |
| Progress of construction of splash pad area | | | | | Caution |
| Key Upcoming Milestones | | | | | |
| Glazing to pool hall extension | | | | | Target Completion Date
22-May-15 |
| Plastering in foyer and dry programme areas | | | | | 31-May-15 |
| Laying of new sports floor in stadium | | | | | 04-Jun-15 |
| Key | | | | | |
| Controlled | - Project or issue is within established milestones, scope, budget and is on schedule | | | | |
| Caution | - Project has slightly deviated from the plan. | | | | |
| Critical | - 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. | | | | |
| | - Issue or risk likely to significantly impact on schedule and project costs. | | | | |

Site Photos



Installation of warm water pool hall roof



Wall linings to entry foyer



Laying of new timber sports floor



Pipework associated with dry fitness area roof drainage

OM152705-7 ONSHORE NATURAL GAS EXPLORATION

| | | | |
|-------------|------------------------------------|-----------|--------------|
| AUTHOR: | Stewart Anderson | ENDORSED: | Doug McNeill |
| DEPARTMENT: | Sustainable Planning & Development | FILE REF: | F14/6163 |

Purpose

The purpose of this report is to provide information to Councillors about the issues associated with unconventional onshore natural gas exploration in the Otways and recommend actions that should be taken by Council.

Declaration of Interests

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

Background

Unconventional onshore natural gas includes coal seam gas, shale gas, and tight gas; the difference is in the type of sedimentary rock in which the gas is found, and how the gas is stored. Extracting onshore natural gas requires a process called hydraulic fracturing, commonly known as ‘fracking’. Fracking is a technique that involves pumping a fluid consisting of water, sand and selected chemicals under high pressure into the rock containing gas. The fluid creates narrow fractures in the rock and the sand grains hold the fracture open to provide a pathway for the gas to flow from the surroundings to the gas well for extraction.

Conventional natural gas extraction involves tapping into gas reserves at a greater depth and is typically undertaken offshore. Currently there is no unconventional gas extraction such as coal seam, tight or shale gas production in Victoria. The unconventional onshore natural gas extraction industry has been developing in Queensland over the past 20 years or so, and more recently has expanded to NSW. It has been in operation overseas for a longer period of time. Due to strong community concerns about the potential environmental and health impacts of onshore gas production, in particular coal seam gas, production is not yet established in Victoria. Alarming reports have come out of the USA, the UK, and now Queensland regarding the impacts of fracking and the many unknown risks, and a lack of detailed credible information and long-term studies is contributing to stakeholders feeling ill-equipped to develop an informed opinion about the industry, its methods, and the impacts.

In April 2012, Colac Otway Shire Council expressed strong concerns about the potential for coal seam gas exploration in the Otways and unanimously passed a motion to call on the Victorian government to introduce a moratorium on coal seam gas, and carry out an investigation on the industry’s environmental, social and economic impacts on communities.

After similar responses from communities across the state, a moratorium was introduced by the Victorian government in August 2012 which covers fracking, exploration drilling and the issuing of new exploration licenses for all types of unconventional onshore natural gas. This was introduced to allow time for more information to be gathered on the potential environmental and health risks posed by the industry. In late 2013 the moratorium was extended until July 2015 to allow for a more robust Parliamentary Inquiry to take place.

It is possible that the moratorium will be lifted once the findings of the Inquiry are handed down. So far, an Interim Report on the Community and Stakeholder Engagement Program has been produced but the complete findings of the Parliamentary Inquiry are yet to be released. In the meantime however, a ban on the addition of BTEX (benzene, toluene, ethylbenzene and xylene) chemicals in hydraulic fracturing fluids has been legislated. This is significant because the use of these chemicals has been one of the main health concerns consistently raised in relation to onshore natural gas exploration.

Council Plan / Other Strategies / Policy

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 Otway basin is identified as one of two areas in Victoria with the highest potential for unconventional gas (coal seam, shale and/or tight gas). For this reason, it is important that Council continues to engage in this issue.

Concerns raised within our municipality about the unconventional onshore natural gas industry align with those expressed in the broader region, and across the state as a whole. The Interim Report on the Community and Stakeholder Engagement Program for Onshore natural gas summarises initial findings from across Victoria. The main themes of the concerns being raised by the community include:

- The view that existing reserves are adequate to provide enough time to transition to renewable energy resources;
- The view that the costs and risks last for generations, and outweigh the benefits which are very short-term and experienced by those not impacted by the physical development;
- Concerns regarding the substantial and long-lasting impact on the landscapes in which the development occurs (including the natural environment, agricultural areas, residential areas and areas used for tourism);
- Concerns regarding the potential impact on the environment, including use and contamination of underground aquifers;
- Concerns regarding public health including mental issues deriving from anticipated or actual development, and impacts on the character of the community;
- Concerns that there is limited understanding of the potential risks and their management;
- Concerns regarding the capacity of regulators to manage the development and operations of the industry;
- Concerns with the amount of community consultation and knowledge to date.

Similar concerns are reflected in the officer report presented to City of Greater Geelong (CoGG) on 14 October 2014, which details the primary concerns its community has with onshore natural gas development. After receiving a significant amount of feedback about the issue when undertaking a community consultation process for their new Environmental Management Strategy, CoGG took submissions on the issue, and in particular the practice of fracking for one month. They received 449 submissions, 447 of which were opposed to

onshore gas extraction and in particular the process of fracking. The primary concerns raised within these submissions have been broadly categorised as follows:

- Contamination of air, land and water;
- Groundwater impacts;
- Health concerns;
- Decrease in property values and other land uses; and
- The need to utilise renewable energy.

While Colac Otway Shire has not called for public submissions on the matter it is likely that the same concerns raised through the survey conducted by CoGG and Parliamentary Inquiry community engagement sessions (one of which was held in Colac) would be raised in our community highlighting the likely adverse impacts coal seam gas development would have on the existing industries which underpin our local economy, including farming, grazing, timber production and eco-tourism. This expectation was confirmed at a recent community meeting held in Birregurra when Councillors were presented with a declaration in writing from a group of community members stating that the Birregurra and Wamcoort region be 'Gasfield Free'.

Councils both within our region and across the state demonstrated strong support for the introduction of the moratorium, and those parties have also pushed for its extension. The City of Greater Geelong, Surf Coast Shire Council and Moyne Shire Council have all continued to voice their concerns about onshore natural gas development. To support local government concerns, the G21-Geelong Region Alliance Board recently wrote to the Minister for Energy, Resources and Industry to voice support for the onshore natural gas parliamentary inquiry, and offer recommendations for what the Parliamentary Inquiry should consider and how it should be undertaken.

Proposal

It is proposed that Council seek an extension of the moratorium on the exploration of unconventional onshore natural gas and further support the development of renewable energy sources to replace fossil fuels in the provision of heating, cooling and power.

Financial and Other Resource Implications

There are no significant financial or other resource implications for Council associated with this proposal.

Risk Management & Compliance Issues

Council does not play a formal role in the process of issuing licences for the exploration of unconventional onshore natural gas. Accordingly, this matter does not have a direct impact on Councils operational risk management and compliance policies or plans.

Environmental and Climate Change Considerations

The proposal in this report aligns with Councils Environment Strategy which identifies the need for Council to advocate on behalf of the community in relation to issues such as sustainable energy production and the protection of groundwater reserves.

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 for the proposal in this report would be to inform the community and include information being put on Council's website and released through local media outlets.

Implementation

Council does not play a formal role in the process of issuing licences for the exploration of unconventional onshore natural gas. Accordingly, this matter does not have a direct link to Councils operational policies or plans. However, Council recognises the communities concerns on this matter and has a role in advocating on behalf of the community. The proposed approach aligns with the previous position taken by Council in 2012 and will be implemented by writing to the State Government and stating Council's position along with approaching the MAV to determine its interest in leading a collaborative advocacy approach on this issue.

Conclusion

Hydraulic fracturing is known to require very large amounts of water, and cause contamination of groundwater resulting from the extraction process. Colac Otway Shire is heavily dependent on its agricultural and tourism industries, both of which have been identified as industries at risk of being negatively impacted by onshore natural gas extraction. The Otways have nationally and regionally significant environmental assets which must be protected and house regionally significant water catchments, which we cannot afford to jeopardise particularly when faced with the challenges of climate change.

There are real concerns about the short and long-term health implications of the unconventional natural gas extraction methods, and Council has a duty of care to represent its community's interests. Given Council's renewable energy focus and involvement with the multi-municipality Climate Resilient Communities project it would also be appropriate to question why the development of industries dependent on finite resources are being entertained when the investment required could be redirected to the development of the renewable energy industry, which has many well recognised advantages.

Accordingly, it is recommended that Council takes a similar position to other Councils in the region and also highlights the need and opportunity to redirect investment in non-renewable energy resources to support the development of the renewable energy sector, which has a long-term future that does not jeopardise the health of our environment and communities.

Attachments

Nil

Recommendation(s)

That Council:

- 1. Writes to the Victorian Government advising that Colac Otway Shire supports an extension of the moratorium on unconventional natural gas extraction until such time that the environmental, social and economic issues raised by the community can be effectively addressed.***
- 2. Writes to the Victorian and Federal governments requesting support for the development of renewable energy sources to replace fossil fuels in the provision of heating, cooling and power.***
- 3. Approaches the Municipal Association of Victoria to determine its interest in leading a collaborative advocacy approach on this issue across the local government sector.***

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**OM152705-8 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:

- |                                    |               |
|------------------------------------|---------------|
| • Friends of Colac Botanic Gardens | 9 April 2015  |
| • Councillor Briefing              | 22 April 2015 |
| • Councillor Briefing              | 6 May 2015    |

**Attachments**

1. Friends of the Botanic Gardens - 20150409
2. Councillor Briefing - 20150422
3. Councillor Briefing - 20150506

**Recommendation(s)**

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

- |                                                  |                             |
|--------------------------------------------------|-----------------------------|
| • <b><i>Friends of Colac Botanic Gardens</i></b> | <b><i>9 April 2015</i></b>  |
| • <b><i>Councillor Briefing</i></b>              | <b><i>22 April 2015</i></b> |
| • <b><i>Councillor Briefing</i></b>              | <b><i>6 May 2015</i></b>    |

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OM152705-9 MINUTES FROM YOUTH COUNCIL MEETINGS

AUTHOR:	Maree Redmond	ENDORSED:	Sue Wilkinson
DEPARTMENT:	Executive	FILE REF:	11/96640

Attached are the minutes of Youth Council meetings held on:

- 23 March 2015
- 30 March 2015
- 31 March 2015
- 20 April 2015

Attachments

1. Minutes - Youth Council - 23 March 2015
2. Minutes - Youth Council - 30 March 2015
3. Minutes - Youth Council - 31 March 2015
4. Minutes - Youth Council - 20 April 2015

Recommendation(s)

That Council notes the minutes arising from Youth Council meeting held on:

- ***23 March 2015***
- ***30 March 2015***
- ***31 March 2015***
- ***20 April 2015.***

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**OM152705-10 MINUTES OF COLAC COMMUNITY LIBRARY AND  
LEARNING CENTRE JOINT COMMITTEE**

|             |                                   |           |              |
|-------------|-----------------------------------|-----------|--------------|
| AUTHOR:     | Colin Hayman                      | ENDORSED: | Colin Hayman |
| DEPARTMENT: | Corporate &<br>Community Services | FILE REF: | F11/3291     |

**Colac Community Library and Learning Centre (CCLLC) Joint Committee**

The minutes of the 11 February 2015 meeting of the Joint Committee are attached.

**Attachments**

1. CCLLC Joint Committee meeting minutes 11 February 2015

**Recommendation(s)**

***That Council notes the minutes of the Colac Community Library and Learning Centre (CCLLC) Joint Committee for 11 February 2015.***

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IN COMMITTEE

Recommendation

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

SUBJECT	REASON	SECTION OF ACT
Minutes of In-Committee Council Meeting held on 22 April 2015	this matter may prejudice the Council or any person.	Section 89 (2) (h)
Contract 1518 – Supply & Delivery of Bituminous Products	this matter deals with contractual matters	Section 89 (2) (d)



ORDINARY COUNCIL MEETING

WEDNESDAY, 27 MAY 2015

ATTACHMENTS

PAGE NO.

CORPORATE AND COMMUNITY SERVICES

OM152705-2 G21 and AFL Barwon Regional Strategy

Attachment 1: G21 and AFL Barwon Regional Strategy - FINAL Strategy 3

OM152705-3 G21 Regional Tennis Strategy

Attachment 1: G21 Regional Tennis Strategy.....57

GENERAL BUSINESS

OM152705-8 Assembly of Councillors

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OM152705-9 Minutes from Youth Council Meetings

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Attachment 2: Minutes - Youth Council - 30 March 2015..... 147

Attachment 3: Minutes - Youth Council - 31 March 2015..... 149

Attachment 4: Minutes - Youth Council - 20 April 2015 151

OM152705-10 Minutes of Colac Community Library and Learning Centre Joint Committee

Attachment 1: CCLLC Joint Committee meeting minutes 11 February 2015.153



G21 AND AFL BARWON REGIONAL STRATEGY

APRIL 2015





ACKNOWLEDGEMENTS

PROJECT PARTNERS

This project has been a collaborative effort of a number of partner organisations and the five local government authorities comprising the G21 Geelong Region Alliance with the City of Greater Geelong acting as Project Manager.

Input and advice from AFL Victoria, AFL Barwon, Netball Victoria and the G21 regional football and netball communities has also assisted the development of this document.

PROJECT CONSULTANTS

insideEDGE Sport and Leisure Planning

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Footscray West | VIC 3012 | Australia

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▶ PRIORITY 1	14
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THE G21 AND AFL BARWON REGIONAL STRATEGY IS DELIVERED IN TWO REPORTS.

Issues and Opportunities Paper

The Issues and Opportunities Paper provided detailed project, region, football and football club based netball context and associated analysis for the **Strategy**, as well as an analysis of the issues impacting these sports across the G21 region. It also highlighted potential opportunities for improvement, which provide the basis for the *G21 and AFL Barwon Regional Strategy*.

G21 and AFL Barwon Regional Strategy (THIS DOCUMENT)

The *G21 and AFL Barwon Regional Strategy* provides the principles and strategic framework to support the future development, governance and growth of football and football club based netball throughout the G21 region. It also provides key regional strategic directions and recommendations, as well as identifying key priorities and actions for AFL Barwon, AFL Victoria, Netball Victoria and each participating municipality.

Photos within the G21 and AFL Barwon Regional Strategy are courtesy of The Geelong Advertiser via AFL Barwon, City of Greater Geelong, Netball Victoria, AFL Victoria and The Colac Herald .



INTRODUCTION ABOUT THIS DOCUMENT

The G21 and AFL Barwon Regional Strategy aims to guide the future planning and development of football and netball delivered through football-netball clubs throughout the G21 and AFL Barwon regions. The strategy addresses infrastructure and sports development needs of both sports, as well as establishes clear priorities for local delivery.

The value of a “typical” community football club is well documented. AFL Victoria’s Heartland Strategy estimates that the economic impact of football and netball participation is worth \$2.4billion per annum across Victoria, highlighting the significant impact that sport has on local communities. The social return on investment for an average community football club has been further supported by a La Trobe University study released in 2015 which indicates that for every \$1 spent to run a club, there is at least \$4.40 return in social value. This is measured in terms of increased social connectedness, wellbeing, and mental health status; employment outcomes; personal development; physical health; civic pride and support of other community groups

The G21 region comprises some of the most diverse communities in the state, with a mix of high growth areas and small rural communities, creating a demand for a clear vision regarding provision of facilities, services and levels of support for a diversity of football and netball activity.

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 and AFL Barwon Regional Strategy** investigates the issues and opportunities facing football and netball 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 AFL Barwon, AFL Victoria, Netball Victoria, local leagues and clubs. Funding for the project has been provided by AFL Victoria, AFL Barwon and each of the five participating LGAs.

The **G21 and AFL Barwon Regional Strategy** builds on the information outlined within the **Issues and Opportunities Paper** and provides regional recommendations and strategic directions for implementation by the AFL Barwon community and G21 LGAs supported by AFL Victoria and Netball Victoria.

The **Issues and Opportunities Paper** provides detailed information on three key themes impacting football and football club based netball across the G21 and AFL Barwon region:

- ▶ Sport Development
- ▶ Club Development
- ▶ Infrastructure Improvement

This Regional strategy draws on the information, analysis and feedback from the Issues and Opportunities Paper and provides clear direction on the recommended strategies and actions required to better provide for and grow football and football club based netball in the G21 and AFL Barwon region for the next 10 years.

KEY FINDINGS AND ISSUES

The G21 and AFL Barwon Regional Strategy – Issues and Opportunities Paper (Volume 1) highlighted a range of critical issues that AFL Barwon and G21 LGA’s face regarding growth in football and netball participation, improving club operations and the need to prioritise and plan for infrastructure upgrades and new development.

SPORT DEVELOPMENT

Supporting player participation in all forms of football and netball is central to the *G21 and AFL Barwon Regional Strategy*. Community club based football is the traditional model of football in Victoria where pathways for players start with NAB AFL Auskick, the first introduction to Australian Football, then flows through to junior, youth and finally senior football. This is the same for netball with the introductory program being NetSetGO.

Support structures, including clubs and facilities will need to adapt to meet changes in and capitalise on sports development initiatives beyond traditional participation and talent pathways. These initiatives extend to youth girls / women’s football and AFL 9’s, schools and access all abilities programs for football and netball. Increasing support to encourage umpire participation and development programs and clarifying pathways from junior to senior competition will also be essential.

Anticipated population growth will see the establishment of new clubs effectively from the ground-up in growth areas. New infrastructure will need to be planned for to service these new/emerging communities.

CLUB DEVELOPMENT

AFL Barwon supports 50 clubs and over 600 teams between netball and football across the region. There is significant diversity in club structure, governance processes and programs they deliver.

AFL Barwon has a role to support clubs, their growth and viability. This includes improved resourcing of club volunteer bases through supporting strategic planning and financial management processes, consideration for paid administrators, improved recognition of volunteers and provision of education and professional development opportunities for volunteers.

Ultimately, increased support and improved strategic planning will enable AFL Barwon clubs to continue to grow, maximise sports development opportunities and invest in facility upgrades and renewal that are ‘fit for purpose’.



INFRASTRUCTURE IMPROVEMENT

Lack of resources, varying approaches to funding allocation, financial support to clubs and strategic management of facilities and reserves has led to inconsistencies in facility provision at the club level.

Investment in the region’s facilities to ensure current facilities meet AFL Victoria and Netball Victoria minimum requirements and adequately accommodate anticipated participation growth and diversity of participants is essential. Infrastructure improvement considerations extend to development of regional standard facilities to provide suitable facilities for elite levels of football and netball, identifying a suitable location for AFL Barwon’s Regional Administration Centre and providing new facilities as the region’s population continues to grow.

A collaborative approach between government and sport is essential to ensure facility upgrades and renewal are strategically planned for and meet the region’s broadening sports participation needs, cater for diversity and enhance relationships between sports such as cricket and netball.

DEFINITIONS AND ABBREVIATIONS

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

ABBREVIATION	DEFINITION
AAA	Access for All Abilities - AAA is a Victorian Government initiative coordinated by Sport and Recreation Victoria. The program supports and develops inclusive sport and recreation opportunities for people with a disability throughout Victoria.
ABS	Australian Bureau of Statistics – 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.
AFL	Australian Football League
BFNL	Bellarine Football Netball League
CALD	Culturally and Linguistically Diverse communities
CDFNL	Colac and District Football Netball League
CDUA	Colac and District Umpires Association
CHFL	Central Highlands Football League
CFNP	Country Football Netball Program – \$9 million funding program supported by Sport and Recreation Victoria, AFL, AFL Victoria and Netball Victoria that assists country football and netball clubs, associations and umpiring organisations to develop facilities in regional locations.
ERASS	Participation in Exercise Recreation and Sport Survey – 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.
FC	Football Club
FNC	Football Netball Club
G21	G21 Geelong Region Alliance – The formal alliance of government, business and community organisations working together to improve the lives of people within the Geelong region across five municipalities - Colac Otway, Golden Plains, Greater Geelong, Queenscliffe and Surf Coast.
G21 S&R Pillar	G21 Sport and Recreation Pillar – The G21 Pillar is focused on improving the capacity of sport and recreation resources and assets across the G21 region.
GDFL	Geelong and District Football League
GFNL	Geelong Football Netball League
GFUL	Geelong Football Umpires League
Heartland Strategy	AFL Victoria Growing the Heartland Football Facilities Development Strategy 2014-2020 which sets the strategic direction for future investment in facility development in Victoria.
Leisure Networks	Regional Sports Assembly for the Barwon region.
LGA	Local Government Authority.
MVLL	Moorabool Valley Little League
NTLL	Newtown Little League
RAC	AFL Victoria Regional Administration Centre which forms the home base for each regional commission
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.
Synthetic turf	Also referred to as Artificial Grass made from synthetic fibres that can withstand significantly more use than natural grass .



PROJECT METHODOLOGY

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



PROJECT STUDY AREA

The study area for the *G21 and AFL Barwon Regional Strategy* covers both the **AFL Barwon region** and the **five municipalities of Greater Geelong, Surf Coast, Golden Plains, Colac Otway and the Borough of Queenscliffe.**

Three clubs Carngham Linton FC, Rokewood Corindhap FC and the Smythesdale Bulldogs, are affiliated with the AFL Goldfields region, not AFL Barwon, but are located within the Golden Plains Shire and have been included in the study.

The Werribee Centrals are located within the City of Wyndham and Simpson FNC are located within Corangamite Shire. These two LGAs are not within the G21 region. However, as these clubs are part of AFL Barwon they have been included in the study.

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), AFL Barwon, AFL Victoria and Netball Victoria.

PROJECT REFERENCE GROUPS (PRG)

▶ PRGs were split between sport and government representation to provide technical advice and input into the project from a local perspective – includes representatives from LGA's, SRV, AFL Barwon Leagues, AFL Barwon Umpire Leagues and Associations, Barwon Sports Academy and Leisure Networks.

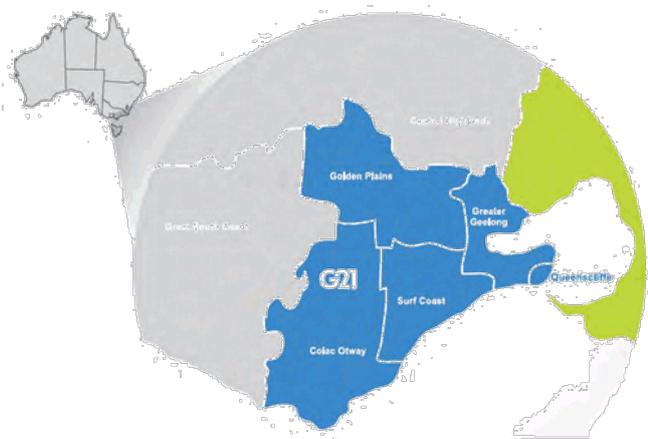
PROJECT STAKEHOLDERS

▶ To provide an opportunity for key football and netball stakeholders to have input in to the development of the Strategy – includes clubs, schools and regional contacts.

AFL BARWON QUICK FACTS

- 5 LOCAL GOVERNMENT AUTHORITIES
- 75KM - 160KM SOUTH WEST OF MELBOURNE
- 8,972 SQUARE KILOMETRES
- 298,000+ RESIDENTS
- 4 SENIOR FOOTBALL AND NETBALL LEAGUES
- 3 JUNIOR FOOTBALL LEAGUES
- 2 UMPIRE LEAGUES
- 50 CLUBS
- 380+ FOOTBALL TEAMS
- 340+ NETBALL TEAMS MANAGED BY AFL BARWON
- 18,000+ REGISTERED FOOTBALL AND NETBALL PLAYERS

FIGURE 01 | G21 REGION STUDY AREA





AFL BARWON STRUCTURE

The AFL Barwon Commission is one of 13 designated AFL Victoria Regional Commissions that are responsible for the promotion, growth and sustainability of community football and netball in regional Victoria.

The AFL Barwon Commission supports 4 Senior Football and Netball Leagues, 3 Junior Football Leagues, 2 Umpire Associations and a total of 50 clubs with 384 football teams and direct management of 346 netball teams. The Commission also caters for over 2,500 NAB AFL Auskick participants and 5 youth girls football teams.

PROJECT CONSULTATION PROGRAM

In developing the G21 and AFL Barwon Regional Strategy, the following stakeholder consultation activities have been undertaken:

- Presentation of overarching issues and opportunities to PCG and PRGs (July 2014).
- Detailed review of Issues and Opportunities Paper by PCG and PRG representatives (July 2014).
- Strategic directions workshops with PRG representatives (July 2014).
- Individual meetings with representatives from partner LGA's to discuss regional implications and principles (February 2014).

- Online Survey of schools based in the region with 32 responses received (December 2013).
- Online Club Health Check survey of football clubs (November 2013 to May 2014).
- Online Facilities Checklist /Audit completed by clubs (November 2013 to May 2014).
- Two project newsletters distributed to all clubs, leagues, schools and stakeholders.
- Ongoing project meetings with the Project Control Group (PCG).
- Development of Draft Strategy for stakeholder review (August 2014).

WHY A REGIONAL APPROACH

Addressing the issues concerning football and netball provision and delivery on a regional scale provides many benefits to both the sports and project partners.

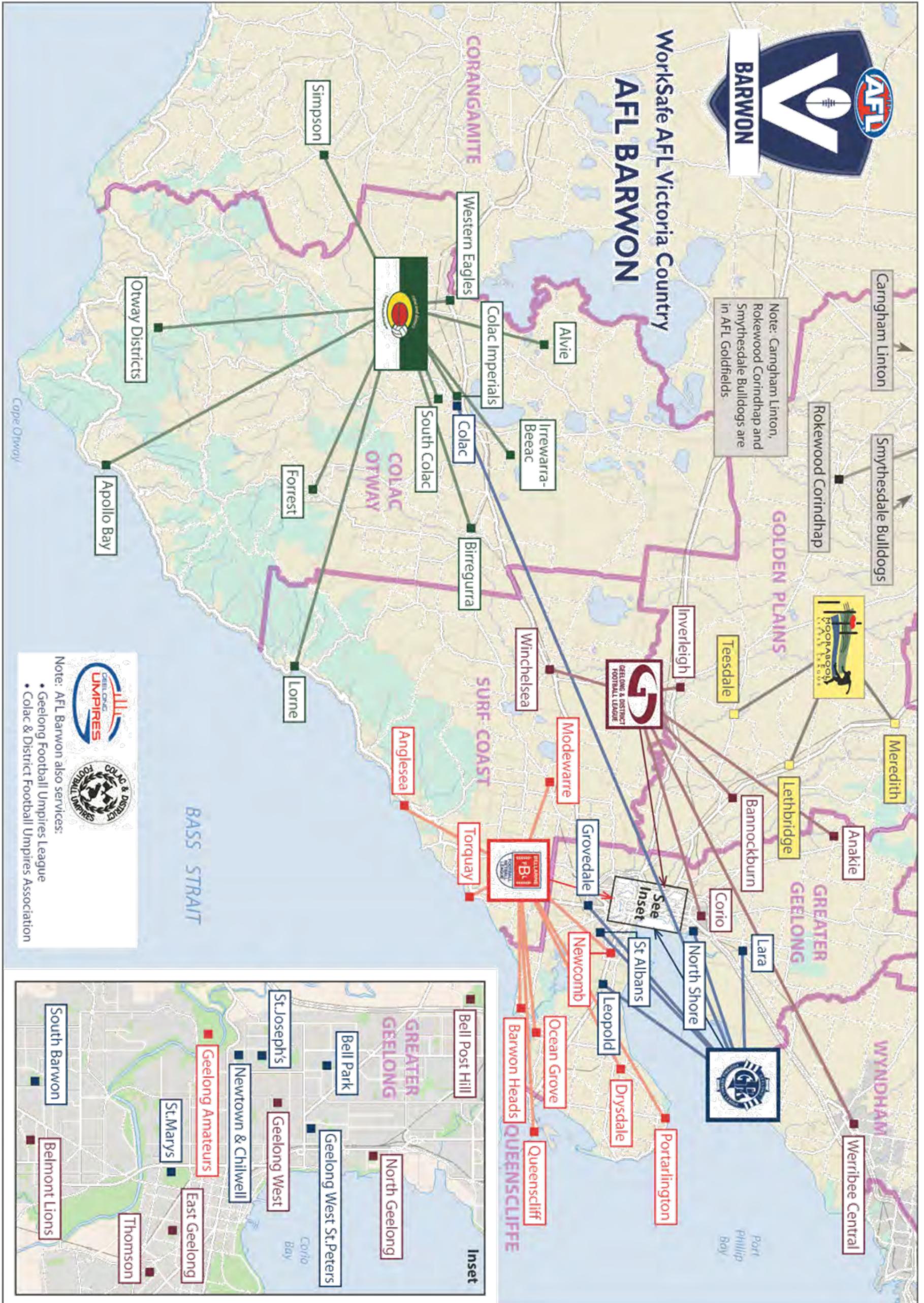
As the focus of the strategy is at a higher level, State and Local Governments have the opportunity to implement actions in a planned and coordinated manner. The commitment of State Government and peak sporting bodies allows for greater collaboration which assists the targeted provision and future investment in facilities and services, impacting a larger portion of the Victorian community.

