



# Quarterly Performance

## Report 2020/21

Second Quarter

1 October - 31 December 2020



Colac Otway  
SHIRE

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## Acknowledgment

The Colac Otway Shire proudly acknowledges the Gulidjan and Gadubanud peoples as the traditional custodians of the Colac Otway Region.

We pay our respects to their Ancestors and Elders, past, present and emerging. We recognise and respect their unique cultural heritage, beliefs and relationship to their traditional lands, which continue to be important to them today and into the future.

# Introduction

## How to read this report

This Council Plan Quarterly Performance Report assesses our progress against the *Council Plan 2017-2021*. The activities and initiatives in the Council Plan are Council's strategies for achieving our community outcomes (Themes) and goals as we work toward our strategic vision.

## Measuring Our Progress

The *Council Plan 2017-2021* comprises four key areas of focus: Our Prosperity, Our Places, Our Community and Our Leadership & Management. Each area of focus has desired goals, actions and measures that guide what we want to achieve for Colac Otway Shire, all of which require assessment and reporting of progress.

## Council Direction set in the Council Plan 2017-2021

The Council Plan is Council's overarching strategic document responding to the issues faced by our community. It sets out our goals, key actions and performance measures for the four years.

The key issues faced by our community have informed the choice of major projects/activities that Council has identified as its highest priority. Council has committed to complete these projects over the life of this plan, supporting the achievement of our stated goals. The Council Plan does not contain the detail of day-to-day operational activities, short term projects or recurrent work programs.

## Community Engagement in the Development of the Council Plan

Our Council Plan was directly informed by a significant community engagement program, which sought input from the community about their aspirations for the Shire. This was the most comprehensive consultation program ever conducted in Colac Otway Shire and received a very positive response.

Consultation included letters to more than 900 community groups, businesses and progress associations, an online and paper-based survey, feedback from Community Conversation sessions held around the Shire and pop-up listening posts that were held in Colac and Apollo Bay. These sessions were well attended and we received invaluable feedback on the draft Council Plan and various other matters of interest to the community.

The development of the new Council Plan, social and cultural implications were carefully considered along with attention to the funding available to carry out the many projects contained in the plan. The Council Plan was adopted on 28 June 2017.

## Development of Council Plan 2021-2025

Colac Otway Shire is currently preparing to undertake a community engagement process to assist in the development of a Community Vision.

The Community Vision will help to inform the Council Plan 2021-2025 and our Municipal Public Health & Wellbeing Plan.

## Strategic Vision

**'Towards a prosperous future'**

**The Councillors of Colac Otway Shire commit to plan for growth in business and employment for our towns and settlements; the delivery of high quality services that meet community needs and demonstrate value for money; and to be leaders and work together as a team with the community and the organisation to achieve our goals for the Shire.**

# Chief Executive Report

Colac Otway Shire welcomed a new Council and moved from COVID-19 relief to recovery in a significant quarter for the organisation and its new elected representatives.

Thirteen candidates, including four outgoing Councillors, nominated for seven Council positions.

Councillors Kate Hanson, Stephen Hart, Chris Potter and Joe McCracken were re-elected, along with new Councillors Jamie Bell, Graeme Costin and Marg White.

The new Council elected Cr Hanson as Mayor and Cr Costin as Deputy Mayor, with Councillors attending a comprehensive induction program and familiarising themselves with the new Local Government Act and key Council priorities between the election and end of 2020.

During the second quarter of 2020/21, the roles of Council's pandemic and Economies & Business Enterprises teams became crucial to COVID-19 recovery.

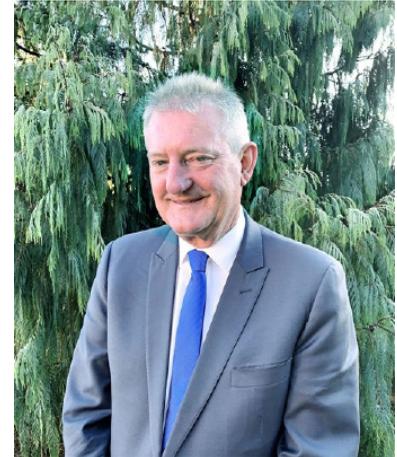
As COVID-19 restrictions began to lift and both Council facilities and businesses began to reopen, the need to support the community with implementing COVID-safe measures became a key focus.

The challenges of the 'Ring of Steel' and an upcoming fire season were well managed by Council's pandemic and emergency management team.

Colac Otway Shire was able to implement an online permit system, providing non-resident ratepayers access to their properties for necessary fire prevention work, within days of the Government's change in restrictions.

Restrictions rapidly changed again, with the removal of the Ring of Steel by early November, and Council again responded quickly to the anticipated increase in visitation to the shire.

Council's Economies and Business Development, Local Laws Community Safety & Planning Departments worked closely to streamline the permit process for outdoor dining, in accordance with COVID-19 restrictions.



The State Government's Working for Victoria Program, providing job opportunities for redeployed Council staff and other local residents within Council, assisted the rollout of COVID-19 recovery initiatives and delivered key maintenance across the shire, with a focus on small town improvement.

Officers employed through the program also provided necessary resources for the Buy Local campaign implementation, business support initiatives and a range of other projects including street banner design, graphic design and photographic library update.

Council's Buy Local Campaign, supported by Colac and Apollo Bay Chambers of Commerce, commenced in December with videos across social media encouraging residents to shop locally for Christmas, and an official campaign launch planned for early 2021.

Council continued to support local businesses as a key focus of the community's COVID-19 recovery, with regular e-newsletters and cross promotion opportunities through Council's communication channels.

A majority of office-based Council officers continued to work remotely throughout the quarter, in accordance with restrictions, while services and operations staff, for example, continued service delivery through changes to the number of people in vehicles and other COVID-safe measures.

In acknowledging the impact of COVID-19 on the wider community, Council extended its no-interest period for ratepayers who were facing financial difficulties.

Council was successful in attracting a total of \$3.4 million across two rounds of the Federal Government's Local Roads and Community Infrastructure Program, delivering a range of projects including new and upgraded footpaths shire wide and netball/tennis court resurfacing.

These projects, which will continue into 2021, will be of great benefit to local contractors and our communities, however Council's resources have been stretched to deliver in the prescribed tight timeframe in the midst of the pandemic.

In other capital works, Central Reserve Netball Courts are nearing completion after the scope of project shifted significantly following the discovery of the old pool and an unstable sub-base pushed out costs and timelines.

The Forest Street Bridge replacement is also moving forward after delays resulting from service relocations, and will improve access for businesses and residents, and enable the future development of the industrial precinct.

Council is moving towards a resolution with the necessary resealing of a section of the velodrome at Elliminyt, which is expected to be completed by the contractor in early 2021.

Barbecues removed from Colac's former Lions Park area during the Barongarook Creek Bridge upgrade and indigenous revegetation project are in the process of being relocated to a new picnic area further along the creek. The new site provides a quieter space away from the highway while accessible to the public toilets and car parking.

Colac Regional Saleyards was able to continue operating throughout COVID-19 lockdowns by moving to the dairy ring and regulating social distancing, while also preparing to implement new initiatives.

Online sales, providing a platform for buyers from across Australia to bid on local cattle, were trialled successfully in November and December in preparation for the annual Premier Weaner Sales in January.

Council also received a positive response to its timely, targeted increase in waste services, with additional greenwaste collections in October and greenwaste skips provided in Kennett River and Wye River to support residents and property owners with pre-season fire preparation.

As is the practice in Colac Otway Shire, Additional recycling collections started at Christmas and were scheduled to continue through January.

In December, Council welcomed a \$1.57 million State Government grant to expand the Forrest Mountain Bike Trails, which will secure Forrest's future as a key mountain biking and tourist destination.

The Building Works funding in addition to the State Government's \$500,000 grant and Colac Otway's \$250,000 budget allocation announced earlier in the year, will allow construction to commence.

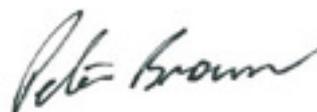
In other significant State Government announcements, Planning Minister Richard Wynne approved the Colac 2050 Growth Plan, which was adopted by Council in August 2019.

The plan will open doors for strategic development to accommodate its long-term projected population growth.

Council continues to advocate for funding key projects including the Irrewillipe Road Basin (Eliminyt Wetlands Project), which could unlock housing opportunities, and the Forrest Gateway Project, along with other priority projects.

Colac Otway developed its draft Community Engagement Strategy in 2020, and the development of the 2050 Community Vision will be among its many priorities moving into 2021.

Council acknowledges the global uncertainty of the COVID-19 situation and the financial challenges it faces, while recognising the balance needed to respond to immediate issues and plan for Colac Otway's future. These factors will play a large part in the formulation of Council's plans and budget.