A regional approach supports AFL Victoria's strategic drive to adopt region based administration and governance structures that better reflect local football needs.

Netball Victoria's strategic plan also focuses on growing and developing netball regionally by identifying opportunities for increased participation, facility and program development and stakeholder relationship establishment.

Facility Planning Hierarchy







STUDY LIMITATIONS

The proposed project methodology was endorsed by the PCG prior to the commencement of the study. Although due diligence and a rigorous approach to analysis and data collection was undertaken by project consultants, a number of limitations to data have been identified.

The scope of the project was to focus on football infrastructure and sports development needs within the region. All stakeholders however recognised the interaction between football and netball within the local club structure and the subsequent impact on the community. Research and engagement with Netball Victoria and football-netball clubs has occurred and provides a review of club based netball within the region. The strategy considers issues specific to football-netball clubs but does not encompass netball operated through other providers such as Local Associations or indoor netball.

A number of surveys were conducted, with conclusions drawn from these to provide support for pre-existing or new issues. Although representative of the views of the respondents, the schools surveys in particular provided limited numbers for analysis with only 32 of the 107 schools within the region responding. Of responses received from the Schools Surveys 75% can be attributed to the City of Greater Geelong, 10% to Golden Plains and the Surf Coast Shires (each) and 5% to the Borough of Queenscliffe. No responses were received from schools within the Colac Otway Shire. This implies that much of the feedback relates to issues and considerations in Geelong, and is important to consider when using the data to support recommendations outside of this municipality.

For this reason, survey results are used to complement other data, information and consultation feedback rather than be relied upon solely.

Population and demographic information has been obtained through Forecast.id, utilising Australian Bureau of Statistics data for all LGAs except the Borough of Queenscliffe, which has been obtained through the DPCD Victoria in Future 2012 data release.

Whilst every effort has been made to address potential gaps and limitations in these areas, readers should be mindful of these factors when considering this document and the key focus areas and issues presented.



VISION

TO WORK TOGETHER TO GROW AND PROSPER COMMUNITY
FOOTBALL AND NETBALL.



STRATEGIC FRAMEWORK

The following diagram outlines the strategic framework and structure for the provision of football and club based netball facilities and development initiatives in the G21 and AFL Barwon region for 2015 – 2025. The PCG have worked together to develop this strategy based on this framework. Six key strategic priorities will guide the direction for support and will be underpinned by objectives, strategies and actions that can be implemented at the local level.





PRIORITY 1

Support the capacity building of clubs and their people

The 2011 review of country football by AFL Victoria Chairman Peter Jackson recognised the need to invest resources into regional areas to strengthen and grow the game. Recommendations from the review included the need to employ additional staff to support leagues and clubs in country football, create efficiencies across resources, eliminate duplication and ensure greater collaboration in each region. Jackson recognised that volunteers were the key factor in the historical success and sustainability of community football in Victoria. This has not changed.

In many regional areas, clubs are the “community”, particularly those clubs that are based in small towns. Clubs generally understand their greater responsibility to provide leadership, add social value and ensure healthy sports environments which are accessible and inclusive.

Independent research included in AFL Victoria’s *Heartland Strategy* estimates that the economic contribution by clubs to their surrounding communities can be over \$1M annually as per the impact studied by Street Ryan on the 2013 activities of Gisborne Football Netball Club. It is also recognised that one of the crucial community services clubs provide, particularly in smaller towns, is keeping children and youth engaged in sport, ensuring they don’t become disenfranchised from their local community.

There is often discussion about the value that football brings to communities. These values range from bringing a community together, reducing social isolation, increasing community pride, developing ‘social capital’ and improving physical and mental health.

Football does provide an important vehicle to achieving these outcomes. However, up until now, there has been little concrete evidence about how, or the extent to which, football actually contributes to these areas.

In 2014 the AFL and Latrobe University partnered to determine the value of a “typical” community football club in terms of its contribution to social, community and health impacts. Results have shown incredibly positive contributions are made in each of these areas.

Whilst leadership and community service expectations are inherently understood by clubs they need further guidance and support to meet these expectations. At the ground level it is evident that clubs are struggling with volunteer recruitment and retention. Regular turn over of volunteers leads to inconsistencies in club management and loss of core business knowledge.

Ultimately, significant gaps in basic governance and administration requirements become evident, leading to an incapacity to plan strategically or implement strong financial processes.

With the levels of financial turnover and legal obligations now demanded of clubs, they must employ even the most basic business principles to ensure good governance, maintain transparency and guide future planning and club direction.

Clubs cannot be expected to appropriately capitalise on sports development opportunities, implement structured budgets, financial planning and reporting processes or plan for new or refurbishments to existing infrastructure without the necessary strategic direction being put in place.

As a minimum each club should be supported to develop a strategic plan which sets their three to five year objectives and includes a stated vision, SWOT analysis, key stakeholders, facilities and asset management and annual initiatives with associated business / operational plan and budget.

PRIORITY 1

Support the capacity building of clubs and their people

One of the many roles of the AFL Barwon Football Development Managers (FDM's) is to coordinate training and education programs aimed at building the capacity of volunteers. However, the significant gaps in volunteer capacity and understanding of administration cannot be addressed by the FDMs alone. The FDMs require access to a suite of professional partners to support clubs with governance, financial management, strategic planning and general administration.

To further address gaps in governance processes and volunteer capacity, investigation into paid administration models is also essential. Options for part time employment, traineeships or shared roles between clubs needs to be provided for club consideration with AFL Barwon offering guidance on recruitment and general employment conditions.

Clubs also need to be supported to capitalise on participation growth opportunities in NAB AFL Auskick, youth girls, access all abilities programs and AFL 9's. For example, linking to schools to access facilities, offering a summer NAB AFL Auskick competition (particularly for clubs with weaker junior numbers to recruit junior players) or creating pathways for female players from NAB AFL Auskick to senior ranks, provide options for clubs to grow their player and member base. However, a clubs' capability to capitalise on these opportunities is again dependent on volunteer capacity and ability to strategically plan for expansion both on and off the field.

Any club development and expansion of the game must include support to game officials. This includes umpire recruitment and retention policies and programs, provision of appropriate training facilities, support for umpires schools programs, review of umpiring financial structures and umpire payments, expanding development pathways and encouraging club involvement in developing umpires.

The structure of football and netball across the region will also need to change if the sports are to continue to grow. As identified in the AFL Barwon Strategic Plan, consideration needs to be given to Sunday competitions, offering junior programs over the summer months, changing match schedules for junior games, and sharing of players between clubs.

At the junior level, participation trends across clubs vary with several clubs glutted with numbers while others struggle to attract new players.

Ensuring equality in numbers of players across junior ranks and the introduction of a salary cap and/or points system to discourage mass importation of players were identified by AFL Barwon Clubs through their Club Health Checks as two options to grow participation.

Competition equalisation is a priority for AFL Barwon. The competition and club structure is currently under review and it is the intent of AFL Barwon to support and retain all existing clubs whilst achieving this equalisation. The introduction of a salary cap and/or points system to remediate disparity between clubs is also being investigated by AFL Victoria. This is through a state wide strategic initiative that includes representation by the AFL Barwon General Manager.

Strategic directions to support the capacity building of clubs and their people:

- 1.1 AFL Barwon to complete strategic review of current club and league structures and work with key stakeholders to assist club sustainability and competition equalisation. Review to consider movement between Divisions to ensure club competitiveness.
- 1.2 AFL Barwon to support clubs to develop five year strategic plans to improve operational performance and guide business objectives around facility and asset management, financial planning and club participation and growth.
- 1.3 AFL Barwon and Netball Victoria partner to review competition structure to include night / alternate days matches to accommodate growth in participation and maximise use of existing grounds, courts and facilities.
- 1.4 Establish models for sharing of players and transitioning players between clubs across junior grades to ensure equity in participant numbers.
- 1.5 Continued implementation of Club Health Check process on an annual basis to measure club development and identify governance, volunteer capacity and administration gaps and implement training and support to address these gaps.
- 1.6 Engage a network of professional partners to support FDMs to address club governance gaps and club volunteer technical understanding of strategic and financial planning.
- 1.7 Support GFUL and CDUA umpire recruitment and retention policies and programs including establishing development pathways and identifying initiatives for clubs to actively promote umpiring to their member base.
- 1.8 Provide education to clubs that encapsulates policy and procedure needs for implementing both healthy sports environments and improved governance processes.
- 1.9 Investigate options for paid administration models and traineeships, providing guidance to clubs on general employment conditions and facilitating opportunities for clubs to share administration costs.





PRIORITY 2

Increase the quality and functionality and maximise the carrying capacity of existing facilities

The provision of and access to functional, quality facilities is fundamental to participation and growth in football and netball. There is a mixed approach to provision and maintenance of infrastructure across the region and the gap continues to widen between current funding provision and the ability of LGAs and clubs/communities to match facility renewal and grounds maintenance costs. This ultimately impacts on club amenities with clear gaps present in the existing club facility hierarchy.

Club sustainability and the ability to capitalise on participation growth are impacted by a lack of amenities, particularly in the areas of sports lighting and change-rooms that cater for both male and female participants. Inadequate facilities further limits the capacity of AFL Barwon to implement strategic initiatives to better manage participation growth, address infrastructure and ground shortages and encourage diversity in participation.

Participation diversity includes female football, AFL 9's, which is attractive to the multicultural community and access for all abilities programs such as FIDA and into the future, dedicated AAA NAB AFL Auskick Programs. AFL Victoria has outlined a desire for existing facilities to meet standards outlined in the AFL Preferred Facilities Guidelines. Added to this, lighting provision to training standards (50 lux level) is identified as a key priority for funding provision and a core component of any club facility.

Country Football Netball Program (CFNP) Steering Committee funding priorities currently include lighting upgrades, umpire change rooms to cater for diversity and the promotion of multi-use facilities to grow participation. Funding priorities for CFNP may need to extend to consideration of lighting for second ovals and ongoing lighting maintenance costs, estimated at \$2,500 per year, in high usage areas. This would increase the carrying capacity of grounds and accommodate the extension of pre-season training.

Notably the final round of the current CFNP funding program will not accept applications beyond January 2015. State Government investment into the continuation of this program is essential if LGAs and Football and Netball are to continue to work together to address infrastructure gaps.

Strategic planning and improved financial management processes at the club level are also essential if clubs are to plan for and financially support infrastructure maintenance and upgrades. **Consideration needs to be given to prioritising facility improvements at clubs that are able to provide some financial investment into projects.**

Clubs will also need to adapt to the changing landscape of facility provision to accommodate alternate training nights, game scheduling and new sport participation opportunities. This includes increased flexibility in netball game scheduling. Netball Victoria Guidelines indicate that court capacity extends to 60 players (based on registrations) per court. Whilst just a guide, with minimal available space and limited funding opportunities, investment into second courts at clubs or upgrades of existing second or third courts will only be considered where clubs could make a significant financial contribution.

This need for alternative facility access will continue to grow. In the short term, access to school venues to address infrastructure shortages should be investigated by clubs with support from AFL Barwon FDMs and school football ambassadors. In the long term, LGA's will require closer working relationships with schools to encourage reciprocal use of venues. Improved outcomes for future planning should continue to include collective planning of public open space and recreation facilities in association with adjacent schools to better manage space.

Regardless of responsibility levels for infrastructure, the current average maintenance costs per facility per annum is **estimated** at \$68,090. This estimate will vary between club managed and LGA managed facilities but provides a guide to anticipated life cycle costs. These costs are further outlined under **Estimated Life Cycle and Annual Maintenance Costs** on page 18. Ongoing financial commitment and capacity to meet these costs should form part of club and LGA financial planning when considering facility upgrades and renewal.

PRIORITY 2

Increase the quality / functionality and maximise the carrying capacity of existing facilities

Venue management models across the region also need to collectively be addressed by all stakeholders, particularly during finals season. Access to finals venues continues to be a concern for G21 LGAs with preference that clubs relinquish tenancy rights during finals and management transfers back to LGA's. This would ensure club neutrality whilst meeting expected standards of facility, oval and amenity provision.

For AFL Barwon finals scheduling purposes, at least two venues within Geelong need to be reliably available for the finals series, be of a regional level standard, be fully fenced and offer two netball courts in good quality condition.

There are a number of venues currently used for finals, including the traditional finals venues of St Albans and West Oval. Both venues however, have limiting aspects and require facility improvements to better cater for finals requirements.

At West Oval, current netball facility and court provision is of a high standard, the site and oval are fenced and the City of Greater Geelong have developed a Master Plan for the site which guides Council facility upgrades to a regional level standard. However, resolution and commitment to an effective management model as a shared facility should be achieved and agreed as a priority so further investment can occur at the site.



Strategic directions to increase the quality / functionality and maximise the carrying capacity of existing facilities:

- 2.1 LGAs, AFLV, Netball Victoria and AFL Barwon actively lobby SRV for continuation of the Country Football Netball Program.
- 2.2 LGAs, AFLV, Netball Victoria and AFL Barwon work collaboratively to plan and prioritise ground upgrades to minimum standards and then lighting upgrades.
- 2.3 Deliver planned facility upgrades to a regional level as a first priority. Consider using the Framework provided in this strategy to determine priority for existing club facility upgrades to achieve "local" level classification (further outlined on page 19).
- 2.4 G21 LGA's and AFL Barwon should continue to work collaboratively to identify venue management models that ensure club facility access during finals and encourages co-sharing of facilities with sports such as cricket and other community/sports groups.
- 2.5 In order to progress planned facility upgrades, the City of Greater Geelong, AFL Barwon and relevant clubs, partner to address shared management arrangement at West Oval and agree on a management model that ensures effective use of the venue for home and away fixtures and finals purposes.
- 2.6 AFL Barwon support financial management and governance processes at the club level that ensures strategic planning and includes club investment into future facility upgrades.
- 2.7 Support clubs to identify and address volunteer capacity gaps that impact on their ability to implement changed training nights, match schedules and venues as required.
- 2.8 In the short term clubs, supported by AFL Barwon FDMs, negotiate with schools to increase access to school facilities.
- 2.9 Where long term facility gaps have been identified, LGA's will need to continue to advocate to schools on the need to access school facilities, encouraging reciprocal use of ovals and netball courts and associated infrastructure to address facility shortages.
- 2.10 Based on the vision within this strategy, prioritise regional facility upgrades and improvements for inclusion as Sport and Recreation Pillar priorities and advocate to elevate to G21 priority projects.
- 2.11 Extend CFNP funding priorities to consider lighting of second grounds in high usage areas to accommodate growth in participation and increase carrying capacity of facilities.
- 2.12 In partnership, continue to support strategic planning at the commission level that prioritises facility upgrades and ensure continued financial investment in larger, regional infrastructure projects.
- 2.13 G21 LGA's and Committees of Management will continue to work collaboratively to identify opportunities that will improve the capacity of Committees of Management to better manage facilities.

PRIORITY 2

Increase the quality / functionality and maximise the carrying capacity of existing facilities

ESTIMATE LIFE CYCLE AND ANNUAL MAINTENANCE COSTS

The following tables outline the capital costs, life cycle and estimated annual maintenance costs for essential infrastructure at facilities.

Regardless of maintenance responsibilities (LGA or club) these costs need to be considered as ongoing financial commitments and accordingly planned for when infrastructure is renewed or new infrastructure is developed.

AVERAGE TOTAL LIFE EXPECTENCY COSTS		
FOOTBALL INFRASTRUCTURE	CAPITAL COST	EXPECTED LIFE
Football oval surface	\$200,000	10
Fencing	\$40,000	20
Football goals	\$6,000	25
Sports lights – towers	\$80,000	25
Sports lights – fittings	\$16,000	10
Players / coaches shelters	\$7,000	30
Irrigation	\$110,000	20
Building – clubrooms / social space	\$2,000,000	50
NETBALL INFRASTRUCTURE	CAPITAL COST	EXPECTED LIFE
Netball Courts (x2)	\$68,000	40
Fencing	\$8,262	20
Netball goal posts	\$1,200	10
Sports lights – towers	\$8,000	25
Sports lights – fittings	\$5,940	10
Players / coaches shelters	\$7,000	30

ESTIMATED ANNUAL MAINTENANCE COSTS	
FOOTBALL INFRASTRUCTURE	ANNUAL COST
Football oval surface	\$30,627
Fencing	\$400
Football goals	\$60
Sports lights – towers	\$2,500
Players / coaches shelters	\$70
Oval Irrigation	\$1,100
Potable water use	\$10,000
Building – clubrooms / social space	\$20,000
Football sub total	\$64,757
NETBALL INFRASTRUCTURE	
Netball Courts (x2)	\$680
Fencing	\$83
Sports lights – towers	\$2,500
Players / coaches shelters	\$70
Netball sub total	\$3,333
Total Estimated Annual Maintenance Cost Per Venue	\$68,090

Assumptions

1. Sports light lamps and fittings are replaced on a 10 year cycle.
2. Maintenance costs are calculated using an industry benchmark of 1% of capital cost per annum.
3. The capital cost for the sports surface is based on a standard ground renovation.
4. Costs produced by Greater Geelong City Council



PRIORITY 2

Increase the quality / functionality and maximise the carrying capacity of existing facilities

CURRENT FACILITY ASSESSMENT

Amenities and infrastructure that have the greatest influence and impact on a venue being able to facilitate current competition requirements and support growth in participation are:

1. unisex change rooms (players and umpires),
2. football sports lighting,
3. netball sports lighting,
4. ground surface quality,
5. playing condition of the main netball court,
6. quality of the main pavilion.

Upgrades to existing club facilities should aim to address these six key criteria over the next 10 years with collective investment from sport, clubs and government.

Improvements in all of these areas will have a positive effect on increasing venue capacity. This directly links to the strategic direction set through AFL Victoria's *Heartland Strategy* encouraging growth in participation, maximising facility usage and accommodating diversity in the game.

It further supports Netball Victoria's strategy of growing the game of netball by having more people participating more often.

When prioritising upgrades to existing facilities, identified need is only one consideration. Government and sport will need to work collaboratively to assess funding priorities based on a number of key principles including club governance processes, a clubs' ability to co-contribute to infrastructure improvements, regional facility upgrade requirements, a club's commitment to the provision of youth / female football and active participation in AFL Barwon club development and Health Check Action Plans.

These principles are further outlined in Appendix 2 – Framework to Prioritise Funding Allocation.

Current Facility Conditions Ratings

The condition of facility infrastructure and amenities across the region have been rated based on club, AFL Barwon, Netball Victoria and LGA assessments. These ratings are provided on **pages 21 and 22**.

Ratings used to determine the condition of club facilities are detailed in the **Criteria for Facility Infrastructure and Amenities Ratings** over the page.

Clubs rated their facilities through the Club Facility Checklist between November 2013 and May 2014. These ratings were then assessed by AFL Barwon, Netball Victoria and LGAs.

LGA's also provided ratings for oval surface condition and oval amenities through a separate survey process.

Ratings for each criteria range from 10 to 15, with a possible overall score of 100. Weighting has been given to priority areas that directly impact on sports participation; ground surface condition, sports lighting and playing condition of the main netball court.

AFL Victoria's *Heartland Strategy* recognises that the principle purpose of a **local facility** is to accommodate local club level programs and competitions. In order to be classified as a **local facility**, the overall condition of the pavilion, football and netball lighting, netball amenities and main netball court would need to be rated as **"moderate"** (considerable wear but still comfortable for users) and achieve an overall score of **70 or more**.

Regional level facilities service a collection of suburbs or geographic areas within a municipality and usually cater for more than one code or activity. These facilities should have perimeter fencing, capacity to host competition finals, offer two netball courts in good playing condition and have oval surface quality maintained to a high standard.

Generally, the majority of facilities across the region have been identified as requiring some improvement in order to reach **"local facility"** classification, with the average facility score being **58**. Areas requiring substantial improvement have been highlighted in red. The **Current Facility Condition 2014** chart on **page 23** further identifies improvements required at each facility to reach **"local"** classification.

All venues should aspire to be classified as a "local" venues by 2020. Those venues currently classified as "local" and "regional" should continue facility maintenance and improvements to ensure they retain these classifications.

It is important to note that facility ratings reflect a point in time. Whilst information was provided by clubs and LGAs and reviewed by AFL Barwon staff and PCG representatives, there is still an element of subjectivity. Ratings cannot be viewed as master plans for each venue and will require further review prior to formalising commitments to infrastructure upgrades and/or renewal.

CURRENT FACILITY CONDITION RATINGS

Criteria for Facility Infrastructure and Amenities Ratings

CURRENT FACILITY CONDITION RATINGS	
MAIN PAVILION (out of 10)	
Excellent condition (as new)	10
Good condition (some wear)	8
Moderate condition (considerable wear but still comfortable for users)	6
Poor to Very Poor Quality (multiple quality issues identified)	4
Rated poorly by all stakeholders (significant quality issues identified)	2
No pavilion	0
CHANGE ROOMS (CONDITION OF AMENITIES & CAPACITY TO CATER FOR FEMALE PLAYERS & UMPIRES) (out of 10)	
Rated as regional facility - in excellent condition (as new). Rating is not achievable unless all change rooms cater for both genders.	10
Rated as local facility - in good condition (some wear)	8
Moderate quality – (considerable wear but still comfortable for users)	6
Rated poorly by all stakeholders (significant quality issues identified)	3
No change rooms	0
SPORTS LIGHTING FOOTBALL (out of 15)	
Less than 300 but more than 100 lux (suitable community football night games)	15
50 to 100lux (suitable for training)	10
0 to 49 lux (existing lights but fail to comply to training standard)	5
No lighting provided	0
OVAL SURFACE CONDITION (QUALITY OF OVAL SERVICE & PROVISION & QUALITY OF DRAINAGE AT THE START OF THE SEASON) (out of 15)	
Excellent (as new)	15
Good (some wear)	10
Moderate (considerable wear but still playable)	8
Poor to Very Poor Quality (multiple quality issues identified, oval is reaching end of life)	4
Rated poorly by all stakeholders (safety concerns identified, oval is at end of life and requires attention)	2
No oval provided	0
OVAL AMENITIES - CRICKET PITCH, WATERING SYSTEM, OVAL FENCED, SITE FENCED & GROUND SURFACE TYPE (out of 10)	
CRICKET PITCH	
No pitch or drop in wicket	6
Turf wicket well maintained	5
Turf wicket with some coverage & hardness issues	4
Synthetic pitch	4
Turf wicket with issues and poor coverage	2
WATERING SYSTEM	
Automatic Irrigation	2
Hose / manual watering	1
Nil Watering System	0
OVAL FENCED	
Yes	1
No	0
SITE FENCED	
Yes	1
No	0
CURRENT FACILITY CONDITION RATINGS	
NETBALL AMENITIES (out of 10)	
Excellent (as new)	10
Good (some wear)	8
Moderate (considerable wear but still comfortable for users)	6
Poor to Very Poor Quality (multiple quality issues identified)	4
Rated poorly by all stakeholders (significant quality issues identified)	2
No netball amenities provided	0
MAIN NETBALL COURT (out of 15)	
Excellent (as new)	15
Good (some wear)	10
Moderate (considerable wear but still playable)	8
Poor to Very Poor Quality (multiple quality issues identified, court is reaching end of life)	4
Rated poorly by all stakeholders (safety concerns identified, court at end of life and requires attention)	2
No netball court provided	0
SPORTS LIGHTING NETBALL (out of 15)	
Indoor: 1500 lux (Australian standard for televised matches)	15
Indoor: 700 to 800 lux (Australian Standard for indoor competition level)	15
Outdoor: 200 lux (Australian Standard for outdoor competition level)	15
Outdoor: 100 lux (Australian standard for outdoor recreational level)	10
Nil lighting	0

Current Facility Condition Ratings

CLUB	MAIN PAVILION (out of 10)	CHANGE ROOMS (out of 10)	SPORTS LIGHTING FOOTBALL (out of 15)	OVAL SURFACE (out of 15)	OVAL AMENITIES (out of 10)	SUB TOTAL FOOTBALL AMENITIES	NETBALL AMENITIES (out of 10)	MAIN NETBALL COURT (out of 15)	SPORTS LIGHTING NETBALL (out of 15)	SUB TOTAL NETBALL AMENITIES	RATING TOTAL OUT OF 100
CITY OF GREATER GEELONG											
ANAKIE	2	3	5	10	7	27	0	8	15	23	50
BARWON HEADS	8	6	10	2	8	34	0	4	10	14	48
BELL PARK	6	6	5	12	7	36	8	15	10	33	69
BELL POST HILL	6	8	10	12	7	43	6	8	10	24	67
BELMONT LIONS	4	3	10	10	7	34	6	10	10	26	60
CORIO	10	3	15	8	8	44	6	8	10	24	68
DRYSDALE	6	3	5	12	7	33	8	8	10	26	59
EAST GEELONG	8	3	10	12	7	40	8	10	10	28	68
GEELONG AMATEURS	7	2	5	12	7	33	8	10	10	28	61
GEELONG WEST CHEETAHS *	2	2	5	7	7	23	0	0	0	0	23
GEELONG WEST ST ** PETERS	2	3	5	12	6	28	10	15	15	40	68
GROVEDALE TIGERS	10	3	5	12	7	37	8	10	10	28	65
LARA	6	6	5	10	7	34	6	8	10	24	58
LEOPOLD	2	3	10	10	7	32	0	2	10	12	44
NEWCOMB	4	6	10	12	7	39	6	8	10	24	63
NEWTOWN & CHILWELL	10	8	10	10	7	45	10	15	10	35	80
NORTH GEELONG	2	3	10	10	8	33	2	10	10	22	55
NORTH SHORE	2	6	5	10	7	30	6	8	10	24	54
OCEAN GROVE	6	2	5	8	8	29	8	15	15	38	67
PORTARLINGTON	8	7	5	10	7	37	10	15	15	40	77
SOUTH BARWON	10	6	5	12	7	40	10	15	10	35	75
ST ALBANS	10	4	5	12	8	39	10	4	10	24	63
ST JOSEPHS	8	3	10	12	7	40	0	15	15	30	70
ST MARYS	4	6	5	12	7	34	6	15	15	36	70
THOMSON	10	8	15	12	7	52	8	4	10	22	74
SURF COAST SHIRE											
ANGLESEA	10	6	5	8	7	36	6	8	10	24	60
LORNE	4	3	5	15	8	35	4	8	10	22	57
MODEWARRE	10	8	5	8	7	38	6	10	10	26	64
TORQUAY	10	10	15	10	9	54	6	10	15	31	85
WINCHELSEA	10	8	15	6	7	46	6	12	15	33	79

* Geelong West Cheetahs FNC rating reflects conditions at the Clubs' traditional home ground Bakers Oval. Bakers Oval does not offer netball facilities with netball training/games held at West Oval. Club home football matches are also held at West Oval.