**Peter Brown**  
Chief Executive  
Colac Otway Shire Council

# Council Plan Strategic Themes

The Council Plan 2017-2021 includes strategic themes (long term community outcomes), goals and actions for achieving these for the four year period. The Council Plan also contains strategic indicators for monitoring achievement of the strategic objectives and a strategic resource plan. The following are the four outcomes detailed in the Council Plan.

## ***Our Prosperity***

Colac Otway Shire has a diverse economy, much of it built on the natural environmental values of the area. The area has enjoyed successful dairy and food processing industries for many decades; supports the timber industry; has a growing tourism industry built on both a striking coastline and the forests of the Otway's; small, specialist food producers, many forming the Colac Otway food trail; plus, a host of local retail businesses, arts and crafts enterprises; and health and education services.

The Shire has two larger towns of Colac and Apollo Bay, and a number of smaller towns. Each of these has unique attractions and supports local cultures and communities. The Shire is strategically placed halfway between Geelong and Warrnambool which provides opportunities for economic development and a growing population supported by access to work.

## ***Our Places***

Infrastructure assets such as roads, drainage and footpaths are important because they help deliver services to the community. Roads and footpaths provide the ability for people to access work, education and recreation. Drainage provides protection to properties and allows for safe transport.

It is important for us to manage assets in a rational way so that we can ensure they are sustainable over the long term so that those services are provided to future generations.

## ***Our Community***

Colac Otway Shire sustains a mixed population of tourists, businesses, farmers, retirees and families, some of whom settled in the Shire recently and some who can trace their families' history back to European settlement, whilst our population of Aboriginal people dates back tens of thousands of years. The land of the Shire sustains different ways of living, from affordable housing options in the towns, to spectacular properties with views of the forest and the sea. Potential for population growth in the Shire will increase due to highway improvements and proximity to the larger centres of Geelong and Warrnambool. The Shire enjoys good services and infrastructure, supporting families to connect and live well at all life stages. While the Shire is well resourced compared with many other semi-rural shires, with the potential of continued growth there needs to be good planning to have the right infrastructure and services in place.

## ***Our Leadership & Management***

There are many demands on the resources of Colac Otway Shire. The major source of income, ratepayer funds, has been constrained through the introduction of rate capping by the State government and an increasing challenge for the community to continue to afford rate increases.

The environment of the shire is attractive and well-recognised. Its' diversity also results in involvement by many authorities and stakeholders, creating the need for partnerships and clarity about the role of the shire. Recently experienced incidents such as bushfire and floods impact on the community and draw a significant amount of organisational resources, both in emergency response but also in longer term planning and support to the community. It is expected that such events will be more common as climate change accelerates.

# Understanding the Report

The Quarterly Performance Report provides council and the community with information on the progress of Council Plan Actions, Planning and Building activities, Capital Works and Major Initiatives and the status of Council's finances.

## What the icons mean:



Work has commenced and on track



Action has been completed



Action is ongoing for duration of the Council Plan



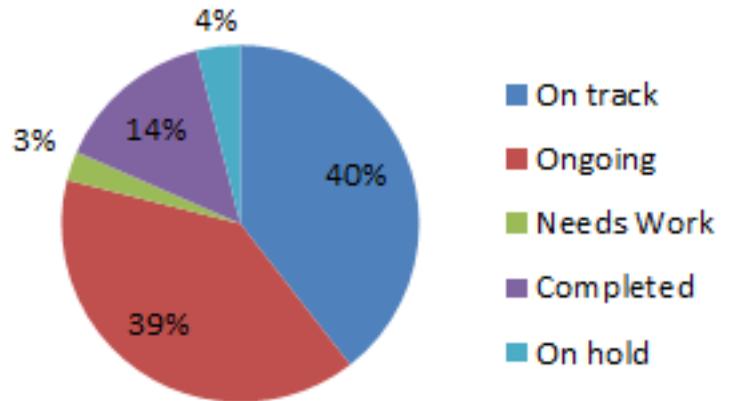
Project has commenced, actions require further work



Action is hold due to COVID-19

The following pie chart shows 40% of the actions are on track as of the second quarter of 2020-2021. There are 33 actions (39%) that are ongoing for the four years of the Council Plan 2017-2021. Of the 76 Council Plan actions, two require further resources to be implemented. COVID-19 restrictions have impacted three actions which have been put on hold, it is still unknown if these actions can be completed under the current Council Plan. 14% of actions have now been completed under the current Council Plan.