** Geelong West St Peters FNC rating reflects conditions at West Oval.

Current Facility Condition Ratings

CLUB	MAIN PAVILION (out of 10)	CHANGE ROOMS (out of 10)	SPORTS LIGHTING FOOTBALL (out of 15)	OVAL SURFACE (out of 15)	OVAL AMENITIES (out of 10)	SUB TOTAL FOOTBALL AMENITIES	NETBALL AMENITIES (out of 10)	MAIN NETBALL COURT (out of 15)	SPORTS LIGHTING NETBALL (out of 15)	SUB TOTAL NETBALL AMENITIES	RATING OUT OF 100
COLAC OTWAY SHIRE											
ALVIE	8	6	5	2	6	27	6	12	10	28	55
APOLLO BAY	8	6	5	2	7	28	6	10	10	26	54
BIRREGURRA	2	3	5	2	7	19	2	4	10	16	35
COLAC TIGERS	10	3	5	15	10	43	4	8	5	17	60
COLAC IMPERIALS	4	6	5	4	7	26	6	10	10	26	52
FORREST	2	4	5	8	6	30	5	15	15	35	65
IRREWARRA-BEEAC	2	3	5	4	6	20	6	8	10	24	44
OTWAY DISTRICTS	8	6	5	4	7	30	10	15	10	35	65
SOUTH COLAC	4	3	10	4	6	27	8	10	10	28	55
WESTERN EAGLES	1	1	5	2	6	15	8	15	10	33	48
GOLDEN PLAINS SHIRE											
BANNOCKBURN	6	6	5	8	8	33	2	4	10	16	49
CARNGHAM LINTON	6	6	5	8	7	32	2	10	10	22	54
INVERLEIGH	6	4	5	10	8	33	10	6	10	26	59
LETHBRIDGE *	8	6	0	8	6	28	NA	NA	NA	NA	28
MEREDITH *	2	6	5	8	6	27	NA	NA	NA	NA	27
ROKEWOOD CORINDHAP	2	3	5	2	7	19	8	8	10	26	45
SMYTHESDALE	6	3	5	2	7	23	4	8	5	17	40
TEESDALE ROOS *	2	6	5	8	6	27	NA	NA	NA	NA	27
BOROUGH OF QUEENSCLIFFE											
QUEENSCLIFF	10	8	5	10	7	40	6	10	10	26	66
CORANGAMITE SHIRE (adjacent to G21 region)											
SIMPSON	2	4	5	12	7	30	8	8	10	26	56
WYNDHAM CITY COUNCIL (adjacent to G21 region)											
WERRIBEE CENTRALS	8	8	10	15	7	48	8	10	15	33	81

* Each of these three venues support a single junior team each in the Moorabool Valley Little League.

CURRENT FACILITY CONDITION 2014



SUBSTANTIAL IMPROVEMENT REQUIRED	IMPROVEMENT REQUIRED		LOCAL	REGIONAL	STATE (SIMONDS STADIUM)
Birregurra FNC Improvement: MP, CR, SL, NC, NF & OS	Anglesea FC Improvement: SL	Bannockburn FNC Improvement: NC, NF & SL	Bell Post Hill FNC	Torquay Tigers	
Lorne FNC Improvement: CR & SL	Barwon Heads FNC Improvement: NC, NF & OS	Belmont Lions Sports Club Improvement: CR	Thomson FNC		
Irrewarra-Beeac FNC Improvement: MP, CR & SL	Geelong Amateurs Improvement: CR & SL	Corio Community Sports Club Improvement: CR	Winchelsea FNC		
Western Eagles FNC Improvement: MP & CR	Modewarre FC Improvement: SL	Inverleigh FNC Improvement: SL, CR & NC	Werribee Centrals Sports Club		
Rokewood Corindhap FNC Improvement: MP, SL, CR & OS	Drysdale FC Improvement: CR & SL	North Geelong FNC Improvement: MP & CR	Newtown Chillwell FNC		
Anakie FNC Improvement: MP, CR, SL & NF	Alvie FNC Improvement: SL & OS	Bell Park FNC Improvement: SL	Colac Tigers FNC*		
Geelong West FNC Improvement: MP, CR & SL	Apollo Bay FC Improvement: SL & OS	Grovedale Tigers FNC Improvement: CR & SL	Portarlington FC		
East Geelong FNC Improvement: CR	Colac Imperials FNC Improvement: MP & SL	Lara Sporting Club Improvement: SL	Queenscliff FNC		
Geelong West St Peters FNC Improvement: MP, CR & SL	Otway District FNC Improvement: SL	North Shore FC Improvement: MP & NF	Newcomb Power FC		
Leopold FNC Improvement: MP, CR, NC & NF	Simpson FNC Improvement: MP & SL	South Barwon FNC Improvement: SL	Ocean Grove FNC*		
	South Colac Sports Club Improvement: MP & CR	St Albans FC Improvement: CR & SL			
	Forrest FNC Improvement: MP, CR & SL	St Joseph's FNC Improvement: SL & NF			
	Camgham Linton FNC Improvement: SL & NF	St Marys FC Improvement: SL			
	Smythesdale FNC Improvement: CR, SL & OS	Lethbridge FC Improvement: SL			
		Meredith FC Improvement: MP & SL			
		Teesdale Roos Junior FC Improvement: SL & MP			

FACILITY IMPROVEMENTS

All venues should aspire to be classified as "LOCAL" venues by 2020. Those venues currently classified as "LOCAL" should continue facility maintenance and improvements to ensure they retain this classification.

Venues aspiring to "REGIONAL" classification by 2020 (currently only held by Torquay Tigers) include Geelong West St Peters FNC/Geelong West FNC (West Oval) and Colac Tigers FNC. A second venue, beyond West Oval, is required at REGIONAL classification level in the Geelong area for finals purposes.

LEGEND:

To achieve "Local" rating Clubs required the following as a minimum:
 Overall condition of facility Pavilion is rated as "Moderate" or higher
 Quality of football oval lighting is rated as "Moderate" or higher
 Overall condition of netball facility is rated as "Moderate" or higher
 Overall condition of main netball court is rated as "Moderate" or higher

FACILITY IMPROVEMENT CODES

The following codes have been applied to Clubs rated **IMPROVEMENT REQUIRED** and **MINOR IMPROVEMENT REQUIRED** according to Club responses in their Facilities Checklist and further review by AFLB Football Development Managers.

SL Sports Lighting Football	NF Netball Facility
MP Main Pavilion	OS Oval Surface
CR Change Rooms	OA Oval Amenities
NC Main Netball Court	SLN Sports Lighting Netball

* Funding confirmed and projects currently underway for Colac Tigers FNC and Ocean Grove FNC





PRIORITY 3

Plan and develop new facilities in key growth areas across the region

AFL Barwon has the highest participation numbers of any region in Country Victoria. Within the junior age groups, AFL Barwon have 1,700 more players than their nearest country region, Bendigo. Netball participation is also high with over 4,800 registered players in NetSetGO, junior and senior netball. Importantly 16% of clubs also support a Netball for All Abilities program. Population growth across the region is expected to increase by 22% by 2025. G21 LGA's are actively planning for this growth and have identified a number of key sites for new oval and netball projects.

These projects will see the creation of new multi-sport clubs to service new / emerging communities. Sporting clubs will be established from the ground-up, taking preference over the relocation of existing clubs into new facilities.

AFL Barwon will play a key strategic role in the establishment and growth of these new clubs. Input in providing seed funding, guiding governance and financial management processes and in the development of new sites will be essential to club creation and sustainability.

Committed new projects for the region that will be ready and accessible for football and netball include an estimated 29 ovals and 22 netball courts across various locations.

Planning for new playing fields and venues has included regional and sub-regional level facilities at Armstrong Creek and Drysdale / Clifton Springs. New ovals are also planned for Shell Road Recreation Reserve in Ocean Grove, Lara, Torquay and Bannockburn,

Planning and development of any new playing fields and venues will need to maximise shared usage for sports such as cricket and flexibility to meet changing community needs.

Netball Victoria *Preferred Facilities Requirements Manual* and AFL *Preferred Facility Guidelines* will also need consideration including unisex change rooms, appropriately sized, multi use social/community rooms, Universal Design principles and sustainability best practices.

AFL Victoria projections to 2030 indicate the region will need access to an additional 28 grounds over the next 15 years. Current investment in new projects will go close to meeting this projection but alternate facility options will need to be investigated while new grounds are being developed.

Oval usage at Simonds Stadium, the only AFL Standard facility in the region, is generally considered at capacity. This can limit community access to the oval and heightens the need for alternative venues to cater for elite competition such as VFL, TAC Cup and AFL Barwon finals.

Regional level upgrades planned for the region to host elite competition include Spring Creek Reserve in Torquay, West Oval located in Geelong West and Colac Central Reserve in Colac. The Colac Otway Shire are seeking substantial investment into the facility at Central Reserve to attract high level games like TAC Cup matches.

With high ground usage, strong participation rates and at times reduced capacity to access the region's premier venue, Simonds Stadium, regional priorities for facility upgrades and development should extend to include additional capacity at current venues to enable hosting of AFL Barwon finals and ensure continued attraction of VFL / State games to the region at the identified regional venues. Such attraction provides economic benefits to the wider community, encourages player talent pathways and continues to highlight the region as a leader in football.

PRIORITY 3

Plan and develop new facilities in key growth areas across the region

In the long term, the installation of a 'neutral' synthetic oval as part of the regional planning process would address a number of key issues regarding ground provision and growth in participation.

These issues include meeting the usage requirements of high density clubs, increasing ground access during pre-season, addressing community expectations regarding the provision of quality facilities, provide an alternate venue for female football and AFL 9's and remove political issues surrounding ground allocation, particularly through finals season.

Armstrong Creek provides the greatest opportunity to potentially house up to 2 synthetic ovals which could be managed by AFL Barwon and potentially accommodate the AFL Barwon RAC. This location would easily cater for Greater Geelong and Surf Coast catchments who are experiencing the greatest population growth across the region.

The use of synthetic turf ovals at Armstrong Creek and potentially other new venues planned across the region, expands participation opportunities, providing oval surfaces that can sustain high levels of use. This recognises and plans for pre-season training and additional fixtures which already extends football season into late summer and autumn months and provides capacity for sports development initiatives such as AFL 9's, female football and summer Auskick. Weather variability, maximising finite open space resources and enabling facility use of up to three times more than natural turf ovals, further supports investigation into synthetic surfaces during planning stages for any new venues.

Strategic directions to plan and develop new facilities in key growth areas across the region:

- 3.1 G21 LGA's, ALFB and AFL Victoria partner to investigate options for the installation of a synthetic oval for the region and identify a suitable location and potential funding models.
- 3.2 Consider using the *Framework to Prioritise Funding Allocation* (provided in Appendix 2) into future LGA planning and capital funding policies and programs.
- 3.3 Progressively implement the planned 29 new venues across the region when population triggers are met and as sport demands.
- 3.4 AFL Barwon adopt AFL Victoria's strategy to develop a Club Establishment Fund to provide seed funding for the establishment of new football / netball clubs.





PRIORITY 4

Capitalise on opportunities to create a Regional Administration Centre

Each AFL Victoria Country Region Commission is seeking to develop both a short and long term plan for a Regional Administration Centre (RAC) office.

Long term options for relocation of the AFL Barwon RAC should also include planning for an improved Centre of Excellence for the Geelong Falcons.

AFL Barwon currently operate from Highton Reserve, sharing the facility with TAC Cup team the Geelong Falcons. In the short term, an \$80,000 extension has been approved for the facility to accommodate all existing staff, provide a hot desk for Netball Victoria staff and enable growth in staff numbers over the coming 5 years.

The office extension is being funded through the Country Football Netball Program Regional Administration Budget, AFL Victoria and AFL Barwon. Whilst the City of Greater Geelong are not a financial contributor, they are taking responsibility for project management and are focusing on potential support for a longer term new site.

In the long term the AFL Barwon RAC aims to become a hub for community level football administration and game development activities, preferably based at a multi-ground site, with one oval being the regions first AFL approved synthetic surface. Planning to meet this standard of facility needs to begin in 2015 and allow for such a facility to be fully approved for development prior to 2020.

Consideration also needs to be given to the facility needs of growth programs, AFL 9's, Youth Girls and football and netball access for all abilities programs.

Armstrong Creek appears to present the best long term option for the RAC. With 15 ovals planned across 8 locations and 22 netball courts across 4 locations, opportunity exists for key stakeholders to develop a competition facility that is managed by the peak sporting bodies on behalf of the region. This would ensure club neutrality, particularly for finals allocation purposes and provide potential for co-location with other regional sports personnel such as Netball Victoria staff.

Strategic directions to capitalise on opportunities to create a RAC:

- 4.1 Progress the expansion of Highton Reserve as planned to accommodate AFL Barwon and improve lighting for the Geelong Falcons.
- 4.2 LGA's, ALFB, AFL Victoria and Netball Victoria partner to investigate and recommend the best long term home for a RAC that includes multiple ovals (one synthetic), that are peak sporting body managed in a way that benefits all clubs, participants and game development activities.
- 4.3 In tandem with Regional Administration Centre planning, look at the purpose of Highton Reserve and the feasibility of the Geelong Falcons remaining at this venue versus other options available to support the development of a talent pathway Centre of Excellence such as the quality of Morwell, once the AFL Barwon RAC is relocated.



PRIORITY 5

Ensure programs and facilities cater for the diversity of participants that are attracted to our game/s

The structure of football across Victoria is changing with AFL 9's, youth girls and female football being the fastest growing forms of the game. Within the region, five clubs support a youth girls side and AFL Barwon is committed to expanding the existing AFL 9's program based at Deakin University. Consideration also needs to be given to expanding existing football and netball programs to accommodate people with a disability, including potential for dedicated AAA NAB AFL Auskick and NetSetGo programs and the growth of the FIDA, and Netball for All Programs.

"Engagement" is a key objective of the AFL Barwon Strategic Plan, through "adding value and equal opportunity particularly for multi-cultural, disadvantaged and indigenous communities and individuals." Initiatives to support this objective include understanding the current cultural mix across club zones and developing programs to meet these different cultures, further support to clubs to actively engage the multicultural community and promoting multicultural involvement.

Critical to this will be developing an understanding amongst clubs of the need to access and align themselves to new communities to develop an inclusive and social culture.

AFL Barwon FDMs will need to expand promotion of junior development programs beyond schools to also include multicultural and indigenous communities. Clubs will also need to be encouraged to be active in this area, promoting NAB AFL Auskick and NetSetGO opportunities outside their traditional player recruit base. This would further assist those clubs who are experiencing shortages in junior player numbers and support the creation of NAB AFL Auskick and NetSetGo at clubs who currently do not offer these programs.

The recreational form of the game, AFL 9's, is also attractive to the multi-cultural community as a good introduction to the sport. Whilst currently being facilitated by AFL Barwon, the potential for expansion to club based AFL 9's has not yet been realised and will need to consider facility access with cricket clubs.

As the fastest growing participation segment, clubs will also need to consider opportunities to implement female football in some capacity. AFL Victoria offers extensive support and guidance in this space. This support, along with the benefits of increasing female participation (increased player member numbers, additional revenue sources through memberships, catering and social functions and opportunity to attract funding) needs to be actively promoted to clubs.

Facility capacity to cater for diversity again highlights the funding gap between supporting facility upgrades to enable growth in participation and LGA's capacity to meet this gap. Without continued CFNP support in this area, commitment to these initiatives at the club facility level will be limited / non-existent. This will directly impact on the installation of unisex change rooms, lighting upgrades and capacity for clubs to provide improved netball amenities.

Prioritisation of funding support at the local club level should consider clubs who have or are committed to actively implementing diversity initiatives (female football, female umpires, multi-cultural or indigenous programs or access all abilities teams).

AFL Victoria's *Heartland Strategy* also identifies multi-use social / community rooms that are "vibrant, sustainable, accessible and welcoming" as a core component to deliver diversity outcomes. Whilst usually not a key consideration for facility upgrades, this strategy has included the condition of the main pavilion as one of the six core criteria for determining a venue's rating in the current facility hierarchy.

A club's commitment to supporting diversity, sports lighting and the condition of the main pavilion are all key criteria included for prioritising infrastructure upgrades in **Appendix 2 – Framework to Prioritise Funding Allocation**.



PRIORITY 5

Ensure programs and facilities cater for the diversity of participants that are attracted to our game/s

Strategic directions to ensure facilities cater for the diversity of participants that are attracted to our games:

- 5.1 LGAs, AFLV, Netball Victoria and AFL Barwon actively lobby SRV for continuation of the CFNP to ensure project objectives address the diverse market for participation and support club capacity building.
- 5.2 LGAs, AFLV, Netball Victoria and AFL Barwon work collaboratively to plan and prioritise ground upgrades to minimum standards and then lighting upgrades to better accommodate growth in diversity.
- 5.3 AFL Barwon and AFL Victoria market the benefits of, and actively support the implementation of, female participation at the club level.
- 5.4 AFL Barwon expand promotion of junior development programs to include multicultural and indigenous communities.
- 5.5 Support clubs to actively promote NAB AFL Auskick and NetSetGO opportunities outside their traditional player recruit base.
- 5.6 LGAs to consider a clubs' commitment to diversity when prioritising facility upgrades.
- 5.7 Consider using the Framework to Prioritise Funding Allocation (provided in Appendix 2) into future LGA planning and capital funding policies and programs
- 5.8 AFLV and Netball Victoria support policy development and education to clubs to encourage and promote engagement with diverse communities.



PRIORITY 6

Continue to enhance the relationship between football / netball, government and community partners in planning and provision of facilities

State-wide, 87% of football facilities are provided on land owned and/or managed by local government who generally struggle to meet asset renewal, new facility development and changing community expectations. Local government's capacity to invest in new infrastructure is limited, being reliant on additional funding provision through government and peak sports bodies. A collaboratively planned approach between sport and government to facility upgrades and renewal is essential if facility capacity is to be maximised and sustainability guaranteed.

The *G21 and AFL Barwon Regional Strategy* is the first step in recognising the conflicting needs of sport and government and aims to collaboratively determine future investment into facility upgrades and development at a strategic level.

For football and netball to continue to grow and maximise participation opportunities and for LGA's to continue to understand sport and promote healthy and active communities this collaboration must continue.

Consultation has provided opportunity for sport and government to raise other issues that impact on facility upgrades or generally affect perceptions regarding commitment to developing facilities or overall management of the sports.

LGA's are the major contributor to football and netball. Whilst facility maintenance responsibilities vary across the region, the majority of G21 LGAs are bearing the annual maintenance cost at each of their facilities (average estimates of around \$68,090 per venue).

Between 2006 and 2013, G21 LGAs invested \$6.7M into facility developments and upgrades. This commitment will continue to grow with new facility developments to meet population growth and through the replacement of existing facilities.

The CFNP (funded through State Government, AFL Victoria and Netball Victoria) has also made considerable investment into facility development with \$1.7M invested across the region since 2006.

Balancing player remuneration against clubs saving meaningful amounts to put towards facility improvements however, remains a clear expectation of G21 LGA's.

The collective will of the sport to address player remuneration concerns is acknowledged with outcomes of the current state wide strategic initiative to remediate the issue anticipated by 2015. 700 stakeholders have contributed to this process with current solutions extending to salary caps or introduction of a state wide points system.

The AFL Victoria Football Infrastructure Program (FIP) has filled a gap in infrastructure renewal/upgrades generally overlooked by other funding bodies such as upgrades to scoreboards, safety netting, goal posts, change room rubber flooring and coach and interchange boxes.

Whilst FIP has provided positive outcomes, clubs will again need to ensure they have a reinvestment strategy to replace or upgrade this infrastructure at the end of its functional life. Key to this will be clubs' ability to address player payment levels and balance on-field expectations against financial commitments to long term infrastructure investment.

PRIORITY 6

Continue to enhance the relationship between football / netball, government and community partners in planning and provision of facilities



Continued LGA support of the AFL Victoria Local Government Forum held every two years, initiating netball and football State of Play Reports, engagement by AFL Barwon with the AFL Victoria Local Government Reference Group and continuation of G21 LGA's, AFL Barwon and Netball Victoria strategic workshops at least twice a year to review *G21 and AFL Barwon Regional Strategy* implementation is essential to guarantee initiatives remain current and reflect the strategic direction for the region. AFL Barwon's commitment to continuing the relationship with G21 LGAs is reflected in the AFL Barwon Strategic Plan 2014-2018.

Finally, G21 LGA's continuing to work with AFL Barwon provides opportunity to utilise expertise knowledge and experience and provide independent support to LGAs to address issues between clubs and sport generally.

Strategic directions to continue to enhance the relationship between football / netball, government and community partners in planning and provision of facilities:

- 6.1 G21 LGAs, AFL Barwon and Netball Victoria establish a Regional Reference Group to review *G21 and AFL Barwon Regional Strategy* initiatives and guarantee a collaborative approach to regional planning.
- 6.2 G21 LGAs continue to support AFL Victoria Local Government Forum held every two years.
- 6.3 AFL Barwon implement recommendations from the AFLV Panel investigating player remuneration.
- 6.4 G21 LGAs and AFL Barwon develop a strategy to address identified club growth including new club development where existing clubs are at player and facility capacity.
- 6.5 AFL Victoria investigate options for the continuation and ongoing support of AFL Victoria FIP funding program beyond 2014.
- 6.6 Initiate netball and football State of Play reports every two years, ensuring understanding and progress of sports development initiatives across the region.
- 6.7 AFL Barwon and clubs investigate the feasibility of a sinking fund to support infrastructure renewal across the region.



STRATEGY IMPLEMENTATION

Implementation of identified facility priorities, planning, sports development and partnership strategies will require collaboration, investment and a commitment of human resources from AFL Barwon and sport, government and industry stakeholders.

IMPLEMENTATION ACTIVITIES

The following Implementation Plans are provided to guide sport and LGA's financial and human resource commitment over the next 10 years. By creating a focus on planning, stakeholder communication and support for key regional projects, AFL Barwon can build its sports capacity to realise many of the potential outcomes identified in this strategy.

In order to progress many of the required facility developments and achieve improvements across the region, greater emphasis on relationship building and negotiating outcomes must take place. AFL Barwon will need to adopt a lead role in stakeholder collaboration and partnership development. AFL Barwon will need to champion the promotion of the social and community benefits of sport and football and netball clubs and their worthiness of support and investment.

Implementation priorities are set out in priority framework. However, annual goal and target setting will be required by AFL Barwon, along with formal evaluation of priorities in conjunction with LGA's to ensure ongoing and consistent alignment with the sport and government objectives. LGA's have also formally stated that works outlined in the strategy will continue to be subject to consideration via future budget processes and analysis of various priorities.



CRITICAL ACTIONS

The **G21 and AFL Barwon Regional Strategy** has been prepared to guide the development of football and football club based netball within the G21 region. It addresses a range of issues and provides clear direction regarding future infrastructure provision and the needs of the development of both sports, organisation and participation throughout the region. It also makes recommendations regarding stakeholder roles and responsibilities within the region.

To support the achievement of proposed strategic directions and objectives highlighted within this report and to ensure the needs of the football and netball community are met in the short, medium and longer-term, five critical actions need to be delivered in order to start the change process and set the foundation for a positive future for both sports in the region. These critical actions will provide the basis for the delivery of all other remaining tasks and actions and set the foundation for implementation over the next decade to 2025.

CRITICAL ACTION #1	CRITICAL ACTION #2	CRITICAL ACTION #3	CRITICAL ACTION #4	CRITICAL ACTION #5
				
LGAs, AFLV, Netball Victoria and AFL Barwon partner to actively lobby SRV for continuation of the Country Football Netball Program.	LGAs, AFLV, Netball Victoria and AFL Barwon work collaboratively to plan and prioritise ground upgrades to minimum standards and then lighting upgrades.	Deliver planned facility upgrades to a regional level as a first priority. Consider using the Framework provided in this strategy to determine priority for existing club facility upgrades.	AFL Barwon to complete strategic review of current club structures and work with key stakeholders to assist club sustainability and competition equalisation.	Support Clubs to develop five year strategic plans to improve operational performance and guide business objectives around facility and asset management, financial planning and club participation and growth.

KEY STAKEHOLDER IMPLEMENTATION RESPONSIBILITIES

The G21 and AFL Barwon Regional Strategy – Issues and Opportunities Paper (Volume 1) highlighted a range of critical issues that AFL Barwon and G21 LGA's face regarding growth in football and netball participation, improving club operations and the need to prioritise and plan for infrastructure upgrades and new development.

AFL BARWON

AFL Barwon will play a lead role in coordinating and supporting the implementation of club development related initiatives, as well as supporting infrastructure projects and directing regional staff work plans and priorities.

The most critical roles of AFL Barwon will be in driving a review of existing club and competition structures, supporting strategic planning and financial management processes at the club level, identifying venue opportunities for scheduling of finals, developing a Club Establishment Fund and prioritising facility upgrades that capitalise on opportunities to grow and develop the sport.

AFL Barwon will need to bring the regional football and netball community together, assist in prioritising recommendations and advocate to LGA stakeholders for financial and resource support to deliver key actions. Without AFL Barwon's drive and commitment to these reforms, implementation cannot be achieved.

LOCAL GOVERNMENT

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

LGAs will need to focus on the implementation of Critical 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 regional strategy objectives and priorities and utilise them as the basis for future local planning regarding football and netball.

AFL VICTORIA

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

AFL Victoria also have a role in promoting state wide strategies for regional and local implementation, including club health checks, regional planning, professional development and education programs, implementing a Club Establishment Fund for new clubs and advocating for the continuation of the CFNP.

NETBALL VICTORIA

Like AFL Victoria, Netball Victoria will play a support role in action implementation, but also have an active and direct role in supporting regional partners to meet their community, development and infrastructure aspirations. Netball Victoria's commitment to supporting continuation of the CFNP is essential.

Netball Victoria will also have a role assisting grass roots netball growth and development at a local level, supporting competition and club structure review, assisting with grants and facility development and ensuring state wide strategies for netball are implemented.

CLUBS

Clubs' commitment to delivering and supporting football and netball in a changed environment is critical. Specific to strategy implementation, clubs will need to participate in Club Health Checks, professional development and education programs, openly provide information to other regional stakeholders on strategic planning and financial management and commit to supporting proposed new governance processes and activities, in addition to standard club operational requirements. Critical to infrastructure improvement will be the capacity for clubs to financially plan for and invest in projects. Regional implementation of female football, AFL 9's, NAB AFL Auskick, NetSetGO and access all abilities programs will continue to be core development opportunities for clubs to expand their member base and grow their club.

STATE / FEDERAL GOVERNMENT

Government will play a key support role in the funding of strategic initiatives, and in promoting the benefits of the G21 and AFL Barwon Regional 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.

SCHOOLS

Schools within the region will have a key role in growing participation through embracing programs offered by AFL Barwon, AFL Victoria, Netball Victoria and umpire leagues. Schools capabilities to accommodate increased access to school grounds and amenities where there is high usage will also be essential if sports growth initiatives are to be maximised.



STRATEGIC DIRECTION IMPLEMENTATION PLAN

DELIVERING THE G21 AND AFL BARWON REGIONAL STRATEGY

Through the implementation phases of the Regional Strategy there will be three key roles for stakeholders to play:

Initiate

Planning and scoping of the range and timing of Strategic Directions, programs, activities and service provision.

Deliver

On the ground delivery of Strategic Directions, activities and services to the AFL Barwon community.

Support

Support for program, activity and service delivery through the provision of people, skills, funding, equipment and promotion.

The G21 and AFL Barwon Regional Strategy has been developed to provide Strategic Directions that are practical and realistic.

Many Strategic Directions will require further stakeholder consultation. To ensure key actions can be achieved in a timely manner, continued collaboration between sport and government 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.