## Progress Status



The following pages provide information about the status of each Council Plan Action, with further details about progress and challenges in the commentary.

Action	% Complete	Status
1.1.1. Provide direction on how growth across the shire should proceed and ensure adequate land is provided for industrial and residential use.	50.00	 ON TRACK
<p>The Colac 2050 Growth Plan, which establishes growth areas for Colac/Elliminyt, has recently been approved by the Minister for Planning. Officers have sought funding from the Victorian Planning Authority to commence a Precinct Structure Plan for the Colac West growth area to facilitate rezoning and release of further residential land. Officers are also liaising with land owners concerning rezoning proposals in Colac, and are finalising the Development Plan for existing residential zoned land abutting the former Colac High School site which will allow land to be subdivided for housing. Officers are progressing technical assessments for industrially zoned land east of Forest Street in Colac for a Development Plan that aims to facilitate future industrial development. A business case has also been prepared for the 2021/22 budget process for funding of a Settlement Strategy for the Shire that would review planning for small towns in the Shire.</p>		

Action	% Complete	Status
1.1.2 Implement a Colac Otway Economic Development Strategy.	50.00	 ON TRACK
<p>Work continues on implementing the Strategy. In the second quarter, focus has started to shift towards facilitating businesses, business groups and investors to re-activate and re-start following COVID-19.</p>		

Action	% Complete	Status
1.1.3 Conduct a review of the housing stock in Colac and establish a Residential Housing Strategy to ensure current and future stock is suitable to attract new residents.	50.00	 ON TRACK
<p>Council has not yet funded a specific review of housing stock in Colac, but strategic planning is occurring to facilitate development of land adjacent to the former Colac High School through preparation of a Development Plan, and funding is being sought externally to initiate a Precinct Structure Plan for the Colac West growth area. Officers have also participated in a Key Worker Housing Project with other Great Ocean Road councils which aims to identify actions to overcome housing availability constraints for employees in Colac's key professional and manufacturing industries and for seasonal workers in Apollo Bay. Officers are also participating in a G21 Regional Social Housing Study which will identify housing needs across the Shire for the most vulnerable and establish strategies to address this.</p>		

Action	% Complete	Status
1.1.4 Identify and improve tourism assets across the Shire.	Ongoing	 MONITOR
<p>This significant piece of work will require funding to complete. Pre-planning work on City Deal projects have progressed in preparation for works in 2021. Work is also occurring to finalise the Apollo Bay Harbour Development Plan, with Stage 1 redevelopment works set to commence in 2021 under the City Deal project.</p>		

Action	% Complete	Status
1.1.5 Prepare an Infrastructure Master Plan for Apollo Bay and Coastal Townships, covering categories including roads, car parking, bus parking, footpaths and storm water drainage.	50.00	 ON TRACK
<p>A Community Infrastructure Plan is being prepared for Apollo Bay, Marengo and Skenes Creek which will be presented to Council early in 2021. It builds on the previous Coastal Tourism Traffic &amp; Parking Study and will provide strategies for improvement of public land in the three townships including the main central foreshore of Apollo Bay and commercial areas. It will specifically address footpath, toilet and other infrastructure improvements required to support residential and tourism needs, and will recommend changes to traffic management. A Harbour Development Plan had been prepared as part of this project, but was progressed separately to exhibition of a draft plan in August and was adopted in December. Preparation of the draft plan has been delayed by Department of Transport's request for Council to prepare a Movement &amp; Place Assessment concerning proposed traffic management changes for the Great Ocean Road, and officers are</p>		

seeking to gain DELWP support for initiatives relating to foreshore land.

Action	% Complete	Status
1.1.6 Attract investment to implement key master plans that will drive economic growth such as the Lake Colac Foreshore Master Plan.	Ongoing	 MONITOR
Council continues to scope identified projects and seek funding opportunities that will help realise the objectives set out in the Lake Colac Foreshore Master plan. The detailed design work for the Forrest Mountain Bike Strategy implementation is now complete. Successful funding for implementation has also been achieved totaling \$2,350,000. Funding consists of \$250,000 from Council, \$500,000 from Regional Development Victoria, and \$1,570,000 from the Department of Environment, Land, Water & Planning.		