STRATEGIC PRIORITY #1 – IMPLEMENTATION PLAN

Support the capacity building of clubs and their people

STRATEGIC DIRECTIONS	TIMELINE	STAKEHOLDER RESPONSIBILITY		
		INITIATOR	DELIVERER	SUPPORTERS
1.1 AFL Barwon to complete strategic review of current club and League structures and work with key stakeholders to assist club sustainability and competition equalisation.	Critical	AFL Barwon	AFL Barwon	AFL Victoria, Netball Victoria & LGAs
1.2 AFL Barwon to support clubs to develop five year strategic plans to improve operational performance and guide business objectives around facility and asset management, financial planning and club participation and growth.	Critical	AFL Barwon	AFL Barwon	AFL Victoria , Netball Victoria & Clubs
1.3 AFL Barwon and Netball Victoria partner to review competition structure to include night / alternate days matches.	High	AFL Barwon	AFL Barwon & Netball Victoria	AFL Victoria & Clubs
1.4 Establish models for sharing of players and transitioning players between clubs across junior grades to ensure equity in participant numbers.	High	AFL Barwon	AFL Barwon	AFL Victoria , Netball Victoria & Clubs
1.5 Continued implementation of Club Health Check process on an annual basis.	High	AFL Barwon	AFL Barwon	AFL Victoria & Netball Victoria
1.6 Engage a network of professional partners to support FDMs to address club governance gaps.	High	AFL Barwon	AFL Barwon & Clubs	AFL Victoria & Netball Victoria
1.7 Support GFUL and CDUA umpire recruitment and retention policies and programs.	High	AFL Barwon	AFL Barwon, GFUL & CDUA	AFL Victoria & Clubs
1.8 Provide education to clubs that encapsulates policy and procedure needs for implementing both healthy sports environments and improved governance processes.	High	AFL Barwon	AFL Barwon, AFL Victoria & Netball Victoria	Clubs
1.9 Investigate options for paid administration models and traineeships.	Medium	AFL Barwon	AFL Barwon & Clubs	AFL Victoria & Netball Victoria

STRATEGIC DIRECTION #2 – IMPLEMENTATION PLAN

Increase the quality / functionality and maximise the carrying capacity of existing facilities

STRATEGIC DIRECTIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
		INITIATOR	DELIVERER	SUPPORTERS
2.1 LGAs, AFLV, Netball Victoria and AFL Barwon actively lobby SRV for continuation of the CFNP.	Critical	AFL Victoria	AFL Victoria	Netball Victoria & LGA's
2.2 LGAs, AFLV, Netball Victoria and AFL Barwon work collaboratively to plan and prioritise ground upgrades to minimum standards and then lighting upgrades.	Critical	AFL Barwon	AFL Barwon, LGAs & Clubs	AFL Victoria , Netball Victoria & State Government
2.3 Deliver planned facility upgrades to a regional level as a first priority. Consider using the Framework provided in the strategy to determine priority for existing club facility upgrades to achieve "local" level classification.	Critical	AFL Barwon	AFL Barwon & LGA's	AFL Victoria & Netball Victoria
2.4 G21 LGA's and ALFB should continue to work collaboratively to identify venue management models that ensure club facility access during finals.	High	AFL Barwon	AFL Barwon	AFL Victoria, Netball Victoria, LGAs and Clubs
2.5 The City of Greater Geelong , AFL Barwon and relevant clubs partner to address shared management arrangement at West Oval and agree on a management model that ensures effective use of the venue.	High	COGG	AFL Barwon	AFL Victoria, Netball Victoria and Clubs
2.6 AFL Barwon support financial management and governance processes at the club level that ensures strategic planning and includes club investment into future facility upgrades.	High	AFL Barwon	AFL Barwon & Clubs	AFL Victoria & Netball Victoria

STRATEGIC PRIORITY #2 – IMPLEMENTATION PLAN

Increase the quality / functionality and maximise the carrying capacity of existing facilities

STRATEGIC DIRECTIONS	TIMELINE	STAKEHOLDER RESPONSIBILITY		
		INITIATOR	DELIVERER	SUPPORTERS
2.7 Support Clubs to address volunteer capacity gaps that impact on their ability to implement changed competition structures.	Medium	AFL Barwon	AFL Barwon	AFL Victoria, Netball Victoria & Clubs
2.8 In the short term clubs, supported by AFL Barwon FDMs, negotiate with schools to increase access to school facilities.	Medium	AFL Barwon	AFL Barwon & Clubs	AFL Victoria, Netball Victoria & LGAs
2.9 Where facility gaps exist, in the long term, LGAs to continue to advocate to schools on the need to access school facilities, encouraging reciprocal use of ovals and associated infrastructure to address facility shortages.	Medium	LGA's	LGA's	AFL Barwon, AFL Victoria & Netball Victoria
2.10 Based on the vision within the strategy, prioritise regional facility upgrades and improvements for inclusion as Sport and Recreation Pillar priorities and advocate to elevate to G21 priority projects.	Medium	LGA's	LGA's	AFL Barwon, AFL Victoria & Netball Victoria
2.11 Extend CFNP funding priorities to consider lighting of second grounds in high usage areas to accommodate growth in participation and increase carrying capacity of facilities.	Medium	AFL Victoria	State Government, AFL Victoria & Netball Victoria	AFL Barwon & LGAs
2.12 In partnership, continue to support strategic planning at the commission level that prioritises facility upgrades and ensures continued financial investment in larger, regional projects.	Ongoing	LGA's	AFL Barwon	AFL Victoria & Netball Victoria
2.13 G21 LGA's and Committees of Management will continue to work collaboratively to identify opportunities that will improve the capacity of Committees of Management to better manage facilities.	Ongoing	LGA's	LGA's & Committees of Management	AFL Victoria & Netball Victoria

STRATEGIC PRIORITY #3 – IMPLEMENTATION PLAN

Plan and develop new facilities in key growth areas across the region

STRATEGIC DIRECTIONS	TIMELINE	STAKEHOLDER RESPONSIBILITY		
		INITIATOR	DELIVERER	SUPPORTERS
3.1 G21 LGAs , AFL Barwon and AFL Victoria partner to investigate options for the installation of a synthetic oval for the region and identify a suitable location and potential funding models.	Medium	AFL Barwon	LGAs and State Government	AFL Victoria & Netball Victoria
3.2 Consider using the Framework to Determine Funding Allocation (provided in Appendix 2) into future LGA planning and capital funding policies and programs.	Medium	AFL Victoria & LGAs	AFL Victoria & LGAs	AFL Barwon, Netball Victoria & Clubs
3.3 Progressively implement the planned 29 new venues across the region when population triggers are met and as sport demands.	Medium	LGAs	LGAs and State Government	AFL Victoria, AFL Barwon & Netball Victoria
3.4 AFL Barwon adopt AFL Victoria's strategy to develop a Club Establishment Fund to provide seed funding for the establishment of new football/netball clubs.	Low	AFL Victoria	AFL Barwon & LGAs	AFL Victoria & Netball Victoria

STRATEGIC PRIORITY #4 – IMPLEMENTATION PLAN

Capitalise on opportunities to create a Regional Administration Centre

STRATEGIC DIRECTIONS	TIMELINE	STAKEHOLDER RESPONSIBILITY		
		INITIATOR	DELIVERER	SUPPORTERS
4.1 Progress the expansion of Highton Reserve as planned to accommodate AFL Barwon and improve lighting for the Geelong Falcons.	High	AFL Barwon	AFL Barwon, AFL Victoria & COGG	Netball Victoria & Geelong Falcons
4.2 LGA's, ALFB, AFL Victoria and Netball Victoria partner to investigate and recommend the best long term home for a RAC that includes multiple ovals (one synthetic), that are peak sporting body managed in a way that benefits all clubs, participants and game development activities.	Medium	AFL Barwon	AFL Barwon, LGAs & State Government	AFL Victoria, Netball Victoria & LGAs
4.3 In tandem with RAC planning, look at the purpose of Highton Reserve and the feasibility of the Geelong Falcons remaining at this venue versus other options available to support the development of a talent pathway Centre of Excellence.	Medium	AFL Victoria	COGG, Geelong Falcons & State Government	AFL Barwon & Netball Victoria

STRATEGIC PRIORITY #5 – IMPLEMENTATION PLAN

Ensure programs and facilities cater for the diversity of participants that are attracted to our game/s

STRATEGIC DIRECTIONS	TIMELINE	STAKEHOLDER RESPONSIBILITY		
		INITIATOR	DELIVERER	SUPPORTERS
5.1 LGAs, AFL Victoria, Netball Victoria and AFL Barwon actively lobby SRV for continuation of the CFNP.	Critical	AFL Victoria	AFL Victoria	Netball Victoria & LGAs
5.2 LGAs, AFL Victoria, Netball Victoria and AFL Barwon work collaboratively to plan and prioritise ground upgrades to minimum standards and then lighting upgrades to better accommodate growth in diversity.	Critical	AFL Barwon	AFL Barwon, LGAs & Clubs	AFL Victoria & Netball Victoria
5.3 AFL Barwon and AFL Victoria market the benefits of and actively support the implementation of female participation at the club level.	High	AFL Barwon	AFL Barwon & Clubs	AFL Victoria
5.4 AFL Barwon expand promotion of junior development programs to include multicultural and indigenous communities.	Medium	AFL Barwon	AFL Barwon	AFL Victoria, Netball Victoria & Clubs
5.5 Support Clubs to actively promote NAB AFL Auskick and NetSetGO opportunities outside their traditional player recruit base.	Medium	AFL Barwon	Clubs	AFL Victoria & Netball Victoria
5.6 LGAs to consider a clubs' commitment to diversity when prioritising facility upgrades.	Medium	LGAs	LGAs & Clubs	AFL Barwon, AFL Victoria and Netball Victoria
5.7 Consider using the Framework to Determine Funding Allocation (provided in Appendix 2) into future LGA planning and capital funding policies and programs.	Medium	AFL Victoria & LGAs	AFL Victoria & LGAs	AFL Barwon, Netball Victoria & Clubs
5.8 AFL Victoria and Netball Victoria support policy development and education to clubs to encourage and promote engagement with diverse communities.	Medium	AFL Victoria & LGAs	AFL Victoria & LGAs	AFL Barwon, Netball Victoria & Clubs

STRATEGIC PRIORITY #6 – IMPLEMENTATION PLAN

Continue to enhance the relationship between football / netball, government and community partners in planning and provision of facilities

STRATEGIC DIRECTIONS	TIMELINE	STAKEHOLDER RESPONSIBILITY		
		INITIATOR	DELIVERER	SUPPORTERS
6.1 G21 LGAs, AFL Barwon and Netball Victoria establish a Regional Reference Group to review <i>G21 and AFL Barwon Regional Strategy</i> initiatives and guarantee a collaborative approach to regional planning and addressing issues strategically across the region.	High	AFL Barwon	AFL Barwon & LGAs	AFL Victoria & Netball Victoria
6.2 G21 LGAs continue to support AFL Victoria Local Government Forum held every two years.	High	AFL Victoria & LGAs	LGAs	AFL Barwon & Netball Victoria
6.3 AFL Barwon implement recommendations from the AFLV Panel investigating player remuneration.	High	AFL Barwon	AFL Barwon	AFL Victoria & Netball Victoria
6.4 G21 LGAs and AFL Barwon develop a strategy to address identified club growth including new club development where existing clubs are at player and facility capacity	High	AFL Barwon	AFL Barwon & LGAs	AFL Victoria & Netball Victoria
6.5 AFL Victoria investigate options for the continuation and ongoing support of AFL Victoria FIP funding program beyond 2014.	High	AFL Victoria	AFL Victoria	AFL Barwon & Netball Victoria
6.6 Initiate netball and football State of Play reports every two years, ensuring understanding and progress of sports development initiatives across the region..	Medium	LGAs	AFL Barwon & LGAs	AFL Victoria & Netball Victoria
6.7 AFL Barwon and clubs investigate the feasibility of a sinking fund to support infrastructure renewal across the region.	Medium	AFL Barwon	AFL Barwon & Clubs	AFL Victoria & Netball Victoria

Appendix 1 |

BARWON FOOTBALL AND NETBALL CLUB REGISTRATIONS BY PARTICIPATION CATEGORY, BY CLUB AND BY LGA IN THE G21 REGION (2013)

City of Greater Geelong Football-Netball Clubs	Football Senior	Football Colts	Football Junior	NAB AFL Auskick	Football Youth Girls	Football Total	Netball Senior	Netball Junior	Netball Modified	Netball AAA	Netball Total
Anakie Football Club	80	25	64	17	0	186	73	25	0	0	98
Barwon Heads Football Club	63	58	196	97	18	432	57	61	45	0	163
Bell Park Football Club	57	32	247	70	20	426	57	72	24	0	153
Bell Post Hill Football Club	69	28	27	15	0	139	80	29	0	0	109
Belmont Lions Football Club	77	22	70	7	0	176	98	30	0	0	128
Collendina Cobras Football Club	0	0	203	9	0	203	0	0	0	0	0
Corio Football Club	69	24	102	23	0	218	72	28	0	0	100
Drysdale Football Club	58	29	207	113	0	407	44	57	38	0	139
East Geelong Football Club	85	31	66	15	0	197	75	27	17	0	119
Geelong Amateur Football Club	68	31	280	244	0	623	56	54	49	0	159
Geelong West Sports Club	72	25	0	0	0	97	78	25	0	0	103
Geelong West St Peters Football Club	58	30	223	70	0	381	49	73	16	0	138
Grovedale Tigers Football Club	59	28	302	57	0	446	61	84	28	10	183
Lara Football Club	52	28	197	128	0	405	46	55	21	0	122
Leopold Football Club	58	60	207	103	19	447	51	81	50	0	182
Newcomb Power Football Netball Club	66	0	45	32	0	143	36	30	19	0	85
Newtown/Chilwell Football Club	64	40	268	47	20	439	61	85	32	0	178
North Geelong Football Club	71	27	87	12	0	197	70	22	0	0	92
North Shore Football Club	78	26	144	21	0	269	36	36	22	0	94
Ocean Grove Football Club	61	49	50	193	0	353	59	115	38	11	223
Portarlington Football Club	64	36	74	32	0	206	35	58	13	0	106
South Barwon Football Club	59	56	259	163	0	537	42	87	26	8	163
St Albans Football Club	54	32	168	49	0	303	41	37	21	0	99
St Josephs Football Club	68	35	317	57	0	477	46	83	26	6	161
St Marys Football Club	59	61	316	139	0	575	60	145	79	0	284
Thomson Football Club	75	0	83	16	0	174	64	25	0	0	89
Winchelsea NAB AFL Auskick	0	0	0	35	0	35	0	0	0	0	0
NAB AFL Auskick - Barwon	0	0	0	64	0	64	0	0	0	0	0
NAB AFL Auskick - Belmont	0	0	0	26	0	26	0	0	0	0	0
NAB AFL Auskick - Cheetahs	0	0	0	20	0	20	0	0	0	0	0
NAB AFL Auskick - Kardinia	0	0	0	24	0	24	0	0	0	0	0
NAB AFL Auskick - Little River	0	0	0	31	0	31	0	0	0	0	0
NAB AFL Auskick - Nelson Park	0	0	0	29	0	29	0	0	0	0	0
NAB AFL Auskick - St Roberts	0	0	0	49	0	49	0	0	0	0	0
City of Greater Geelong Total	1644	813	4202	1998	77	8734	1447	1424	564	35	3470

*Note: Football Junior includes U17, U16, U14, U12, U10 and AK 9's-12's and Netball Modified includes NetSetGO and Modified Programs. **Wyndham City Council and the Corangamite Shire are adjacent to the G21 region.

BARWON FOOTBALL AND NETBALL CLUB REGISTRATIONS BY PARTICIPATION CATEGORY, BY CLUB AND BY LGA IN THE G21 REGION (2013)

Surf Coast Shire Football-Netball Clubs	Football Senior	Football Colts	Football Junior	NAB AFL Auskick	Football Youth Girls	Football Total	Netball Senior	Netball Junior	Netball Modified	Netball AAA	Netball Total
Airey's Inlet Football Club	0	0	53	0	0	53	0	0	0	0	0
Anglesea Football Club	66	27	100	53	0	246	41	45	10	0	96
Lorne Football Club	63	0	25	25	0	113	35	20	5	10	70
Modewarre Football Club	67	32	128	58	21	306	53	36	17	0	106
Torquay Football Club	66	30	416	270	0	782	57	93	20	0	170
Winchelsea Football Club	68	26	64	0	0	158	68	18	29	0	115
Surf Coast Shire Total	330	115	786	406	21	1658	254	212	81	10	557

Colac Otway Shire Football-Netball Clubs	Football Senior	Football Colts	Football Junior	NAB AFL Auskick	Football Youth Girls	Football Total	Netball Senior	Netball Junior	Netball Modified	Netball AAA	Netball Total
Alvie Football Club	62	0	44	0	0	106	34	33	1	2	70
Apollo Bay Football Club	74	0	39	45	0	158	37	31	29	11	108
Birregurra Football Club	67	0	48	25	0	140	37	30	21	1	89
Colac Football Club	53	28	27	0	0	108	43	52	3	0	98
Colac Imperials Football Club	71	0	48	0	0	119	35	35	4	0	74
Forrest Football Club	71	0	0	0	0	71	36	21	1	0	58
Irrewarra Beac Football Club	72	0	44	0	0	116	32	29	0	0	61
Otway Districts Football Club	62	0	46	0	0	108	37	35	2	1	75
South Colac Football Club	62	0	48	0	0	110	30	29	0	0	59
Western Eagles Football Club	55	0	43	0	0	98	38	28	1	0	67
NAB AFL Auskick - Colac (Black)	0	0	0	55	0	55	0	0	0	0	0
NAB AFL Auskick - Colac (Gold)	0	0	0	65	0	65	0	0	0	0	0
NAB AFL Auskick - Colac (Blue)	0	0	0	65	0	65	0	0	0	0	0
NAB AFL Auskick - Colac (Red)	0	0	0	50	0	50	0	0	0	0	0
NAB AFL Auskick - Colac (Yellow)	0	0	0	65	0	65	0	0	0	0	0
Colac Mini League - Central	0	0	0	80	0	80	0	0	0	0	0
Colac Mini League - South	0	0	0	80	0	80	0	0	0	0	0
Colac District FNL Association	0	0	0	0	0	0	0	0	59	0	59
Colac Otway Shire Total	649	28	387	530	0	1594	359	323	121	15	818

Golden Plains Shire Football-Netball Clubs	Football Senior	Football Colts	Football Junior	NAB AFL Auskick	Football Youth Girls	Football Total	Netball Senior	Netball Junior	Netball Modified	Netball AAA	Netball Total
Bannockburn Football Club	70	22	144	80	0	316	83	36	0	0	119
Carngham Linton Football Club	73	32	57	12	1	175	30	45	0	0	75
Inverleigh Football Club	74	0	23	41	0	138	74	28	31	0	133
Inverleigh Junior Football Club	0	0	22	0	0	22	0	0	0	0	0
Lethbridge Junior Football Club	0	0	22	0	0	22	0	0	0	0	0
Meredith Junior Football Club	0	0	22	0	0	22	0	0	0	0	0
Rokewood/Corindhap Football Club	47	32	45	15	2	141	25	36	1	0	62
Smythesdale Football Club	82	28	49	37	1	197	33	34	0	0	67
Teesdale Junior Football Club	0	0	22	20	0	42	0	0	0	0	0
Golden Plains Shire Total	346	114	406	205	4	1075	245	179	32	0	456

*Note: Football Junior includes U17, U16, U14, U12, U10 and 9's-12's and Netball Modified includes NetSetGO and Modified Programs.

**Wyndham City Council and Corangamite Shire are adjacent to the G21 region.

***Rokewood/Corindhap Football Netball Club, Carngham Linton Football Netball Club and Smythesdale Football Netball Club player numbers have been included in Golden Plains Shire statistics. However, as these Clubs are affiliated with AFL Goldfields player numbers have not been included in G21 region totals on the following page.

BARWON FOOTBALL AND NETBALL CLUB REGISTRATIONS BY PARTICIPATION CATEGORY, BY CLUB AND BY LGA IN THE G21 REGION (2013)

Borough of Queenscliffe Football-Netball Clubs	Football Senior	Football Colts	Football Junior	NAB AFL Auskick	Football Youth Girls	Football Total	Netball Senior	Netball Junior	Netball Modified	Netball AAA	Netball Total
Queenscliff Football Club	66	42	107	68	0	283	56	67	38	0	161
Borough of Queenscliffe Total	66	42	107	68	0	283	56	67	38	0	161
Corangamite Shire ** (adjacent to G21 region) Football-Netball Club	Football Senior	Football Colts	Football Junior	NAB AFL Auskick	Football Youth Girls	Football Total	Netball Senior	Netball Junior	Netball Modified	Netball AAA	Netball Total
Simpson Football Club	56	0	50	75	0	181	30	31	21	0	82
Corangamite Shire Total	56	0	50	75	0	181	30	31	21	0	82
Wyndham City ** (adjacent to G21 region) Football-Netball Club	Football Senior	Football Colts	Football Junior	NAB AFL Auskick	Football Youth Girls	Football Total	Netball Senior	Netball Junior	Netball Modified	Netball AAA	Netball Total
Werribee Centrals Football Club	77	0	0	0	0	77	63	20	0	0	83
Wyndham City Total	77	0	0	0	0	77	63	0	0	0	63
G21 region Total	2966	1020	5787	3218	98	13089	2366	2141	856	60	5423

*Note: Football Junior includes U17, U16, U14, U12, U10 and 9's-12's and Netball Modified includes NetSetGO and Modified Programs.

**Wyndham City Council and Corangamite Shire are adjacent to the G21 region.

Appendix 2 |

PROPOSED FRAMEWORK TO PRIORITISE FUNDING ALLOCATION
Core Football / Netball Facility Provision Requirements

Legend: ✓✓ Must Have ✓ Might Have x Should Not Have xx Must Not Have

COMPONENT / CAPABILITY	REGIONAL FACILITY	FINALS VENUE	LOCAL FACILITY (FOOTBALL/NETBALL CLUB)
Main pavilion in good condition (accessible / multi-use / suitable space)	✓✓	✓✓	✓✓
Ground surface and drainage system in good condition (meet minimum standards)	✓✓	✓✓	✓✓
Cricket wicket	Turf wicket well maintained or synthetic wicket	Turf wicket well maintained or synthetic wicket	Turf wicket well maintained or synthetic wicket
Watering system – automatic irrigation	✓✓	✓	✓
Unisex capability within change rooms	✓✓	✓✓	✓
Fencing around oval	✓✓	✓✓	✓
Fencing around site	✓✓	✓✓	✓
Sports lighting - football	>150 lux (300 lux for VFL)	150 lux	Minimum 50 lux
Venue management	LGA / AFLB	LGA / AFLB	Club
Sports lighting – netball	200 Lux	200 lux	100 lux
Number of netball courts	2	2	2
Separate change rooms with showers / toilets at netball facility	✓✓	✓✓	✓✓

Framework to be read in conjunction with AFL Preferred Facilities Guidelines 2012 and Netball Victoria Facilities Requirements Manual 2013

PROPOSED FRAMEWORK TO PRIORITISE FUNDING ALLOCATION
Club management and governance ratings to support funding allocation

COMPONENT / CAPABILITY	WEIGHTING	CLUB RATING
Club has a detailed five year strategic plan	20	
Club has the ability to financially co-contribute to identified infrastructure upgrade	20	
Club produces and operates to an annual budget	10	
Club actively participates in annual AFLB Club Health Checks and implements Action Plans	10	
Club has implemented the required policies and procedures as set by AFL Victoria, AFL Barwon, Netball Victoria and LGAs	10	
Club supports a youth / female football team	5	
Club supports junior teams	5	
Club supports Auskick program	5	
Club supports an access all abilities team (football or netball)	5	
Club actively participates in AFLB training and club development	3	
Club is financially up to date with relevant council accounts	3	
Club has position descriptions for key club volunteers	2	
Club has identified links to local schools	2	
Total	100	/100

Appendix 3 |



Value of a Community Football Club



Research Background

The Centre for Sport and Social Impact (CSSI) at La Trobe University was commissioned by AFL Victoria to determine the social value of a "typical" community football club; specifically its social, health and community impact.

Research Design

The research design comprised two stages:

1. Conducting nine case studies on the activities and outcomes of football clubs in various locations across Victoria developed through 110 in-depth interviews with club and community members; and
2. A survey sent to all members of AFL Victoria football clubs across the state (with 1677 returned) examining individual health, well-being, trust and social connectedness.

It is important to note that this research includes the views of people outside of football clubs. The research design deliberately sought to confirm the views of football club members with those in their communities in developing the case studies and comparing the results of the survey of football club members with the general community.

For every \$1 spent on a community football club, there is at least \$4.40 return in social value.



Social Return on Investment

The social return on investment for an average community football club indicates that for every \$1 spent to run a club, there is at least \$4.40 return in social value in terms of increased social connectedness, wellbeing, and mental health status; employment outcomes; personal development; physical health; civic pride and support of other community groups.

SROI is an increasingly accepted method for undertaking impact assessments, especially for community focussed organisations and has been identified by the Productivity Commission as a comprehensive method for social impact assessment. SROI is based on program logic – the process of identifying the inputs, activities, outputs, outcomes and impacts associated with an organisation.

'We joined this club when we moved; I didn't know a single person in the town. Now I can walk down the street and know lots of people.'

'You know the one thing about footy, whenever you meet up with someone you played footy with, you've always got something to talk about, it creates those lifelong connections with people.'

'My football club is like a second family to me and everyone involved with the club. Not only have I gained many lifelong friends, but I have role models who I look up to and have taught me so much since joining the club. Our club is a place where you can go to escape from normal everyday life and also confront your problems with the help of the people at the club.'



'Our club is the hub of our community. I have witnessed young boys who come from abusive homes and are disconnected from school and the community come to our club and feel part of a team. These boys learn respect, discipline, team work, responsibility, mate ship and a sense of belonging.'

'You can always be welcomed down at the football club – it doesn't matter who you are or what your background is.'

'My football/netball club brings the community together. Living in a country area, it is a place that allows everyone to catch up at least once a week, brings the family together and strengthens relationships.'

'I know from my own experience that I would not be in the career I am now if it was not for the contacts I made through football.'

Community Outcomes

1. Football clubs harness the collective energy of players, coaches, administrators, volunteers and supporters to not only deliver sport and social activities for members, but for their respective communities.
2. Football clubs are increasingly engaged with their communities, delivering a range of services such as school holiday clinics and health awareness programs in schools, while supporting other community groups' events and fundraising efforts, supporting health awareness and education campaigns, and supporting socially disadvantaged members of the community participate in football.
3. A football club's reach is significant and extends beyond its players, coaches, administrators and volunteers; for every 1 player, football clubs reach 10 people in their community, generating increased civic pride.
4. Football clubs are considered the hub of a community, particularly in rural and regional areas, are a focal point for community efforts in times of crisis and celebration, and are considered by club and community members as central to shaping the identity of a township or area.
5. Sponsors typically support community football clubs to assist them deliver community benefits rather than for commercial gain.
6. Football club leaders, on and off the field, are considered community role models.

Economic Outcomes

1. As highlighted under social outcomes, football clubs create direct employment opportunities for their communities.
2. Football clubs are large consumers within their own communities, supporting local businesses such as bakeries, cafes, hotels, butchers, restaurants and local trades people.
3. The average community football club in Victoria makes an annual economic contribution of \$630,000 (Street Ryan Economic Contribution Assessments of Australian Football).

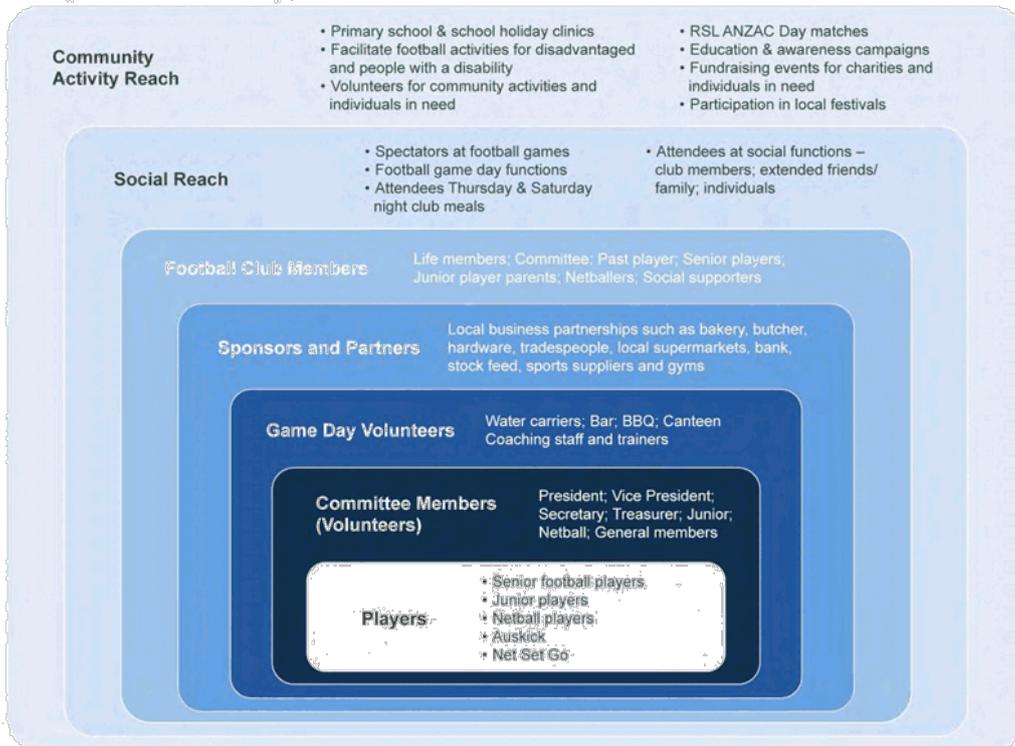
It does not matter where you live, how long or how often you are involved in a football club, or what role you have (player, coach, volunteer, supporter) in the club, people associated with a football club experience greater social connectedness, wellbeing and self-reported physical and mental health.

For further information on this project contact:
AFL Victoria at reception@afvic.com.au
www.latrobe.edu.au/cssi



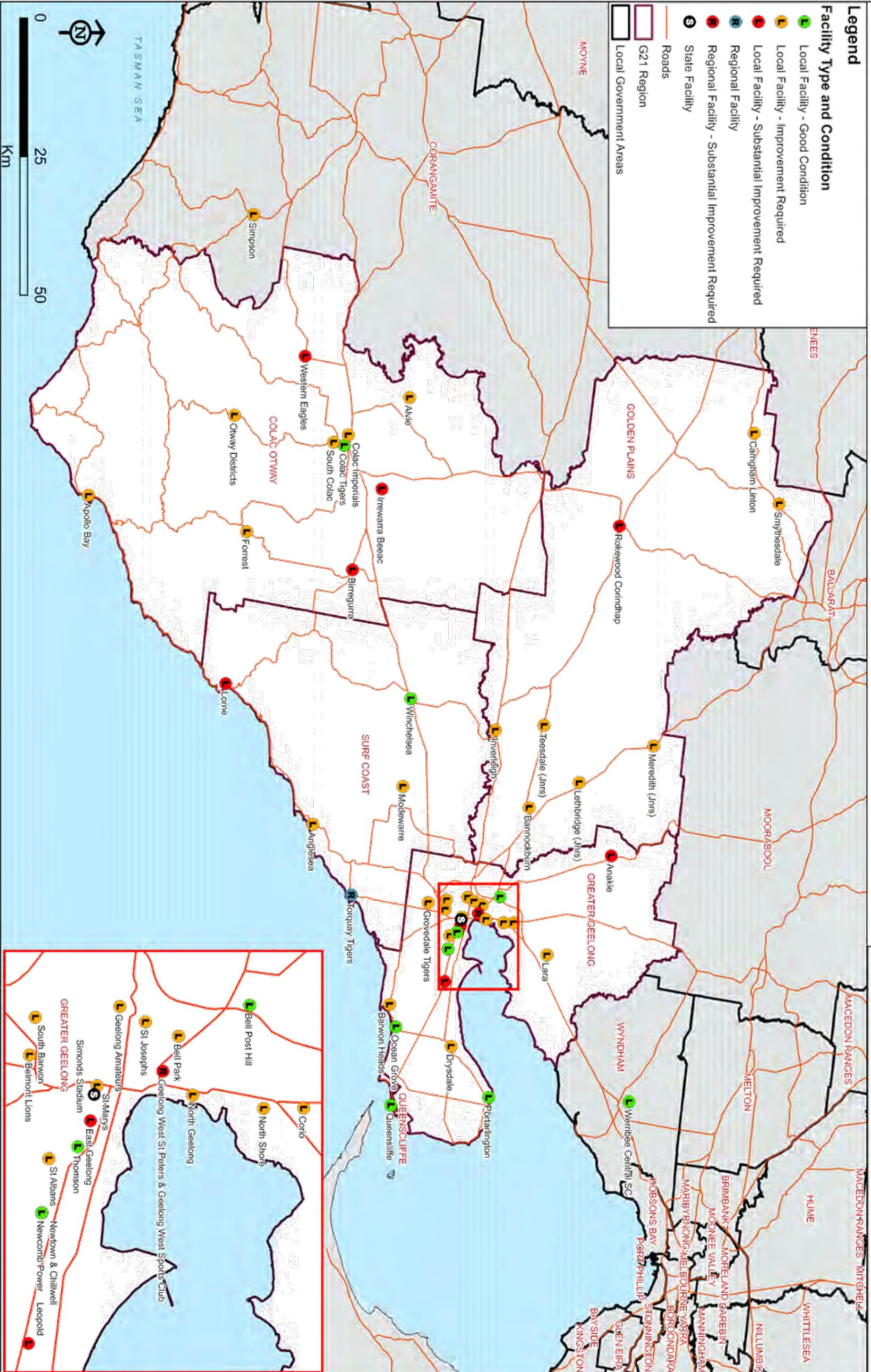
A football club's reach is significant and extends beyond the players, coaches, administrators and volunteers within the club; for every 1 player, football clubs reach 10 people in their community.

Reach of football clubs



G21 and AFL Barwon Regional Strategy

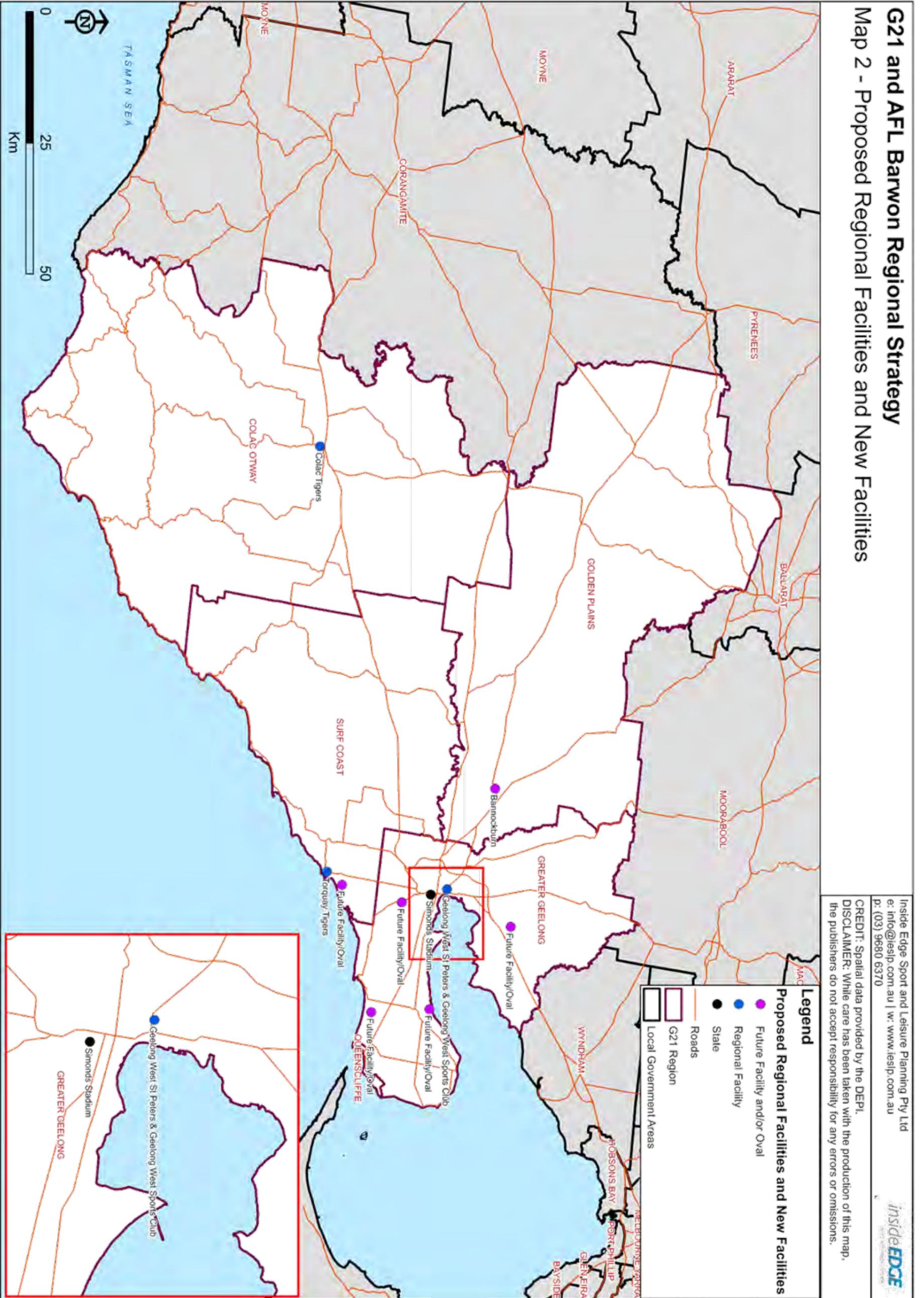
Map 1 - Current Facility Condition 2014



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Legend

Proposed Regional Facilities and New Facilities

- Future Facility and/or Oval
- Regional Facility
- State

- Roads
- G21 Region
- Local Government Areas





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G21 REGIONAL TENNIS STRATEGY 2015-2025

FINAL STRATEGY REPORT

APRIL 2015: ISSUE 01



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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.

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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 over the 2015-2025 period. 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 from 2015 to 2025.

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	Australian Bureau of Statistics – 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	Participation in Exercise Recreation and Sport Survey – 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	G21 Geelong Region Alliance – 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	G21 Sport and Recreation Pillar – 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 Queenscliffe.

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
- ▶ 116 TENNIS FACILITIES
- ▶ 406 USABLE TENNIS COURTS
- ▶ 78 CLUBS & 4 TENNIS ASSOCIATIONS
- ▶ 3,370+ REGISTERED PLAYERS

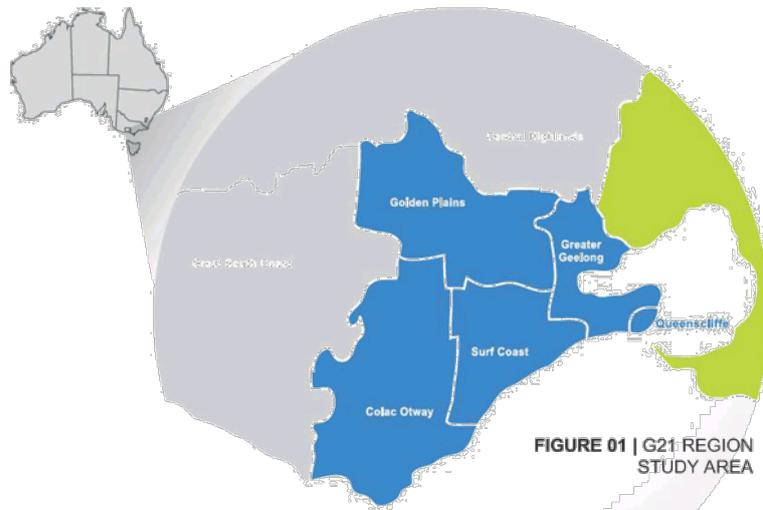


FIGURE 01 | G21 REGION STUDY AREA

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.

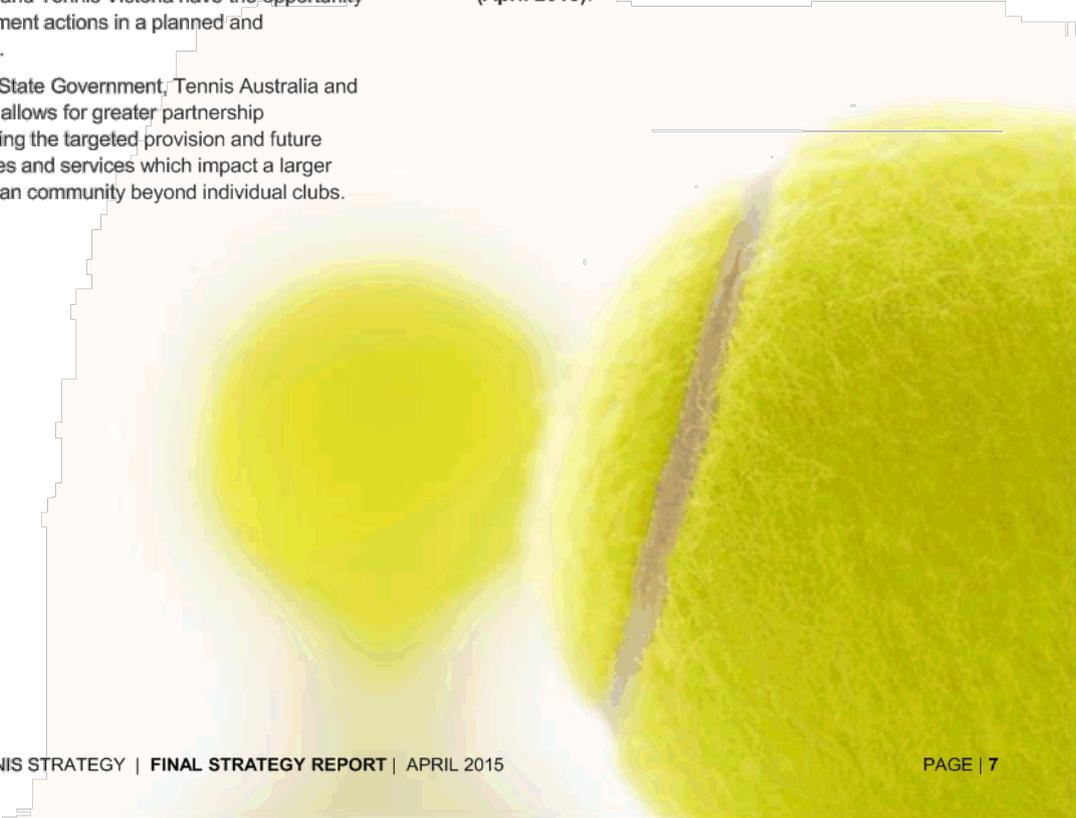
As the focus of the strategy is at a higher level, State and Local Governments and Tennis Victoria have the opportunity to collectively implement actions in a planned and coordinated manner.

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)
- Public exhibition of Draft Strategy (January-March 2015)
- Consideration and incorporation of stakeholder and public feedback and preparation of this **Final Strategy Report (April 2015)**.





EXECUTIVE SUMMARY

The G21 Regional Tennis Strategy has been prepared to guide the development of tennis within the G21 region over the 2015 to 2025 period. 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, 41 recommendations 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.

Following public exhibition of the *Draft G21 Regional Tennis Strategy* between January and March 2015, 24 submissions were received and reviewed by the Project Control Group with relevant suggestions and updates incorporated into the *G21 Regional Tennis Strategy – Final Strategy Report*.

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 – 116 tennis venues and 406 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 46 (10%) courts as being defunct, not suitable for use or surplus of to local needs, 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 (64 or 55%) and Local tennis venues (44 or 38%). 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	48	19	21	26	2	116	-
NUMBER OF CLUBS	33	12	17	14	2	78	67%
NUMBER OF COURTS	231	66	71	74	10	452	-
NUMBER OF PLAYABLE COURTS	218	54	57	67	10	406	90%
RED POROUS / CLAY	12	6	0	0	0	18	4%
SYNTHETIC GRASS	38	24	2	8	4	76	19%
ASPHALT	71	19	29	40	0	159	39%
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	8	3	2	2	33	28%
FLOODLIT COURTS	72	28	6	7	6	119	29%

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 (April 2015), 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% in 2013) 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

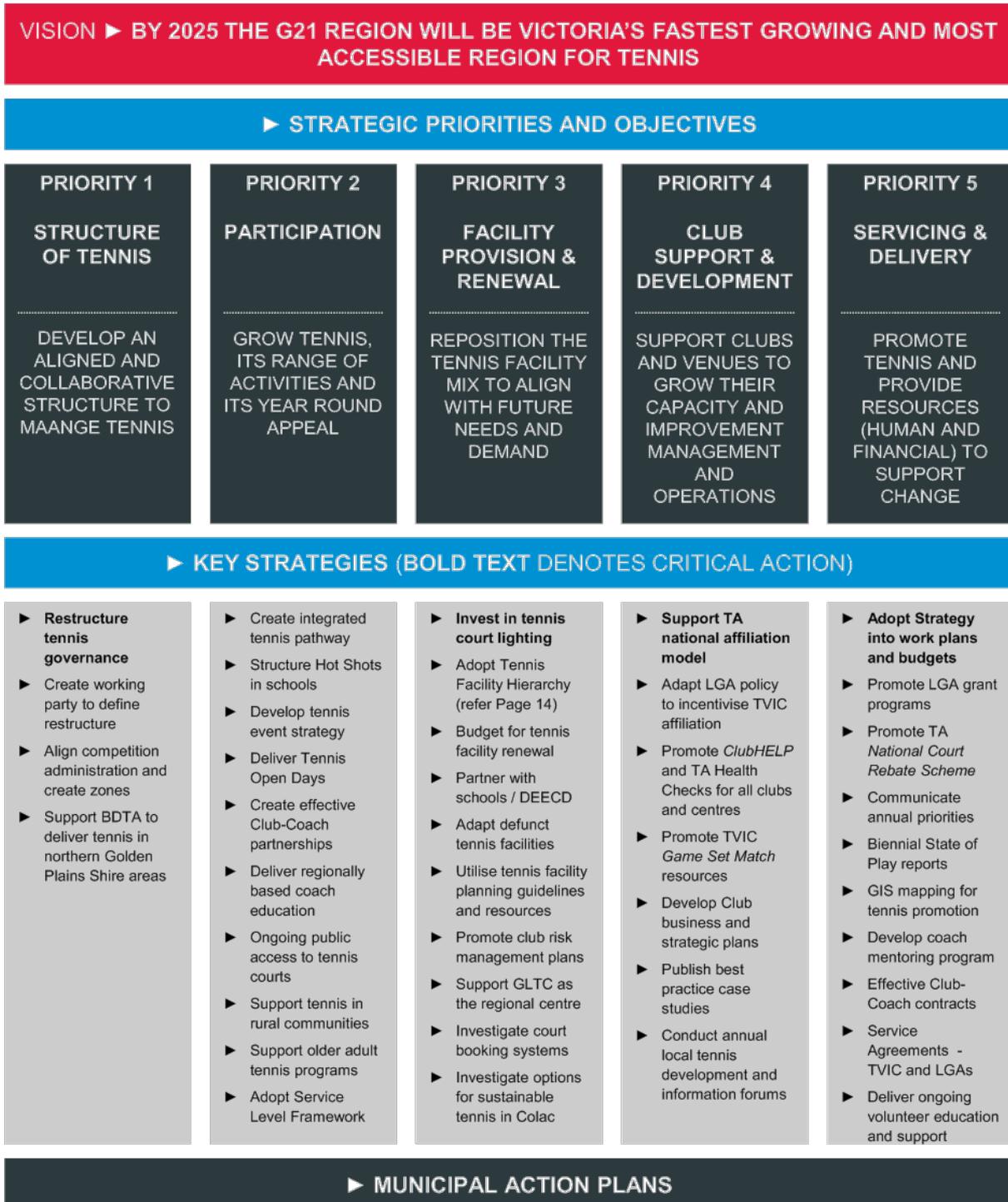
- ▶ Regional governance review and competition restructure to create an integrated network of regional tennis activities.
- ▶ Utilise Sports House to accommodate regional staff or visiting tennis stakeholders to the region.
- ▶ Development of new facilities in Armstrong Creek provide the opportunity 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.



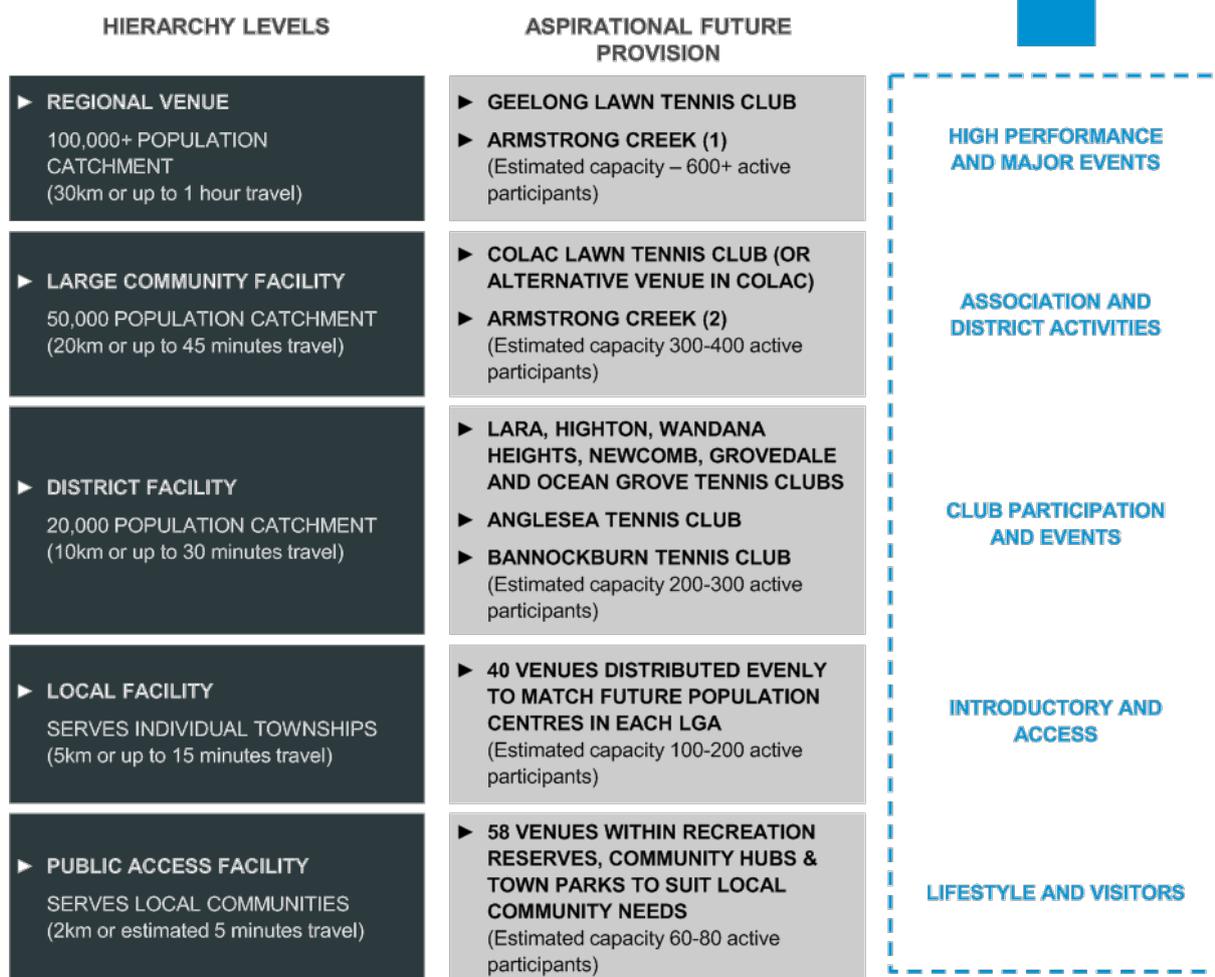
TENNIS FACILITY HIERARCHY

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.





ROLE OF REGIONAL TENNIS CENTRES

Tennis Australia identifies that regional tennis venues are critical to the long-term health of tennis.

As identified within the Tennis Facility Hierarchy on the previous page, the *G21 Regional Tennis Strategy* identifies the Geelong Lawn Tennis Club (GLTC) as the designated regional tennis centre for the G21 region.

The GLTC is a regional partner of Tennis Australia. Regional partners are defined as venues (or operators) that aspire to offer the community a venue capable of delivering sustainable business practices and be willing to nurture the growth of tennis in the region. In addition, they act as a centre for high performance and for the delivery of national initiatives such as talent identification, player and coach development, tournaments and events. They also provide and support community tennis initiatives.

The City of Greater Geelong, through extensive growth area planning, has identified the future projected need and provision of two key tennis venues (contributing 36 new courts) within its Armstrong Creek development area over the next 10 to 20 years. The size of these venues are likely to place them in the Regional or Large Community Facility categories based on the proposed Tennis Facility Hierarchy.

Public feedback received via the *Draft G21 Regional Tennis Strategy* highlighted the need for greater definition and communication of regional tennis centre roles and functions. In addition, understanding the future venue management models for the two proposed Armstrong Creek tennis centres was important to the regional tennis community.

The *Tennis Service Level Framework in Appendix 3* provides the expected levels of facility, management and services to be provided at all venue levels. However, it is generally understood that Armstrong Creek venues are likely to have a 'professional management' model created, with a focus on maximising access to these venues and any associated programs for the Armstrong Creek and broader G21 regional community.

Detailed planning for these venues has not yet commenced, but when undertaken, should consider all existing tennis services and any current gaps, as well as identify any opportunities to complement the existing G21 regional tennis community.

As the designated regional tennis centre for the G21 region, there is a very important role for the GLTC to play in servicing and supporting the regional tennis community. The following provides a summary of the core roles and functions a regional centre is expected to play within the G21 regional context.

- ▶ Provide (or aspire to provide) a professional management model with capacity to deliver a full range of on and off-court services
- ▶ Act as a participation, competition and development hub for all aspects of tennis in the G21 region
- ▶ Be the key event venue that hosts all levels of events from local Hot Shots challenges through to international and pro tour tournaments
- ▶ Balance to needs and requirements of members and participants with the servicing of regional tennis and broader community needs
- ▶ Support the activities of regional high performance programs and facilitate partnerships with regional and state tennis academy programs
- ▶ Facilitate partnerships with stakeholders within the tennis community and regional network that support achievement of both the venue and the *G21 Regional Tennis Strategy* visions.

In order for these roles to be fully implemented, collective support from both the national tennis community, government partners and local stakeholders will be required over the life of this strategy. A documented, agreed and resourced development and service plan for the GLTC will provide a positive step to confirming the venue's position within the region and associated stakeholder responsibilities.

In addition facility requirements of the Regional Centre will need to be reviewed as future demands on the centre are established. Court numbers, surface mix, additional court lighting and upgraded clubroom facilities may need to be considered dependent on future regional services to be delivered.



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, seniors and older adult 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.

A general review of all existing Council tennis court access policies and identify consistent principles around provision and use would assist stakeholders to better plan and manage access to tennis venues.

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	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
2.4	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
2.5	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
2.6	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
2.7	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
2.8	Support Clubs and Coaches to identify older adult markets and create opportunities to deliver local social, competitive and modified tennis activities	Medium	Clubs & Coaches	Clubs & Coaches	LGAs, Tennis Victoria
2.9	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
2.10	Seek collaborative Council alignment on tennis court access principles in order to 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

PRIORITY 3

FACILITY PROVISION AND RENEWAL

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

An audit of 116 tennis facilities and 452 courts across the G21 region identified 107 operational venues, providing 406 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. Prior to 2015 there were no dedicated Hot Shots courts provided in the G21 region to support the projected growth in this program. In February 2015 the Geelong Lawn Tennis Centre constructed four permanent Hot Shots courts to support the development of junior programs.