Action	% Complete	Status
1.1.7 Remove unnecessary planning triggers to streamline planning processes.	50.00	 ON TRACK
Amendment C102 which removed redundant Environmental Significance Overlays at Colac, Elliminyt and in the Warrion groundwater area has been finalised, and Amendment C90 has been submitted to the Planning Minister for approval - this amendment will remove planning permit requirements associated with building works in flood prone areas where they are constructed above the nominated flood level. Officers have also prepared an amendment to Heritage Overlay provisions in Colac to remove requirements for minor building works following a Council resolution at the September meeting. Officers are also close to finalising a review of Erosion Management Overlay provisions which will result in reduced mapping of the overlay and reduced planning requirements - this will be reported to Council early in 2021.		

Action	% Complete	Status
1.1.8 Strengthen partnerships with employers in the Shire, and continue to participate in and support the Designated Area of Migration Agreement and associated projects.	Ongoing	 MONITOR
Council officers have maintained direct contact with employers, and also maintained contact with employer representative bodies such as the Chamber of Commerce and the Colac Large Employers Group. Council officers have worked actively with the Warrnambool City Council to support the designated area migration agreement.		

Action	% Complete	Status
1.2.9 Identify and promote Tourism pathways between attractions across the whole shire.	Ongoing	 MONITOR
While COVID-19 has had a significant effect on tourism, Council continues its activities in tourism promotion in partnership with, and aligned with the strategies of, Great Ocean Road Regional Tourism.		

Action	% Complete	Status
1.2.10 Identify and support employment in tourism.	Ongoing	 MONITOR
COVID-19 has caused a significant downturn of the tourism industry. Council support during this time has included calls to tourism operators to direct them to government support, the implementation of BookEasy online booking software, and an additional injection of \$30,000 for a targeted marketing campaign aimed at attracting domestic visitation to Apollo Bay and the Otways as part of our community's COVID-19 recovery. In addition, Council is facilitating the expansion of outdoor dining throughout the shire, with a particular emphasis on Apollo Bay as it will be a focus for tourism visitation when restrictions lift. Results of these measures in the second quarter have seen 'parklets' installed in Apollo bay with funding received from the State Government and as well as delivery of the Great Sleepover Campaign.		

Action	% Complete	Status
1.2.11 Explore options to facilitate new tourism accommodation	50.00	 ON TRACK
An assessment of accommodation opportunities for Colac has been developed, which will provide a basis for Council to pursue investment from the private sector.		

Action	% Complete	Status
1.2.12 Review Planning controls for the coastal hinterland and support establishment of tourist accommodation.		 NEEDS WORK
Funding from Council is required to progress this initiative.		

Action	% Complete	Status
1.2.13 Review the Shire Events Strategy and partner with event organisers to assist them preserve the amenity of residents while running successful events.	Complete	
Action completed in 2019/20.		

Action	% Complete	Status
1.2.14 Facilitate the attraction of investment in the development of high standard accommodation in Colac and Apollo Bay, complemented by high yielding nature based experiences.	Ongoing	 MONITOR
Council is continuing conversations with potential investors and developers led by a study, which assessed accommodation opportunities in Colac.		

Action	% Complete	Status
1.2.15 Encourage and support existing owners of accommodation to upgrade, refurbish and develop new infrastructure to meet visitor demand.	Ongoing	 MONITOR
Due to COVID-19, this action has been temporarily put on hold to respect the financial difficulties our accommodation sector is experiencing as a result of restrictions and social distancing. However, investigations continue into securing opportunities to expand Colac and Apollo Bay's accommodation offerings more broadly.		

Action	% Complete	Status
1.2.16 Review the Great Ocean Road Closure Policy.	Complete	
Policy has been reviewed and endorsed by Council. Expressions of Interest have been advertised and will be reviewed in due course.		

Action	% Complete	Status
1.3.17 Seek regional funds from State and Federal Governments.	Ongoing	 MONITOR
Grant management has progressed well and Council now has a system developed to proactively manage State and Federal grants. Council continues to secure funds for required projects from both levels of government.		

Action	% Complete	Status
1.3.18 Develop and maintain regional partnerships and joint advocacy.	50.00	 ON TRACK
Council continues to be involved with all regional bodies, including G21, Barwon Regional Partnership, the Regional Development Australia Barwon South West committee and the great South Coast CEOs group. Council has been involved in a number of joint advocacy plans with each of these groups.		