Adoption of the **Proposed Regional Facility Hierarchy** on Page 14 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 28% 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 (59% 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 four clubs at Geelong Lawn Tennis Club, Lorne Country Club, Colac Lawn Tennis Club and East Geelong 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)

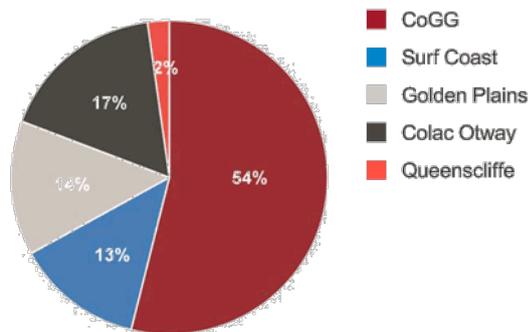


FIGURE 03 | G21 REGION % OF FLOODLIT COURTS (2013)

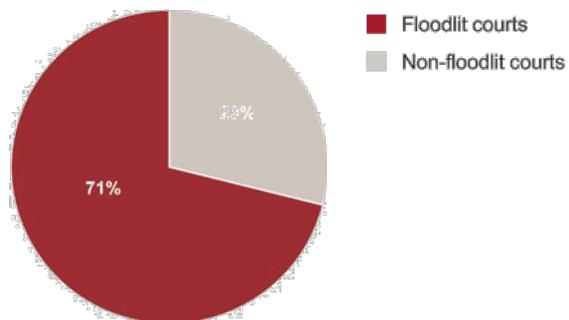


FIGURE 04 | G21 REGION COURT SURFACE MIX (2013)

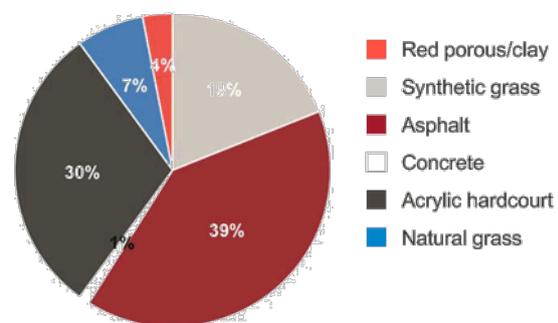


FIGURE 05 | TENNIS AUSTRALIA AND G21 REGION FACILITY HIERARCHY PROVISION COMPARISON
 (SOURCE: TENNIS AUSTRALIA 2020 NATIONAL FACILITY HIERARCHY AND G21 REGION TENNIS AUDIT, 2013)

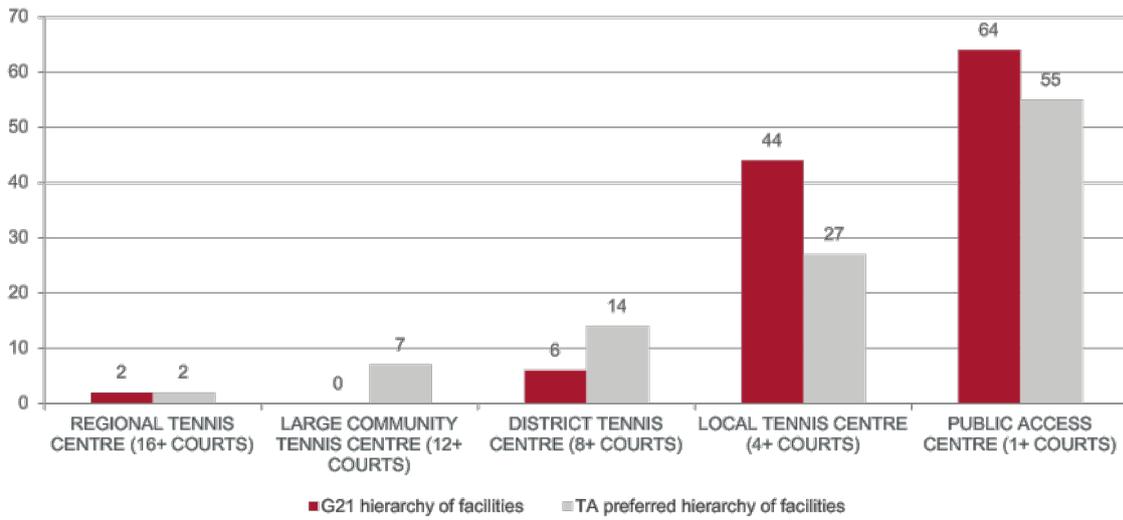
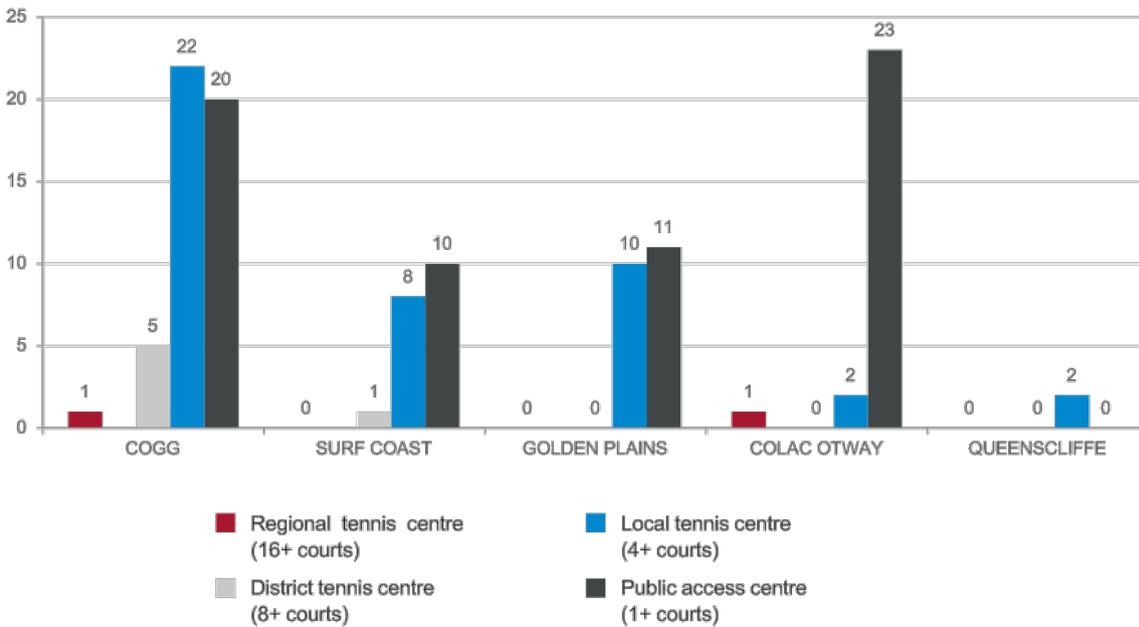


FIGURE 06 | G21 REGION FACILITY HIERARCHY PROVISION BY LGA
 (SOURCE: G21 REGION TENNIS FACILITY AUDIT, 2013)



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 (PER COURT)			ESTIMATED ANNUAL MAINTENANCE COSTS (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	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
3.4	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
3.5	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
3.6	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
3.7	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
3.8	Collectively adopt existing Tennis Australia, Tennis Victoria and SRV planning and facility development guidelines (including floodlighting resources) to ensure all new facilities are developed to recommended standards and guidelines	Ongoing	LGAs	LGAs	Tennis Australia, Tennis Victoria, Clubs & Contractor
3.9	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
3.10	Continue to support the Geelong Lawn Tennis Club (GLTC) as the designated Regional Tennis Centre for the G21 region.	Ongoing	All	GLTC	Tennis Victoria, Tennis Australia, Clubs, Coaches, Associations & BSA

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 78 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 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 62 (79% of current active clubs).

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	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
4.4	Publish best practice case studies of local Club operations that showcase positive Club management and operational outcomes	Low	Tennis Victoria	Tennis Victoria	Clubs & Coaches
4.5	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
4.6	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
4.7	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 5

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	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
5.3	Develop an accessible GIS layer identifying all tennis venues in the G21 region via hierarchy and range of other key facility and access attributes – where possible, overlay with available population and participation statistics and connect to State of Play reporting.	Medium	G21 Sport & Rec Pillar	Contractor	Tennis Victoria & LGAs
5.4	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.	Medium	G21 & Tennis Victoria	G21 Sport & Rec Pillar	Tennis Victoria & LGAs
5.5	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
5.6	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
5.7	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
5.8	Promote LGA community grants programs and their alignment with tennis club development, activity and facility objectives.	Ongoing	LGAs	LGAs	Clubs
5.9	Promote TA National Court Rebate Scheme and its requirements throughout the regional tennis community.	Ongoing	Tennis Victoria	Tennis Victoria	Tennis Australia & LGAs
5.10	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



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 continue 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.

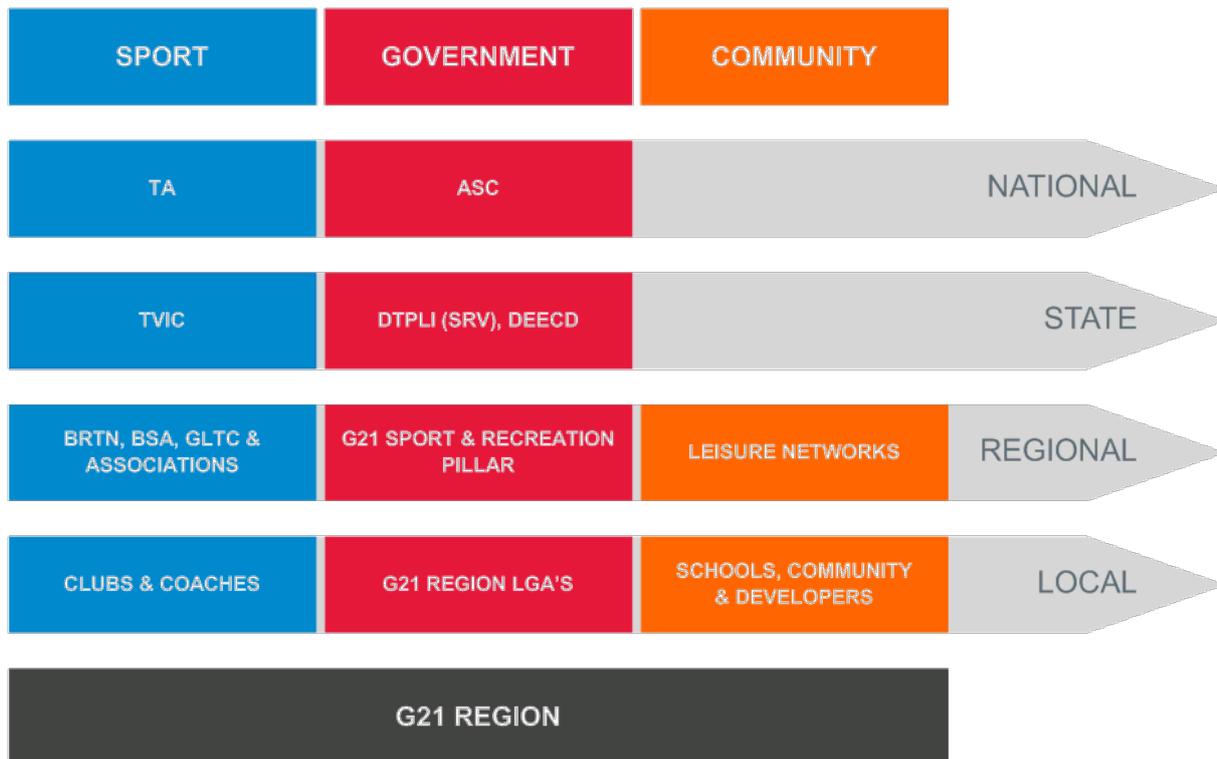
Ongoing promotion of the ClubHELP program across the region will also continue to be an important role for Leisure Networks. A balance between Leisure Network’s ‘funded’ program work and ‘unfunded’ project work needs to be struck and additional resources may need to be provided to achieve greater engagement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

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 jointly 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 33 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, Shell Tennis Club, Lovely Banks Tennis Club, St John's Lutheran Tennis Club and Latrobe Terrace Church of Christ Tennis Club.

As at August 2014, 25 of the 33 active clubs based in the City of Greater Geelong were affiliated with Tennis Victoria. 10 clubs within the municipality have folded over recent decades and 7 remain non-affiliated with Tennis Victoria.

FACILITY SUMMARY

There are currently 48 individual tennis venues providing 231 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, 23 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, Tennis Victoria and the Geelong Lawn Tennis Club to provide (and develop) 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.
- ▶ Work collaboratively with other G21 Councils and State Government to achieve consistent region-wide principles for tennis venue-court access and Crown Land leasing policies.
- ▶ 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 Club under a new agreement with the Ocean Grove Tennis Club.
- ▶ Investigate opportunities for the ongoing community use of and access to tennis courts at Shell 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.
- ▶ At the end of their functional life, decommission tennis facilities at Abe Wood Reserve in Lovely Banks and support Church based clubs to decommission or consider alternative uses for 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									
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	Abe Wood Reserve	Lovely Banks	NO CLUB	2	0	Public	-	0	0	0	0	0	0	0	At the end of its functional life, decommission site and make safe
2	All Saints Tennis Club	Newtown	All Saints Tennis Club	2	2	Public	Public	2	0	0	0	0	0	0	Church land/site that does not form part of the CoGG capital works program
3	Anakie Reserve	Anakie	NO CLUB	5	1	Local	Public	2	0	0	2	0	0	2	Decommission 2 tennis courts and retain and improve 2 courts for public access and a 3rd for multi-use. Consider upgrades as part of 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	Local	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 included within CoGG capital works
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	-	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	Hamllyn Park	Hamllyn Heights	Hamllyn 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 for tennis and consider alternative church or community uses
26	Leopold Rec Reserve	Leopold	Leopold Tennis Club	9	2	District	District	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 (*refer also Surfside TC)
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	NO CLUB	2	0	Public	Public	2	0	0	0	0	0	2	Club recently folded. COGG to investigate options for community access to courts and ongoing management and maintenance responsibilities (venue is on private land).
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 for tennis and consider alternative church or community uses
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 part of CoGG capital works program
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 part of CoGG capital works program
48	East Geelong Tennis Club	Geelong	East Geelong Tennis Club	4	0	Local	Local	4	0	0	0	0	0	0	Crown land/site and not part of CoGG capital works program
ESTIMATED TOTALS			231	72	-	-	214	31	28	64	2	40	40		

HIERARCHY LEVEL	CURRENT NUMBER OF VENUES	ASPIRATIONAL NUMBER OF VENUES
Public Access	20	17
Local	22	21
District	5	5
Large Community Club	0	0
Regional	1	1
TOTAL VENUES	48	44

- within 3 years
- within 4-5 years
- within 6-10 years
- decommission / venue change of use
- 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 / CHANGE OF USE		
1	Abe Wood Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ 5,000
2	All Saints Tennis Club	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
3	Anakie Reserve	\$ -	\$ -	\$ 18,000	\$ -	\$ -	\$ 5,000	\$ -	\$ 23,000
4	Barwon Heads Village Park	\$ -	\$ -	\$ 34,000	\$ -	\$ -	\$ -	\$ -	\$ 34,000
5	Balesford 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	\$ -	\$ 9,800	\$ 17,000	\$ -	\$ 58,000	\$ -	\$ -	\$ 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	\$ 9,800	\$ 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	\$ 64,000	\$ -	\$ 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

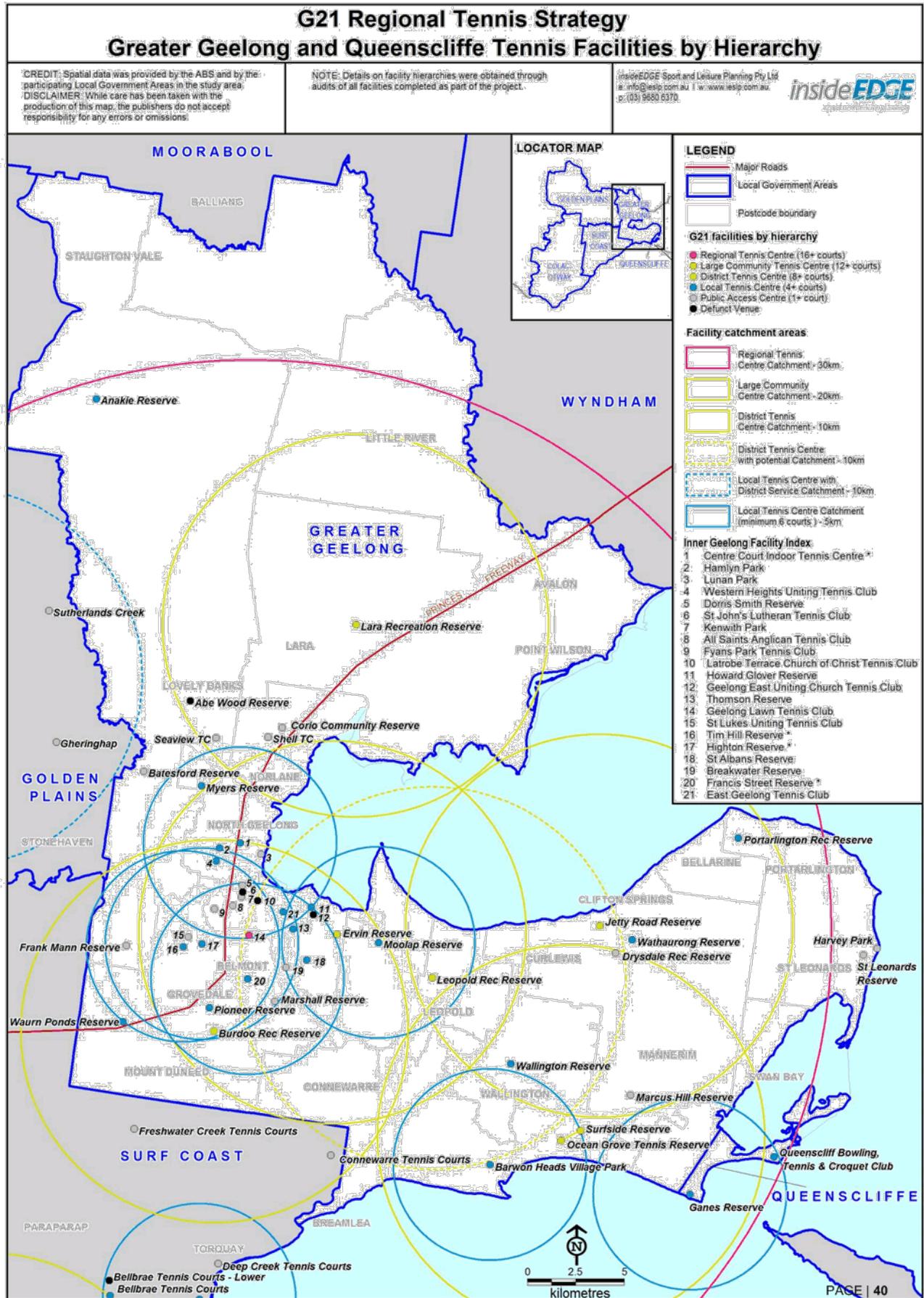
CITY OF GREATER GEELONG

ESTIMATED INFRASTRUCTURE RENEWAL COST ESTIMATES								
FACILITY LOCATION	ADDITIONAL COURTS TO FLOODLIGHT	SURFACE REPAIR	SURFACE RENEWAL	COURT REBUILD	FENCING RENEWAL	NET POSTS TO REPLACE	DECOMMISSION / CHANGE OF USE	TOTALS
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	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
48	East Geelong Tennis Club	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ESTIMATED TOTALS		\$ 992,000	\$ 67,200	\$ 588,000	\$ 130,000	\$ 560,000	\$ 100,000	\$ 2,475,200

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 change of use
- 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 and Yeo and venues at Cressy, Eurack and Lavers Hill have limited utilisation.

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 67 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 65 courts in playable condition (based on 2013 audit figures). 14% of playable tennis courts (7 courts) in the municipality are floodlit (4 of which are provided at Colac Indoor and 3 at Apollo Bay. Lighting at Birregurra Tennis Courts is to netball standard only). 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**).
- ▶ Work collaboratively with other G21 Councils and State Government to achieve consistent region-wide principles for tennis venue-court access and Crown Land leasing policies.
- ▶ 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 3 tennis 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.
- ▶ Retain single tennis courts at Cressy and Eurack tennis facilities for social community use. Decommission second courts for tennis but retain hard surface for alternative community uses.
- ▶ With local stakeholders, consider alternate community use options for the Lavers Hill tennis court land.
- ▶ 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	1	0	Public	Public	1	0	1	0	0	0	1	Retain single court and make repairs to ensure safe community usage	
14	Eurack Tennis Courts	NO CLUB	1	0	Public	Public	1	0	1	0	0	0	1	Retain single court and make repairs to ensure safe community usage	
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	Gellibrand Tennis Club	0	0	-	Public	2	0	2	0	0	0	2	Recently reconstructed for netball use only. Line mark for tennis and provide nets and net posts.	
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	1	0	Public	Public	1	0	1	0	0	0	0	Retain a single tennis court and consider alternative community uses	
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.	
ESTIMATED TOTALS			65	9	-	-	58	12	7	30	21	36	36		

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 / CHANGE OF USE		
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	\$ -	\$ 2,400	\$ -	\$ -	\$ -	\$ 2,500	\$ 1,500	\$ 6,400
14	Eurack Tennis Courts	\$ -	\$ 2,400	\$ -	\$ -	\$ -	\$ 2,500	\$ 1,500	\$ 6,400
15	Forrest Tennis Courts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
16	Gallibrand Recreation Reserve	\$ -	\$ 1,200	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ 6,200
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	Larpent Tennis Courts	\$ -	\$ -	\$ 9,000	\$ 65,000	\$ 14,000	\$ 2,500	\$ -	\$ 90,500
22	Lavers Hill Tennis Courts	\$ -	\$ 2,400	\$ -	\$ -	\$ -	\$ -	\$ 1,500	\$ 3,900
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
ESTIMATED TOTALS		\$ 384,000	\$ 13,200	\$ 248,000	\$ 1,365,000	\$ 504,000	\$ 90,000	\$ 4,500	\$ 2,599,700

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

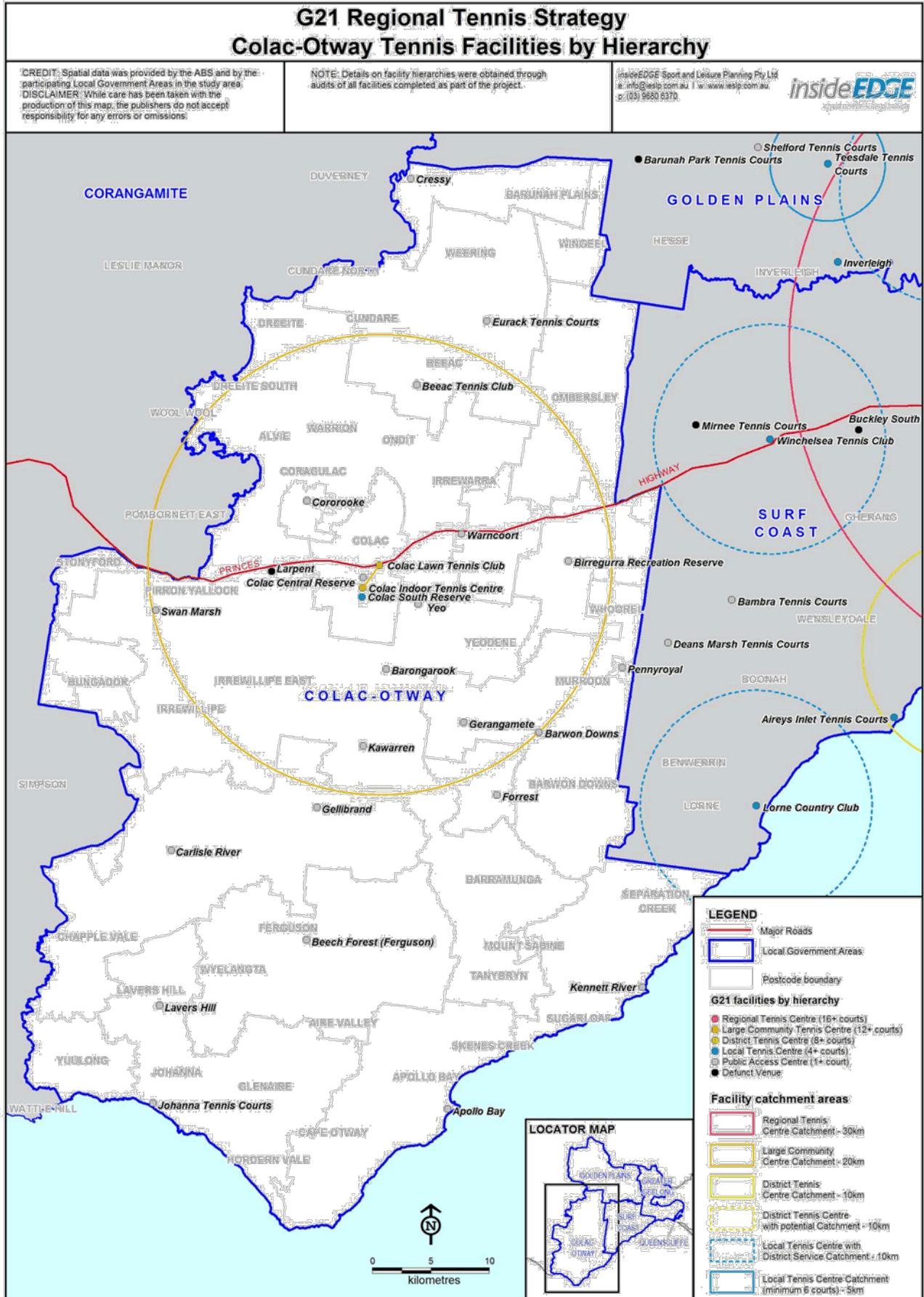
- within 3 years
- within 4-5 years
- within 6-10 years
- decommission / venue change of use
- no specific action within 10 years
- 2 numbers refer to the number of courts requiring works

MUNICIPAL ACTION PLAN

COLAC OTWAY SHIRE

HIERARCHY LEVEL	CURRENT NUMBER OF VENUES	ASPIRATIONAL NUMBER OF VENUES
Public Access	23*	23
Local	2	2
District	0	0
Large Community Club	0	1
Regional	1	0
TOTAL VENUES	25*	26

***Note:** The Gellibrand Tennis Club has court surfaces, but no line markings or nets and posts for tennis. This venue has still been counted as a 'current venue' as the core infrastructure to cater for tennis does exist.