Action	% Complete	Status
1.3.19 Seek to influence education providers to match local job opportunities with available skills training.	Ongoing	 MONITOR
Council has ongoing participation in the GROW program as well as regular liaison with local employers and schools to support the implementation of this action.		

Action	% Complete	Status
1.3.20 Support programs to reduce youth unemployment and promote employment for disadvantaged groups in partnership with employers, G21 and the GROW initiative.	Ongoing	 MONITOR
Council has ongoing participation in the GROW initiatives and their rollout relevant to the Colac Otway Shire.		

Action	% Complete	Status
1.4.21 Maintaining connections with the Great Ocean Road Authority and provide input into social, economic and environmental values.	50.00	 ON TRACK
Council continues to attend all forums and respond to all questionnaires and requests for information. Council has maintained an ongoing relationship with the interim management arrangements.		

Action	% Complete	Status
2.1.1 Develop and implement a Property Strategy.	25.00	 MONITOR
This has been scoped and intention is to develop internally. No further work has commenced on this during the first quarter due to the COVID-19 pandemic.		

Action	% Complete	Status
2.1.2 Develop and maintain constructive partnerships to access appropriate levels of funding, coordination, infrastructure and services.	Ongoing	 MONITOR
Council officers are monitoring federal and state governments to ensure that all grant opportunities are considered and able to be realised where appropriate.		

Action	% Complete	Status
2.1.3 Conduct an ongoing program of service reviews to guide planning for infrastructure	50.00	 ON TRACK
Council has adopted a program of detailed service reviews for the next three years. The program is reviewed on an annual basis and will be implemented subject to budget being available. A review of the Asset Management and Project Management areas within the Infrastructure and Leisure Services Division has been completed and reported to Council. Council is also proposing a review of Service and Operations in 2021.		

Action	% Complete	Status
2.1.4 Council to work with key stakeholders such as the Otway Coast Committee, the Apollo Bay Chamber of Commerce and Council with the aim of aligning strategic planning and advocacy efforts for Apollo Bay	Ongoing	 MONITOR
Council officers continue to meet with representatives of coastal communities with a focus on the community infrastructure plan for Apollo Bay and implementation of the City Deal. Council officers have liaised directly with the Apollo Bay Chamber of Commerce in relation to responses to the COVID-19 pandemic. Council continues to meet with key organisations on a monthly basis.		

Action	% Complete	Status
2.2.5 Update the Planning Scheme to reflect changing community needs and priorities.	50.00	 ON TRACK
A range of planning scheme amendments are in various stages of progress, aiming to remove unnecessary planning controls from overlays. A Flood Study has been completed for Birregurra, and draft planning controls are being prepared to reflect outcomes of new flood mapping in the Planning Scheme. Planning scheme amendments are also being prepared and/or exhibited to facilitate development outcomes at a future service station site east of Colac and at the Red Rock Art Gallery in Cororooke.		

Action	% Complete	Status
2.2.6 Ensure best practice guides planning and management of the natural environment and associated assets.	50.00	 ON TRACK
Environmental advice has been provided to the Planning Department on statutory and strategic planning matters and Infrastructure on capital works projects to ensure they have minimal impact on the natural environment.		

Action	% Complete	Status
2.3.7 Enhance the attractiveness of towns in the shire for both residents and tourists/visitors.	50.00	 ON TRACK
Townships within the shire have received beatification and general maintenance activities from Service and Operations in conjunction with the Working for Victoria initiative.		

Action	% Complete	Status
2.3.8 Advocate for improvements to public open space where the State Government is the land owner/manager.	Ongoing	 MONITOR
A list of priority projects has been prepared identifying reserves and open space infrastructure improvements that Council will advocate for, where State Government is the land owner/manager. Ongoing discussions have been held with the newly established Great Ocean Road Coast and Parks Authority, which is the management authority for much of the open space in our coastal areas.		

Action	% Complete	Status
2.3.9 Develop and implement a prioritised program to review and implement master plans, community infrastructure plans and structure plans for small towns across the shire, including the City Deal project.	50.00	 ON TRACK
A business case has been prepared for the 2021/22 budget process for funding of a Settlement Strategy for the Shire that would review planning for small towns in the Shire. The Colac 2050 Growth Plan completed in 2018 establishes growth areas for Colac/Elliminyt and officers have sought funding from the Victorian Planning Authority to commence a Precinct Structure Plan for the Colac West growth area to facilitate rezoning and release of further residential land. Officers are also liaising with land owners concerning rezoning proposals in Colac, and are finalising the Development Plan for existing residential zoned land abutting the former Colac High School site. A draft Community Infrastructure Plan is being finalised for Apollo Bay, Marengo and Skenes Creek.		