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 14% of total usable courts across the G21 region, with an estimated 57 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.
- ▶ Work collaboratively with other G21 Councils and State Government to achieve consistent region-wide principles for tennis venue-court access and Crown Land leasing policies.
- ▶ 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 court infrastructure 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	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	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
3	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
4	Corindhap Tennis Courts	Corindhap	NO CLUB	2	0	Public	-	0	0	0	0	0	0	0	Decommission tennis infrastructure and consider alternative site uses in-line with local community needs.
5	Enfield Tennis Court	Enfield Tennis Club	1	0	Public	Public	1	0	0	0	0	0	1	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	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	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	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	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	0	Retain for club use and public access
11	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
12	Mannibadar Tennis Courts	Mannibadar Tennis Club	2	0	Public	Public	2	0	0	2	1	2	0	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	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	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	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	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	4	Retain for club use and public access
18	Shelford Tennis Courts	Shelford Tennis Club	3	0	Public	Public	3	0	0	2	2	3	2	2	Decommission 1 court and retain 2 courts for public access, and create an additional multi-purpose use court
19	Smythesdale Tennis Courts	Smythesdale Tennis Club	4	0	Local	Local	4	0	4	0	0	0	2	2	Retain for club use and public access
20	Sutherlands Creek Tennis Courts	Sutherlands Creek Tennis Club	2	0	Public	Public	2	0	2	0	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	2	Retain for club use and public access and consider increasing floodlighting provision in the long-term
22	Victoria Park Reserve	Bannockburn	NO CLUB	0	0	-	-	0	0	0	0	0	0	0	Venue already decommissioned for tennis. Consider alternative site uses in-line with local community needs.
ESTIMATED TOTALS			71	6	-	-	68	12	21	23	12	32	23		

MUNICIPAL ACTION PLAN

GOLDEN PLAINS SHIRE

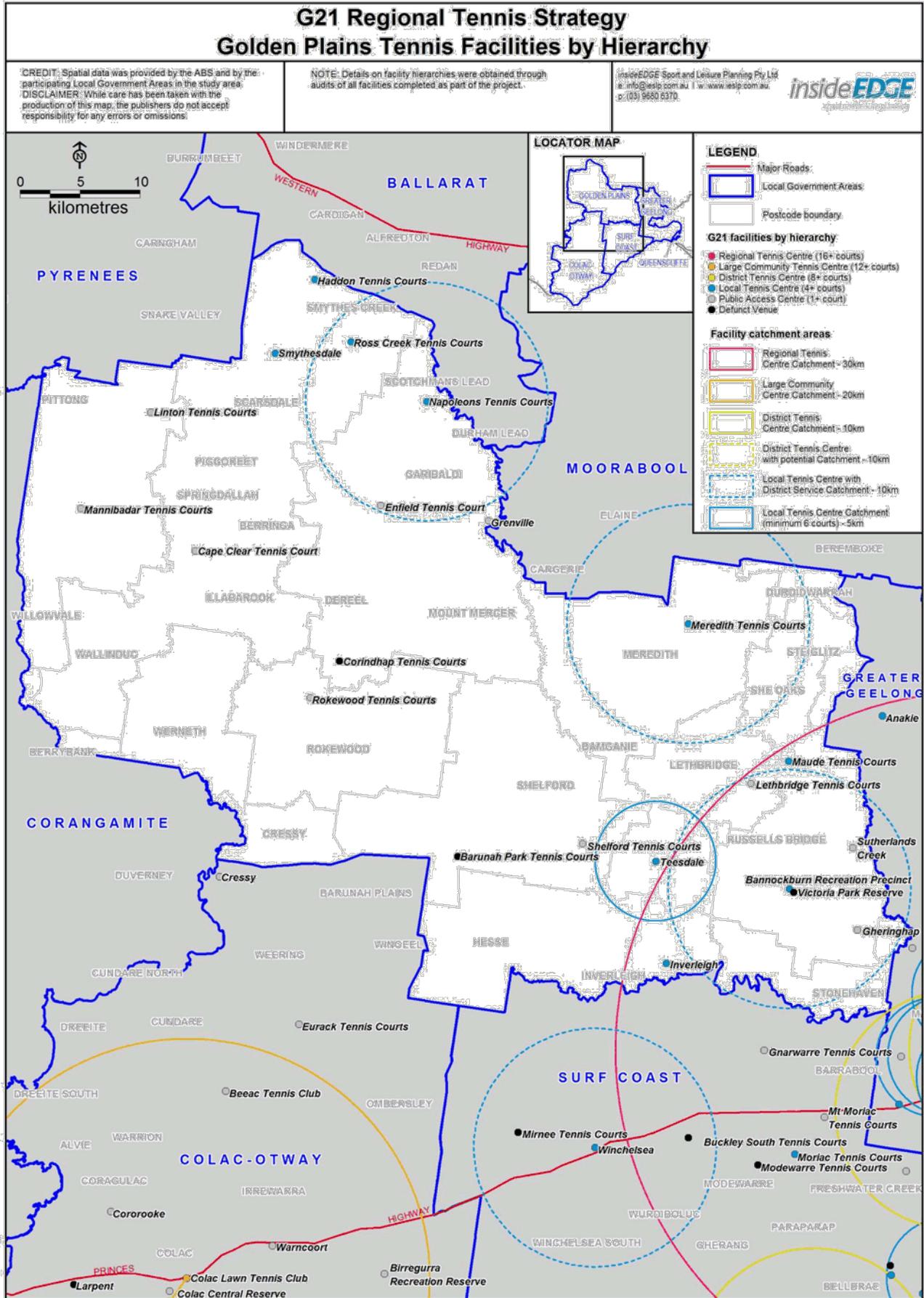
ESTIMATED INFRASTRUCTURE RENEWAL COST ESTIMATES								
FACILITY LOCATION	ADDITIONAL COURTS TO FLOODLIGHT	SURFACE REPAIR	SURFACE RENEWAL	COURT REBUILD	FENCING RENEWAL	NET POSTS TO REPLACE	DECOMMISSION / CHANGE OF USE	TOTALS
1 Bannockburn Recreation Precinct	\$ 128,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 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	\$ -	\$ -	\$ 25,500	\$ -	\$ 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	\$ -	\$ 9,600	\$ -	\$ -	\$ -	\$ 10,000	\$ -	\$ 19,600
18 Shelford Tennis Courts	\$ -	\$ -	\$ 17,000	\$ 130,000	\$ 32,000	\$ 5,000	\$ -	\$ 194,000
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 (venue no longer used for tennis)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ 5,000
ESTIMATED TOTALS	\$ 384,000	\$ 50,400	\$ 255,000	\$ 780,000	\$ 418,000	\$ 57,500	\$ 10,000	\$ 1,984,900

HIERARCHY LEVEL	CURRENT NUMBER OF VENUES	ASPIRATIONAL NUMBER OF VENUES
Public Access	11	11
Local	10	8
District	0	1
Large Community Club	0	0
Regional	0	0
TOTAL VENUES	21	20

- within 3 years
- within 4-5 years
- within 6-10 years
- decommission / venue change of use
- 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

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 12 active Tennis Clubs. As at August 2014 only 10 of these clubs (50%) were affiliated with Tennis Victoria.

FACILITY SUMMARY

There are currently 19 individual operational tennis venues providing 66 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 54 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 10 Public Access venues. The only District level facility provided is the Anglesea Tennis Club. Five Public Access venues have been identified through this strategy for the potential decommissioning of tennis infrastructure and the adaption of site amenities to better meet current community needs.

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.
- ▶ Review and update Council's existing tennis club leases and licences to be consistent with the principles of the *G21 Regional Tennis Strategy* and with local policy changes arising from strategy implementation.
- ▶ Work collaboratively with other G21 Councils and State Government to achieve consistent region-wide principles for tennis venue-court access and Crown Land leasing policies.
- ▶ 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.
- ▶ At the end of their functional life, decommission under utilised tennis infrastructure at Bellbrae Lower, Buckley South, Mirree, Modewarre, Mt Moriac and Gnarwarre and consider alternate community use options for individual areas inline with current local community needs.

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	At the end of their functional life, consider alternative uses for tennis infrastructure	
6	Buckley South Tennis Courts	NO CLUB	2	0	Public	-	0	0	0	0	0	0	0	At the end of their functional life, consider alternative uses for tennis infrastructure	
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	Deep Creek Tennis Courts	NO CLUB	2	0	Public	Public	2	0	2	2	0	2	2	Retain for public access and local community use	
10	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	
11	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	
12	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	
13	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	
14	Mirree Tennis Courts	NO CLUB	2	0	Public	-	0	0	0	0	0	0	0	At the end of their functional life, consider alternative uses for tennis infrastructure. Access to tennis will be via Winchelsea.	
15	Modewarre Tennis Courts	NO CLUB	2	0	Public	-	0	0	0	0	0	0	0	At the end of their functional life, consider alternative uses for tennis infrastructure	
16	Moriac Tennis Courts	Moriac Tennis Club	4	2	Local	Local	4	0	0	0	0	0	0	Retain for club use and public access	
17	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	
18	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 inline with the Spring Creek Master Plan	
19	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.	
ESTIMATED TOTALS			66	28	-	-	51	11	9	33	7	28	31		

MUNICIPAL ACTION PLAN

SURF COAST SHIRE

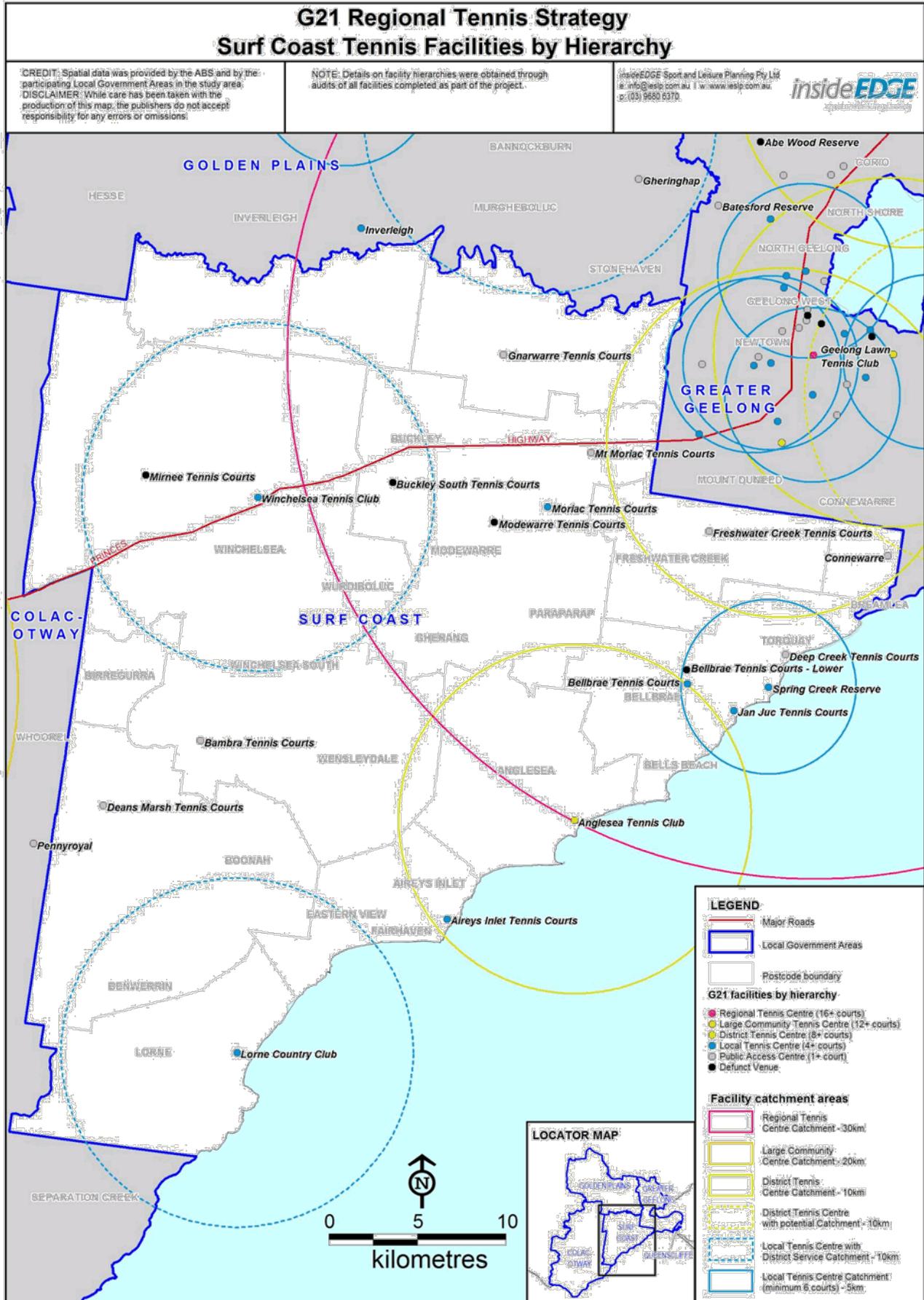
ESTIMATED INFRASTRUCTURE RENEWAL COST ESTIMATES								TOTALS
FACILITY LOCATION	ADDITIONAL COURTS TO FLOODLIGHT	SURFACE REPAIR	SURFACE RENEWAL	COURT REBUILD	FENCING RENEWAL	NET POSTS TO REPLACE	DECOMMISSION / CHANGE OF USE	
1 Aireys Inlet Tennis Courts	\$ 64,000	\$ -	\$ 36,000	\$ -	\$ -	\$ 5,000	\$ -	\$ 105,000
2 Anglesea Tennis Club	\$ -	\$ -	\$ 72,000	\$ 260,000	\$ 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	\$ 65,000	\$ 14,000	\$ 2,500	\$ -	\$ 90,500
8 Deans Marsh Tennis Courts	\$ -	\$ 4,800	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ 9,800
9 Deep Creek Tennis Courts	\$ -	\$ 4,800	\$ 18,000	\$ -	\$ 28,000	\$ 5,000	\$ -	\$ 55,800
10 Freshwater Creek Tennis Courts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11 Gnarwarre Tennis Courts	\$ -	\$ 2,400	\$ 9,000	\$ -	\$ -	\$ 2,500	\$ -	\$ 13,900
12 Jan Juc Tennis Courts	\$ 32,000	\$ 9,600	\$ 42,500	\$ -	\$ 70,000	\$ 12,500	\$ -	\$ 166,600
13 Lorne Country Club	\$ 128,000	\$ -	\$ 210,000	\$ -	\$ -	\$ 15,000	\$ -	\$ 353,000
14 Mirnee Tennis Courts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ 5,000
15 Modewarre Tennis Courts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ 5,000
16 Moriac Tennis Courts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
17 Mt Moriac Tennis Courts	\$ -	\$ -	\$ 18,000	\$ -	\$ 28,000	\$ 5,000	\$ -	\$ 51,000
18 Spring Creek Reserve Tennis Courts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
19 Winchelsea Tennis Courts	\$ 64,000	\$ -	\$ 72,000	\$ -	\$ 56,000	\$ 10,000	\$ -	\$ 202,000
ESTIMATED TOTALS	\$ 352,000	\$ 21,600	\$ 576,500	\$ 455,000	\$ 392,000	\$ 77,500	\$ 20,000	\$ 1,894,600

HIERARCHY LEVEL	CURRENT NUMBER OF VENUES	ASPIRATIONAL NUMBER OF VENUES
Public Access	10	7
Local	8	7
District	1	1
Large Community Club	0	0
Regional	0	0
TOTAL VENUES	19	15

- within 3 years
- within 4-5 years
- within 6-10 years
- decommission / venue change of use
- 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

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 the Queenscliff Bowling, Tennis and Croquet Club in Queenscliff, managed by the club.

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 the Queenscliff Bowling Tennis and Croquet Club and Ganes Reserve venues to continue to maintain their court infrastructure to a safe and usable standard.
- ▶ Work collaboratively with other G21 Councils and State Government to achieve consistent region-wide principles for tennis venue-court access and Crown Land leasing policies.
- ▶ Encourage the Queenscliff Bowling Tennis and Croquet Club to undertake a high pressure clean of club court surfaces and make minor repairs to court enclosure fencing.
- ▶ Support both the Queenscliff Bowling Tennis and Croquet Club 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 Queenscliff 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	Queenscliff Bowling Tennis & Croquet Club	QBTA	4	2	Local	Local	4	2	4	4	0	0	0	Retain as Local level facility for Queenscliff community and visitor population.
ESTIMATED TOTALS			10	6	-	-	10	2	4	6	0	0	0	

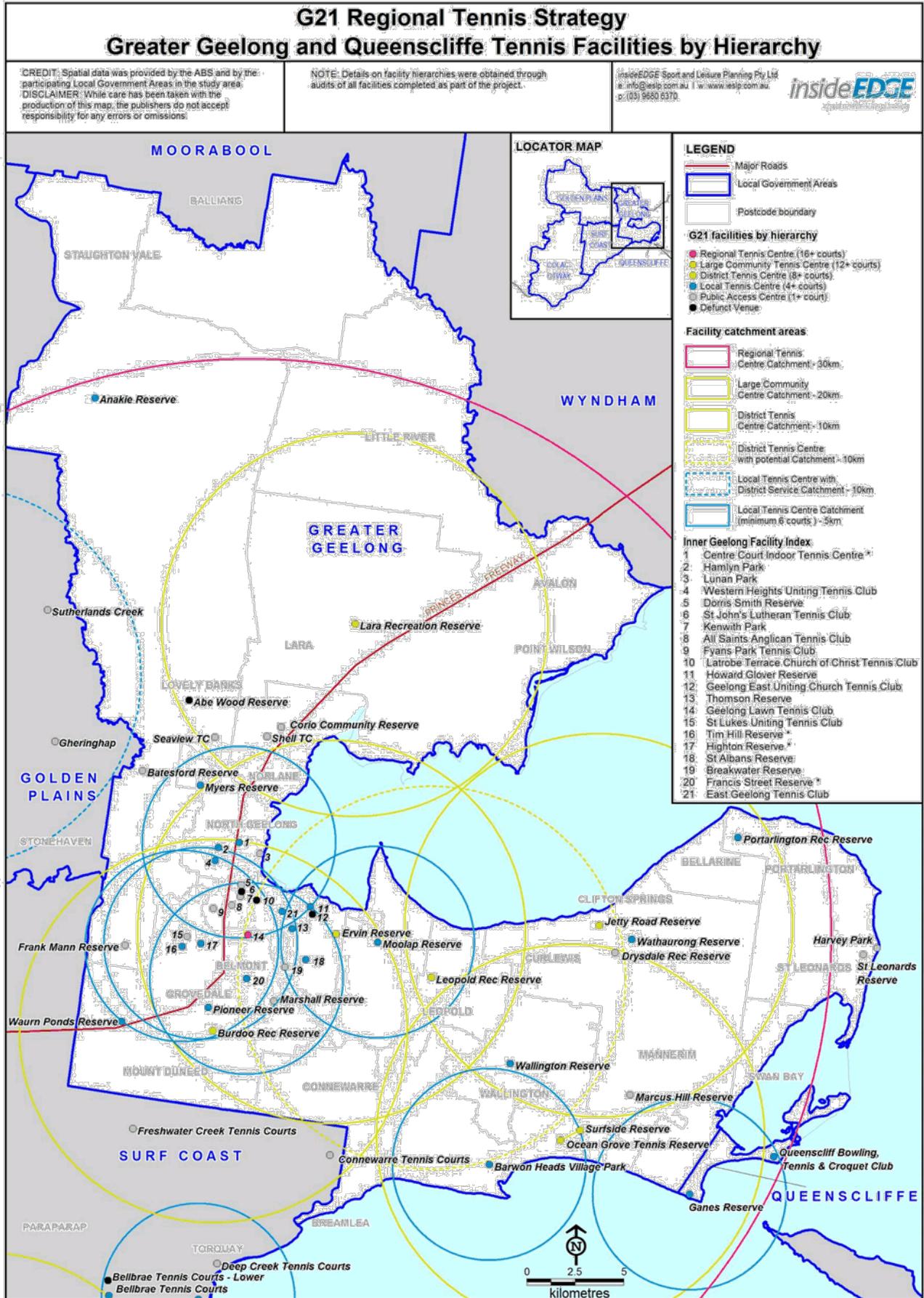
ESTIMATED INFRASTRUCTURE RENEWAL COST ESTIMATES									TOTALS
FACILITY LOCATION	ADDITIONAL COURTS TO FLOODLIGHT	SURFACE REPAIR	SURFACE RENEWAL	COURT REBUILD	FENCING RENEWAL	NET POSTS TO REPLACE	DECOMMISSION / CHANGE OF USE		
1	Ganes Reserve	\$ -	\$ -	\$ 36,000	\$ -	\$ -	\$ -	\$ -	\$ 36,000
2	Queenscliff Bowling Tennis & Croquet Club	\$ 64,000	\$ 9,600	\$ 34,000	\$ -	\$ -	\$ -	\$ -	\$ 107,600
ESTIMATED TOTALS		\$ 64,000	\$ 9,600	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ 143,600

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
TOTAL VENUES	2	2

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

Infrastructure renewal cost assumptions

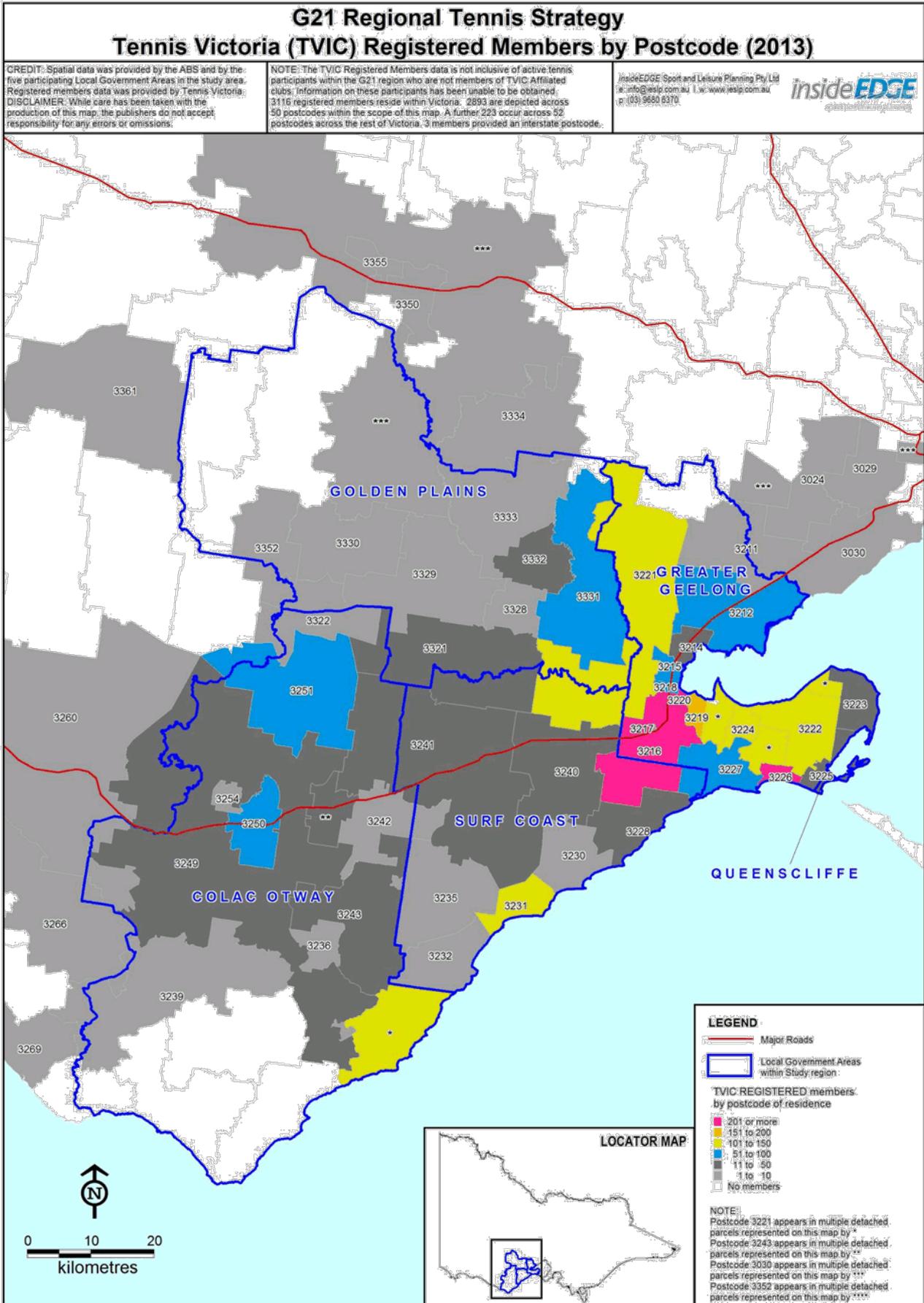
1. All costs are generic infrastructure renewal costs based on industry rates and Tennis Australia life-cycle costs.
2. Costs are calculated on recent historical projects and industry supplier costs.
3. All generic costs have been applied to proposed renewal projects identified in the above tables on 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.





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 <u>minimum</u> 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 Minimum of 14 of the one surface FOR HIGH LEVEL EVENTS	Cushioned acrylic or natural clay DESIRABLE Other options include acrylic hardcourt	Acrylic hardcourt DESIRABLE Optional mix to provide some synthetic grass	Acrylic hardcourt or synthetic grass	Asphalt or acrylic hardcourt 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) Master club professional (desirable)	Club professional (as a minimum)	Club professional (desirable) Junior development (as a minimum)	Junior development (as a minimum)	Community coach (desirable) 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
Queenscliffe Bowling, Tennis & Croquet Club	Affiliated	Local	4	2	50%	28
TOTAL	-	-	10	6	60%	28

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 Club	Public	2	0	0%	-
Connewarre Tennis Club	No Club	Public	2	0	0%	-
Deans Marsh Tennis Club	Affiliated	Public	2	0	0%	n/a
Deep Creek Tennis Courts	No Club	Public	2	0	0%	-
Freshwater Creek Tennis Courts	No Club	Local	1	0	0%	-
Gnarwarre Tennis Courts	No Club	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
Mirree Tennis Courts	No Club	Public	2	0	0%	-
Modewarre Tennis Courts	No Club	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
TOTAL	-	-	63	28	44%	371

**Note: Why do some clubs have 'n/a' member numbers?*

Many clubs appear with 'n/a' members as there 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 Club	Public	1	0	0%	-
Birregurra Rec Reserve TC	Affiliated	Public	2	2**	100%	38
Carlisle River Tennis Courts	No Club	Public	1	0	0%	-
Colac Central Reserve	No Club	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	1	0	0%	-
Eurack Tennis Courts	Folded	Public	1	0	0%	-
Forrest Tennis Club	Affiliated	Public	2	0	0%	11
Gellibrand Tennis Courts	No	Public	2	0	0%	-
Gerangamete Tennis Courts	No Club	Public	2	0	0%	-
Johanna Tennis Courts	No Club	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 Club	Public	2	0	0%	-
Lavers Hill Tennis Courts	No Club	Public	1	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%	-
TOTAL	-	-	67	7	10%	317

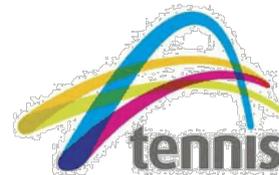
GOLDEN PLAINS SHIRE FACILITY LOCATION	TENNIS VICTORIA AFFILIATION	TENNIS FACILITY HIERARCHY	TOTAL COURT NUMBER	TOTAL FLOODLIT COURTS	% OF COURTS FLOODLIT	TOTAL
Bannockburn Tennis Courts (Bannockburn Recreation Precinct)	Affiliated	Local	6	2	33%	52
Barunah Park Tennis Courts	Folded	Public	2	0	0%	-
Cape 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 Club	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
TOTAL	-	-	71	6	8%	224

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	Affiliated	Public	2	2	100%	100
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)	Affiliated	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	No Club	Public	2	0	0%	-
East Geelong Tennis Club	No	Local	4	0	0%	45
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	No Club	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 Club	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 Club	Public	2	0	0%	-
Lara Recreation Reserve (Lara TC)	Affiliated	District	8	4	50%	53
Latrobe Terrace Church of Christ TC	Folded	Public	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 Club	Public	2	0	0%	-
Marshall Reserve	No Club	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
Pioneer Park (Grovedale TC overflow)	No	Local	6	0	0	-
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)	No	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%	-
TOTAL	-	-	231	72	31%	2604

APPENDIX 5: TENNIS VICTORIA AFFILIATION REFORM CLUB CORRESPONDENCE

18 February 2014



Tennis Victoria
Sand Park/Entrance T3
Olympic Boulevard, Melbourne VIC 3000
Locked Bag 601, Richmond 3121
T +61 3 8420 8420 F +61 3 8420 8498
tennis@tv.vic.gov.au
tennisc@tennis.com.au

Patron: The Honourable Alex Chomarov
AC, QC, Governor of Victoria

Dear Club Presidents and Secretaries

Re: Tennis Victoria's new affiliation model from 1 July 2014

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:***

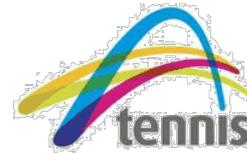
**TV Council Meeting (opened up to all affiliates for this purpose),
Wednesday 26 February, 7:30pm**

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 061 297 3040 38



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)
Metro Melbourne	
1-4 courts	\$930
5-9 courts	\$1,505
10+ courts	\$3,955
Country Victoria	
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