Action	% Complete	Status
2.3.10 Incorporate treatments into infrastructure standards that enhance community perceptions of safety.	Complete	
Crime Prevention Through Environmental Design principles are applied in all design work as industry best practice. This requirement is incorporated into all design briefs.		

Action	% Complete	Status
2.3.11 Maintain parks and gardens, sports reserves and streetscapes.	Ongoing	 MONITOR
A program of works has been scheduled for all parks, reserves open space, trees and streetscapes. This program is based on a three scale service level one-three. Where one is the highest standard and three is the lowest service standard. Monthly routine cleaning of the CBD footpaths in Colac has now been implemented and has commenced. Apollo Bay CBD footpaths are cleaned bi-annually and by exception throughout the year. Paths were cleaned in December prior to the tourist influx and this activity is now provided by Services and Operations with specialised equipment to improve quality and cost effectiveness.		

Action	% Complete	Status
2.3.12 Support enjoyment of outdoor experiences through the provision of a network of quality open spaces, including paths and trails.	75.00	 ON TRACK
<p>Council officers continue to seek external funding to partner with Council to upgrade open space areas and active reserves.</p> <p>Projects nearing completion include Central Reserve lighting upgrade and netball court redevelopment. Council has been successful in receiving State Government funding to complete the City Reserve Master Planning and the Cororooke Open Space Path Network and Playspace project.</p> <p>Council continue to work with the Old Beechy Rail Trail landowners to secure public use of the trail – updated landowner licence agreements have been distributed to landowners for consideration.</p>		

Action	% Complete	Status
2.3.13 Develop a prioritised program of works to support physical activity and active transport, and advocate for funding to continue to implement actions identified in the Active Transport Strategy.	Ongoing	 MONITOR
<p>Council has received notification that the application to complete Stages one and three of the Cororooke Open Space Master Plan has been successful. Work continues in progressing the upgrade to the Memorial Square Playspace – funding has been secured, and a detailed concept plan finalised following an extensive community engagement process.</p>		

Action	% Complete	Status
2.3.14 Evaluate the feasibility of a regional wet waste facility to manage waste from road and drainage maintenance.	Complete	
<p>Under a new formal agreement with landholders, recovered material from road side collection is now repurposed with land owners. This practice has been introduced as an alternative to a wet waste facility.</p>		

Action	% Complete	Status
2.3.15 Continue to support the Apollo Bay community's advocacy for the development of a public indoor heated swimming pool in Apollo Bay.	Complete	
<p>Action completed in 2019/20</p>		

Action	% Complete	Status
2.3.16 Work with our community to protect amenity values in our places through strategic compliance action and animal management that is focused on ensuring education, safety and livability.	50.00	 ON TRACK
<p>The Local Laws and Community Safety Team has had to adjust to the challenges faced under COVID-19 restrictions. More focus has been placed on animal management, free camping areas and facilitating outdoor dining rather than timed parking.</p>		

Action	% Complete	Status
2.4.17 Ensure best practice guides planning and management of the natural environment and associated assets, and Council's response to climate change.	50.00	 ON TRACK
<p>Environmental advice has been provided to various areas of Council to ensure that their programs consider the impacts of climate change. A recent project was completed looking at landslip risk in coastal towns. The project incorporated climate change modelling to assess the risk under different scenarios</p>		

Action	% Complete	Status
2.4.18 Advocate and drive discussion to minimise coastal erosion in partnership with other stakeholders, implement measures to assist climate adaptation and protection of the Great Ocean Road.	50.00	 ON TRACK
Council continues to advocate for more action to be taken to manage the coastal erosion issues in Apollo Bay and Marengo. The State Government allocated funding to enable further investigations to be undertaken by Department of Environment, Land, Water and Planning and works are planned for 2021/22. It is anticipated that these works will help manage the erosion in the medium term, but further works will be required to achieve a long term solution. Accordingly, upon completion of the planned works Council will continue to advocate for further funding to be provided to realise a long term solution.		