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	Queenscliff Bowling Tennis & Croquet Club	Queenscliff	QBTC	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	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	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	1	0	Public	Public	1	0	1	0	0	0	1	Retain single court and make repairs to ensure safe community usage
Colac Otway Shire	Eurack Tennis Courts	Eurack	NO CLUB	1	0	Public	Public	1	0	1	0	0	0	1	Retain single court and make repairs to ensure safe community usage
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	Gellibrand Tennis Club	0	0	-	Public	2	0	2	0	0	0	2	Recently reconstructed for netball use only. Line mark for tennis and provide nets and net posts.
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	SUBURBS	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	Kawarren 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	Larpent Tennis Courts	Larpent	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	1	0	Public	Public	1	0	1	0	0	0	0	Retain a single tennis court and consider alternative community uses
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 Pirron 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 tennis infrastructure and consider alternative site uses 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	3	0	0	2	2	3	2	Decommission 1 court and retain 2 courts for public access, and create an additional multi-purpose use court
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	-	-	0	0	0	0	0	0	0	Venue already decommissioned for tennis. Consider alternative site uses in-line with local community needs.
Greater Geelong	Abe Wood Reserve	Lovely Banks	NO CLUB	2	0	Public	-	0	0	0	0	0	0	0	At the end of its functional life, decommission site and make safe
City of Greater Geelong	All Saints Tennis Club	Newtown	All Saints Tennis Club	2	2	Public	Public	2	0	0	0	0	0	0	Church land/site that does not form part of the CoGG capital works program
City of Greater Geelong	Anakie Reserve	Anakie	NO CLUB	5	1	Local	Public	2	0	0	2	0	0	2	Decommission 2 tennis courts and retain and improve 2 courts for public access and a 3rd for multi-use. Consider upgrades as part of Anakie Reserve Master Plan.
City of Greater Geelong	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.
City of Greater Geelong	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
City of Greater Geelong	Breakwater Reserve	Breakwater	Geelong East Uniting Tennis Club	3	0	Public	Local	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	
City of Greater Geelong	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.	
City of Greater Geelong	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 included within CoGG capital works	
City of Greater Geelong	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	
City of Greater Geelong	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	
City of Greater Geelong	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	
City of Greater Geelong	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.	
City of Greater Geelong	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.	
City of Greater Geelong	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	
City of Greater Geelong	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	
City of Greater Geelong	Geelong East Uniting Church Tennis Club	East Geelong	NO CLUB	3	0	Public	-	0	0	0	0	0	0	0	Site sold and has been decommissioned for tennis - GEUCTC has moved to Breakwater Reserve	
City of Greater Geelong	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.	
City of Greater Geelong	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	
City of Greater Geelong	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	

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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
City of Greater Geelong	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.
City of Greater Geelong	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
City of Greater Geelong	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.
City of Greater Geelong	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
City of Greater Geelong	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.
City of Greater Geelong	Latrobe Terrace Church of Christ Tennis Club	Newtown	NO CLUB	1	0	Public	-	0	0	0	0	0	0	0	Decommission site for tennis and consider alternative church or community uses
City of Greater Geelong	Leopold Rec Reserve	Leopold	Leopold Tennis Club	9	2	District	District	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.
City of Greater Geelong	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
City of Greater Geelong	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
City of Greater Geelong	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
City of Greater Geelong	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	
City of Greater Geelong	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
City of Greater Geelong	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 (*refer also Surfside TC)
City of Greater Geelong	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
City of Greater Geelong	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.
City of Greater Geelong	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
City of Greater Geelong	Shell Tennis Club	Corio	NO CLUB	2	0	Public	Public	2	0	0	0	0	0	2	0	Club recently folded. COGG to investigate options for community access to courts and ongoing management and maintenance responsibilities (venue is on private land).
City of Greater Geelong	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.
City of Greater Geelong	St John's Lutheran Tennis Club	Newtown	NO CLUB	1	0	Public	-	0	0	0	0	0	0	0	0	Decommission site for tennis and consider alternative church or community uses
City of Greater Geelong	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
City of Greater Geelong	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 part of CoGG capital works program
City of Greater Geelong	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.
City of Greater Geelong	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

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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
City of Greater Geelong	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.
City of Greater Geelong	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 Surferside TC - Wallington becomes a medium term priority - courts require clean and some minor repairs and maintenance.
City of Greater Geelong	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
City of Greater Geelong	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.
City of Greater Geelong	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 part of CoGG capital works program
City of Greater Geelong	East Geelong Tennis Club	Geelong	East Geelong Tennis Club	4	0	Local	Local	4	0	0	0	0	0	0	Crown land/site and not part of CoGG capital works program
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	At the end of their functional life, consider alternative uses for tennis infrastructure
Surf Coast Shire	Buckley South Tennis Courts	Buckley	NO CLUB	2	0	Public	-	0	0	0	0	0	0	0	At the end of their functional life, consider alternative uses for tennis infrastructure
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

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 FLOODLIT	SURFACE REPAIR	SURFACE RENEWAL	COURT REBUILD	FENCING RENEWAL	NET POSTS TO REPLACE	RECOMMENDED FUTURE STRATEGIC DIRECTION
Surf Coast Shire	Deep Creek Tennis Courts	Torquay	NO CLUB	2	0	Public	Public	2	0	2	2	0	2	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
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	Mirree Tennis Courts	Winchelsea	NO CLUB	2	0	Public	-	0	0	0	0	0	0	0	At the end of their functional life, consider alternative uses for tennis infrastructure. Access to tennis will be via Winchelsea.
Surf Coast Shire	Modewarre Tennis Courts	Modewarre	NO CLUB	2	0	Public	-	0	0	0	0	0	0	0	At the end of their functional life, consider alternative uses for tennis infrastructure
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.
				443	119	-	-	401	68	69	156	42	136	130	



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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: 09 / 04 / 2015

Time: 6.00 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: Apology /...../...../.....
...../...../.....

Officer/s: Laurence Towers/...../.....
...../...../.....

Matter/s Discussed: Minutes of Previous Meeting, Business Arising, Correspondence Out and In, Business arising from Correspondence, Treasurers Report, Gardeners Report, Potting Report, COS Report, General Business, Other 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

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 <p>Agenda</p>	<h1>Councillor Briefing</h1> <p>Wednesday, 22 April 2015 COPACC Rehearsal Room 12.30pm – 3.25pm</p>	
	<p>ATTENDEES: Cr Lyn Russell, Cr Stephen Hart, Cr Frank Buchanan, Cr Terry Woodcroft (from 12.30pm to 1.00pm and 2.00pm – 3.25pm), Cr Michael Delahunty, Cr Brian Crook</p> <p>Sue Wilkinson (CEO) Colin Hayman (GM, Corporate & Community Services) Doug McNeill (A/GM, Sustainable Planning & Development) Phil Corluka (GM, Infrastructure & Services)</p> <p>Apology:</p> <p>Absent: Cr Chris Smith</p>	
	<h2>Agenda Topics</h2>	
12.30 pm	Presentation of Westfield Cup to Council (includes lunch)	
1.15pm – 1.30pm	Break	
1.30 pm	Declaration of Interest	Nil
1.30 pm	<p>Councillor Briefing Session/Meeting Preparation</p> <ul style="list-style-type: none"> • Council Agenda • General Business <p>Conflict of Interest: Crs Russell and Delahunty left the meeting from 3.20pm to 3.25pm during discussion on the Mooleric Quarry having previously declared an interest in this item.</p>	Ashley Roberts (2.10pm – 2.35pm)

 Agenda	<h1 style="margin: 0;">Councillor Briefing</h1> <p style="margin: 0;">Wednesday, 6 May 2015 COPACC Meeting Room 1.30 pm to 5.00 pm</p>	
	<p>ATTENDEES: Cr Lyn Russell, Cr Frank Buchanan, Cr Terry Woodcroft (from 1:45pm), Cr Brian Crook</p> <p>Sue Wilkinson (CEO) Colin Hayman (GM, Corporate & Community Services) Doug McNeill (A/GM, Sustainable Planning & Development) Phil Corluka (GM, Infrastructure & Services)</p> <p>Apology: Cr Stephen Hart, Absent: Cr Chris Smith, Cr Michael Delahunty</p>	
	<h2 style="margin: 0;">Agenda Topics</h2>	
1.30 pm	<p>Declaration of Interest Cr Frank Buchanan – Member Apollo Bay Chamber of Commerce. Small part of property affected by Waste Water Management Plan. Advised by officer not a conflict of interest.</p>	
1.30 pm – 1.55 pm	Expressions of Interest to Host 2016 Australia Day Celebrations	Hege Eier
1.55 pm – 2.05 pm	G21&AFL Barwon Regional Strategy	Ian Seuren
2.05 pm – 2.15 pm	Regional Motocross Land Suitability Assessment	Ian Seuren
2.15 pm – 3.50 pm	Domestic Waste Water Management Plan (DWMP)	Blaithin Butler / Greg Fletcher/ Jonathan Brett & Mark Saunders - Whitehead & Assoc
3.50 pm – 4.05 pm	General Business	
4.05 pm	Break	
4.15pm	Travel to Bluewater Fitness Centre	
4.30 pm	Tour of Bluewater Fitness Centre	



COLAC OTWAY SHIRE YOUTH COUNCIL meeting

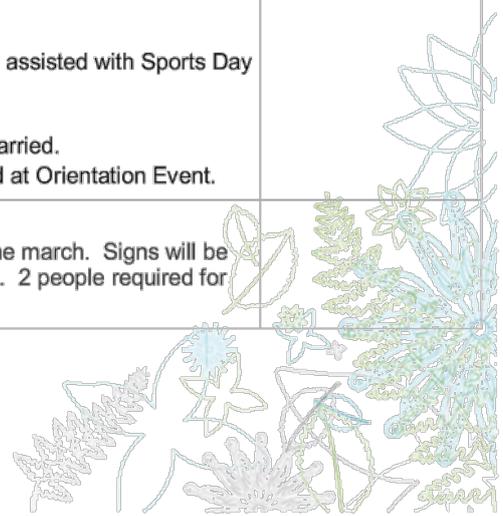
Meeting Venue: Councillor’s Office – Rae Street Colac

23 March 2015

Time: 4:00 pm – 5:26 pm

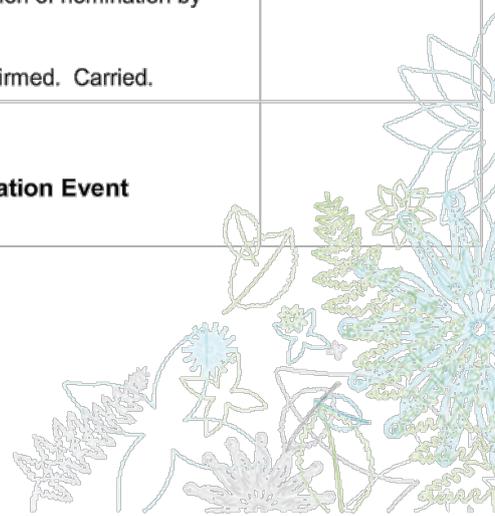
MINUTES

1.	<p>ATTENDEES Youth Councillors: Alice Kavenagh, Nicholas Lenehan-Anderson, Bradley Nelson, Rachael Richardson, Shane Richardson, Mentors: Cr Terry Woodcroft, Cr Lyn Russell, Maree Redmond.</p>
2.	<p>APOLOGIES Caitlin Rippon, Emily Raison, Emily Tuck, Emma Warton,</p>
3.	<p>CONFIRMATION OF MINUTES FROM PREVIOUS MEETING – 16 March 2015 Moved: Shane Seconded: Rachael that minutes be confirmed. Carried.</p>
4.	<p>NOMINATION OF OFFICER BEARERS AND ELECTION Chairperson – Shane Richardson Deputy Chair – Bradley Nelson Secretary – Nicholas Lenehan-Anderson Treasurer – Rachael Richardson Publicity Officer – Alice Kavenagh Moved: Alice Seconded: Rachael that officer bearers be confirmed. Carried.</p>
5.	<p>CORRESPONDENCE In:</p> <ul style="list-style-type: none"> • Tomorrow Towns Nomination • Caz Gatty – Diversitat – Theatre Group <p>Out:</p> <ul style="list-style-type: none"> • Certificates to Shobie Luff, Tabatha Morgan, Emma McMaster & Georgia Cahill <p>Moved: Nick Seconded: Bradley that correspondence be accepted. Carried.</p>
6.	<p>PRESENTATION OF PROJECT BRIEFS Project Brief folders read through. Additional suggestions:</p> <ul style="list-style-type: none"> • Baseball Artwork • Disability awareness with Specialist School • Cr Russell mentioned that Youth Council had in the past assisted with Sports Day • Youth Day <p>Moved: Rachael Seconded: Alice that projects be accepted. Carried. Decision regarding projects plus additional items to be discussed at Orientation Event.</p>
7.	<p>ANZAC DAY 2015 Cr Russell had a meeting with the RSL and has the boards for the march. Signs will be painted at Orientation Event. Service will be at St Mary’s church. 2 people required for speeches.</p>





	<p>Registration Forms need to be designed. Registration tent to be set up at 9:30am. Bradley suggested planting a tree however this is not possible at the memorial square.</p> <p>Moved: Alice Seconded Nick that Anzac Day items be confirmed. Carried</p>	
8.	<p>ORIENTATION EVENT</p> <p>Cr Russell has the menu and shopping organised. Terry advised that the Colac Area Health bus is unavailable but he would contact bus company and to be funded by Co-PYLIT. Maree advised Colac Herald would not be coming to interview Youth Councillors. Maree will be taking photos at the event. Please remember to bring all forms back. Weather is looking OK at this point.</p> <p>Moved: Alice Seconded: Bradley that Orientation Event items be confirmed. Carried.</p>	
9.	<p>YOUTH COUNCIL LOGO</p> <p>Still to design a logo. Suggestions/Drawings to be done by Orientation Event. Nick suggested an outline of the shire with the words Colac Otway Shire Youth Council across it.</p> <p>Moved: Rachael Seconded: Nick that Logo items be confirmed. Carried.</p>	
10.	<p>T-SHIRTS/JUMPERS FOR YOUTH COUNCIL</p> <p>General discussion about the preference for style of garment. Business Shirt and Polo Shirt the most popular choices. Need to keep in mind that the item should be versatile. Terry to speak with Hip Pocket Workwear to see if he can borrow the items for Orientation Event when the majority of Youth Councillors will be present to check sizes.</p> <p>Moved: Alice Seconded: Rachael that discussions be confirmed. Carried.</p>	
11.	<p>GENERAL BUSINESS</p> <ul style="list-style-type: none"> A reminder for the End of Summer Event at the Youth Health Hub on Friday night. Alice, Nick and Rachael will be attending. Bluewater Fitness Centre Logos – Youth Councillors requested to assist with the voting at schools for the most popular logo. Details to be discussed at the Orientation Event. Rural Summit Halls Gap – Nomination of Youth participant. Shane accepted the opportunity to be nominated. Maree to arrange submission of nomination by Friday. <p>Moved: Alice Seconded Rachael that General Business be confirmed. Carried.</p>	
	<p>Meeting closed at 5:25pm</p> <p>NEXT MEETING – Monday 30 March 2015 at the Orientation Event **Please bring a pen & paper**</p>	





COLAC OTWAY SHIRE YOUTH COUNCIL meeting

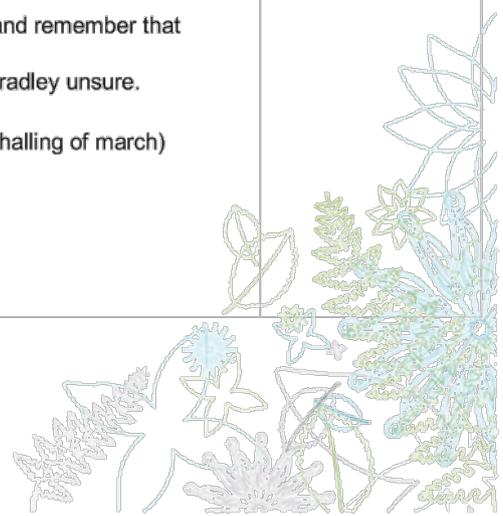
Meeting Venue: Bimbi Park

30 March 2015

Time: 6:00 pm – 5:26 pm

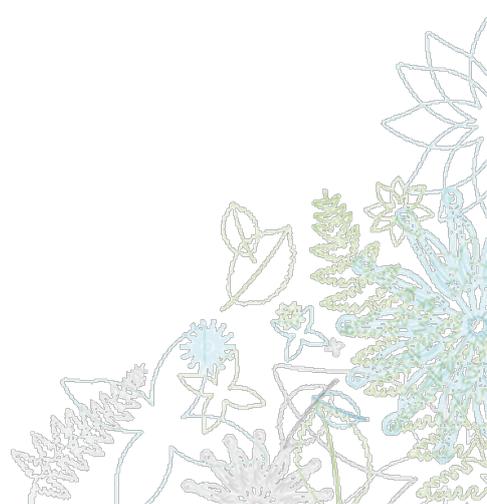
NOTES

1.	<p>ATTENDEES</p> <p>Youth Councillors: Alice Kavenagh, Nicholas Lenehan-Anderson, Bradley Nelson, Emily Tuck, Rachael Richardson, Shane Richardson, Emily Raison</p> <p>Mentors: Cr Terry Woodcroft, Cr Lyn Russell, Emma Warton, Maree Redmond.</p>
2.	<p>GENERAL BUSINESS</p> <p>Major Project Discussions held regarding a major project for the year. Suggestions included: Emily T</p> <ul style="list-style-type: none"> • Talent Show • Big Sleepout <p>Emily R</p> <ul style="list-style-type: none"> • Involve social justice group <p>Rachael</p> <ul style="list-style-type: none"> • Halloween Party – involve Trinity and CSC <p>Shane</p> <ul style="list-style-type: none"> • Target other areas of youth as well as secondary schools <p>Alice</p> <ul style="list-style-type: none"> • Ball for older kids • Disco for younger kids • Proceeds to Long Road Appeal <p>Bradley</p> <ul style="list-style-type: none"> • Easter Egg Hunt • Tree planting at Youth Health Hub • Entertainment for kids <p>Decision to leave discussion for big event to campfire talk later in the evening. <i>Moved Bradley seconded Emily. Carried.</i></p> <p>Anzac Day Dawn Service at 6:00 am (need to be in attendance by 5:30am and remember that parking will be difficult) Attending: Emily T, Emily R, Alice, Rachael, Nicholas, Shane. Bradley unsure.</p> <p>11:00 am service (need to be in attendance by 9:30 am for marshalling of march) Wreath Registration Tent 6.30 am – 7.30 am – Alice and Emily T 7.30 am – 8.30 am – Emily R & Nicholas 8.30 am – 9.30 am – 9.30 am – 10.30 am – Emma</p>





	<p>Speaking at the Church Service – Emily T and Alice.</p> <p>All Youth Councillors holding signs for the march 9.30 – 10.00 am. 2 Youth Councillors to lay a wreath. 2 Youth Councillors to usher/assist people going up and down the memorial stairs. Decided to leave further arrangements until the next Youth Council meeting to involve Caitlin. <i>Moved Alice seconded Emily T. Carried.</i></p> <p>Youth Council Shirts Discussion regarding purchase of Youth Council shirts. Preference for white business shirts with new logo. New Logo to consist of current COS logo symbol with Colac Otway Youth Council lettering around the edge. <i>Moved Emily R seconded Bradley. Carried.</i></p> <p>Presentation and thanks to Frank & Katrina – Shane to say a few words at dinner. <i>Moved Emily T seconded Alice. Carried.</i></p> <p>Tuesday Convene another meeting at 10:00 am Leaving at 1:30 pm after BBQ lunch. <i>Moved Alice seconded Rachael. Carried.</i></p>	
	<p>Meeting closed at 5:25pm</p> <p>NEXT MEETING – Monday 30 March 2015 at the Orientation Event **Please bring a pen & paper**</p>	





COLAC OTWAY SHIRE YOUTH COUNCIL meeting

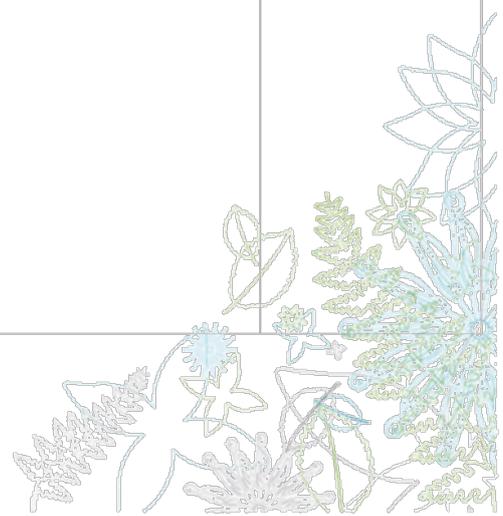
Meeting Venue: Bimbi Park

31 March 2015

Time: 11:00 am – 12.00 pm

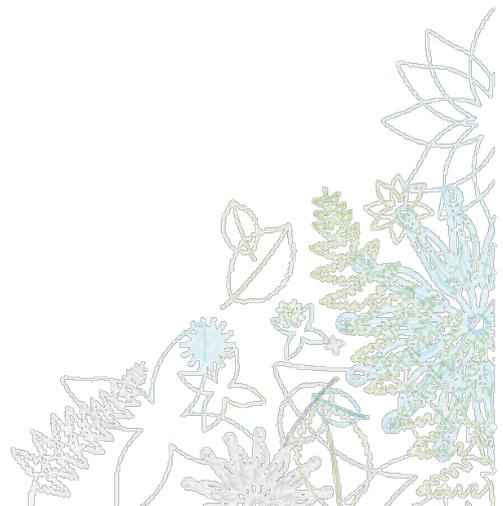
NOTES

1.	<p>ATTENDEES</p> <p>Youth Councillors: Alice Kavenagh, Nicholas Lenehan-Anderson, Bradley Nelson, Emily Tuck, Rachael Richardson, Shane Richardson, Emily Raison</p> <p>Mentors: Cr Terry Woodcroft, Cr Lyn Russell, Emma Warton, Maree Redmond.</p>
2.	<p>GENERAL BUSINESS</p> <p>Cr Russell advised that Frank & Katrina (owners of Bimbi Park) had refused to allow us to pay for the accommodation. Youth Council has however been invited to return to Bimbi Park to assist with planting more trees on Saturday 23 May. A letter to be sent to them thanking them for their hospitality and the kind gesture of hosting dinner for everyone.</p> <p>Major Project Further discussions held regarding the major project for the year. Youth Councillors decided to go with the suggestion made by Maree & Emma to expand on the Sleepout to Raise Awareness of Homelessness. Possibility to include such things as:</p> <ul style="list-style-type: none"> • Invite business leaders and schools to participate in the sleepout • Night Market • Entertainment (Acoustic) • Speakers • Big Screen showing statistics/information/video footage <p>Minor Projects</p> <ul style="list-style-type: none"> • Peer to Peer <i>Moved Emily R seconded Bradley. Carried.</i> • Youth Council Website & Facebook Page <i>Moved Bradley seconded Emily T. Carried</i> • The Long Road Appeal Ball <i>Moved Emily T seconded Alice. Carried</i> • Youth Expo <i>Moved Bradley seconded Emily R. Carried.</i> • Community Conversation <i>Moved Bradley seconded Emily T. Carried.</i> • Youth Council Exchange <i>Moved Bradley seconded Rachael. Not Carried.</i>





	<ul style="list-style-type: none">• Bimbi Park Tree Planting <i>Moved Emily T seconded Bradley. Carried</i>• Reporting to Council twice during the year. <i>Moved Bradley seconded Emily R. Carried.</i>	
	<p>Meeting closed at 12:00 pm</p> <p>NEXT MEETING – Monday 20 April 2015 at Colac Otway Shire</p>	





COLAC OTWAY SHIRE YOUTH COUNCIL meeting

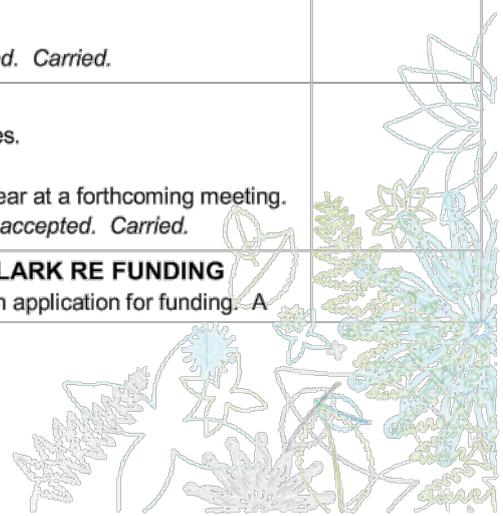
Meeting Venue: CEO's Office – Rae Street Colac

20 April 2015

Time: 4:00 pm – 5:17 pm

MINUTES

1.	<p>ATTENDEES</p> <p>Youth Councillors: Alice Kavenagh, Nicholas Lenehan-Anderson, Bradley Nelson, Emily Raison, Rachael Richardson, Shane Richardson, Caitlin Rippon, Emily Tuck, Khalid Eldib</p> <p>Mentors: Cr Terry Woodcroft, Cr Lyn Russell, Maree Redmond, Emma Warton (from 4.13pm),</p> <p>Guests Cr Brian Crook (Deputy Mayor), Nikki Karpeles (COS) & Ben Davidson (Colac Herald) from 4.34pm</p>
2.	<p>APOLOGIES - Nil</p>
3.	<p>INDUCTION OF NEW YOUTH COUNCILLORS</p> <p>Cr Brian Crook led the swearing in of Caitlin Rippon and Khalid Eldib. Caitlin & Khalid read the Youth Council Declaration, were welcomed to Youth Council and presented with their YC badges.</p>
4.	<p>CONFIRMATION OF MINUTES FROM PREVIOUS MEETING – 23/30/31 March 2015 <i>Moved Bradley seconded Alice that minutes be confirmed. Carried.</i></p>
5.	<p>CORRESPONDENCE</p> <p><i>In:</i></p> <ul style="list-style-type: none"> • Running Order for Anzac Day – Lyn Russell • Email from Lucy Vesey re possible involvement for Youth Council (referred to next meeting) • Hip Pocket Workwear - Quote for Shirts/Polos/Hoodies • Email from Hip Pocket Workwear – Logo Design • FunFlicks – quote for hire of inflatable screen (referred to next meeting) • Sundown Moving Pictures – quote for hire of inflatable screen (referred to next meeting) • The Big Otway Tree Plant (and Guard) (referred to next meeting) <p><i>Out:</i></p> <ul style="list-style-type: none"> • Request to COS IT department for approval of Youth Councillor's COS email addresses and calendar. • Nomination for Shane to attend Rural Council Summit • Expression of Interest – Tomorrow Towns Project <p><i>Moved Emily T seconded Bradley that correspondence be received. Carried.</i></p>
6.	<p>TREASURER'S REPORT</p> <p>Rachael reported to the group the incoming and outgoing expenses. Current balance of the Youth Council account is \$3100.41. Maree advised the YC's would need to prepare a budget for the year at a forthcoming meeting. <i>Moved Rachael seconded Bradley that the Treasurer's Report be accepted. Carried.</i></p>
7.	<p>NOMINATION OF SUB GROUP TO MEET WITH EMMA CLARK RE FUNDING</p> <p>Rachael, Nick and Emily T to be assisted by Maree to complete an application for funding. A</p>



Joint Committee

11 February 2015



Colac Community Library
and Learning Centre

1. **Welcome.** Russell Adams welcomed everyone.
2. **Present:** Russell Adams, Kerryn Cawood, Stephen Hart, Jackie Dullard, and Roslyn Cousins
3. **Apologies** Simon Dewar, Lindy Fullarton and Colin Hayman

Agenda Item	Discussion	Action
4. Minutes 5 November 2014	Minutes were accepted. <i>Moved by Stephen Hart and seconded by Jackie Dullard</i>	Carried
5. Business arising		
5.1 English Conversation classes with Iranian refugees	Jackie noted that Simon had contacted Brian Crook and a coordinator for the group has been appointed.	Staff to monitor.
5.2 Future Directions	Roslyn reported on the outcomes and actions arising from the meeting held with staff & the committee in December 2014. Actions already implemented: Increased number of ebooks that can be borrowed simultaneously Asked ebook suppliers for early return function Items to be included in the COS budget proposal for 15/16 include: Jnr staff member \$19,646 Sunday opening \$43,319 Cultural Sharing program \$4,119 CSC has agreed to include cleaning of furniture.	Roslyn to include in COS budget proposal for 15/16
6. General Business		
6.1 Time of meetings	It was agreed that members would find it more difficult to attend meetings during business hours. It was agreed to schedule future meetings at 1pm.	Roslyn - Agenda
7. Next meeting	1pm Wednesday, 13 May 2015.	Roslyn - Agenda
Meeting closed:	5.20 pm	