Action	% Complete	Status
2.4.19 Improve the health and sustainability of the natural environment through structured planning with our partners.	50.00	 ON TRACK
Council continues to work with multiple agencies (e.g. Department of Environment, Water, Land and Planning, Barwon Water, Corangamite Catchment Management Authority (CCMA) etc) through various forums (e.g. G21 Environmental Pillar, IWM Network, CCMA Partnership Network etc) to enable joint planning and collaboration on regional projects.		

Action	% Complete	Status
2.4.20 Deliver localised planning to communities to reduce fire risk.	50.00	 ON TRACK
Council continues to work with high risk communities to develop local plans that help the local community reduce the threat of fire. Face to face work was restricted due to COVID-19, however with restrictions easing meetings can be scheduled in early 2021 to enable township planning to continue in Forrest and Gellibrand.		

Action	% Complete	Status
2.4.21 Implement emission reduction programs for Council operations.	50.00	 ON TRACK
Further streetlights are being upgraded to LED's in Feb 2021 but plans to replace lights shared with Regional Roads Victoria are being reviewed. Other options are being explored to use the budget for upgrading the shared lights on energy saving initiatives that will achieve savings even better than those achieved by replacing the street lights.		

Action	% Complete	Status
2.4.22 Enhance the level of resource recycling and reuse across the shire.	Complete	
Council has enhanced the use of recovered or reusable materials. Wood chips from tree maintenance is used on garden beds and surplus amounts are made available to community groups for mulching. Road materials recovered from asphalt renewal projects is repurposed in high maintenance areas on gravel roads. Recovered bitumen material from Regional Roads Victoria is also used by Colac Otway Shire on local roads. Colac Otway Shire also collect printer cartridges, mobile phones, CDs, DVDs for recycling. E-waste is also gathered for recycling		

Action	% Complete	Status
2.4.23 Enhance and protect biodiversity through weed control and revegetation.	50.00	 ON TRACK
All funds associated with Community Combatting Weeds Project have been allocated and weed control programs on public land have been issued for works on Boxthorn, Ragwort and Blackberry.		

Action	% Complete	Status
2.4.24 Implement Council's Climate Adaption Strategy.	50.00	 ON TRACK
Work has been undertaken in partnership with Department of Environment, Land, Water and Planning to help make the coastal towns of Kennett River, Gray River and Skenes Creek more resilient to extreme climate events. The work undertaken provides a list of actions for Council to seek funding in order to make the towns more resilient to bushfire, flood and landslips. Importantly, the project incorporated climate change modelling to assess the risk under different scenarios.		

Action	% Complete	Status
2.5.25 Develop a system of capital allocations based on Asset Management Plans.	Ongoing	 MONITOR
This work has not yet been scheduled. It requires the completion of our Asset Management Plans, which are all scheduled for completion in 2020/21. It should be noted, though, that typically 90% of our capital works program is renewal of existing assets.		

Action	% Complete	Status
2.5.26 Develop a project management framework, covering proposals, planning and delivery.	Complete	
Action completed in 2019/20		

Action	% Complete	Status
2.5.27 Develop a capital works reporting framework.	Complete	
Action completed in 2019/20		

Action	% Complete	Status
2.5.28 Deliver the annual capital works program.	50.00	 ON TRACK
Action is ongoing and is reported to Council quarterly as part of the Quarterly Performance report.		

Action	% Complete	Status
2.6.29 Community based planning to build local understanding and preparedness for emergency events.	50.00	 ON TRACK
Council continues to work with high risk communities to develop local plans that help the local community reduce the threat of fire. Face-to-face work was restricted due to COVID-19, however with restrictions easing meetings can be scheduled in early 2021 to enable township planning to continue in Forrest and Gellibrand.		

Action	% Complete	Status
2.6.30 Education, joint planning and preparations undertaken to prepare for climate related threats and emergencies.	50.00	 ON TRACK
Council continues to work with a range of organisations (e.g. DELWP, CFA, SES, DHHS) through a range of forums (Municipal Fire Management Planning Committee, Regional Emergency Management Committee) to prepare for extreme weather events. Although COVID-19 restricted face to face meetings numerous virtual meetings were held and virtual training sessions run to ensure joint planning and training continued		

Action	% Complete	Status
3.1.1 Support community organisations through the community grants program.	Complete	
The 2020/21 Community Grants program is fully allocated.		

Action	% Complete	Status
3.1.2 Support community clubs, groups and associations to provide welcoming and inclusive environments for all members of our community within council facilities.	Completed	
The 2020/21 Community Grants program is fully allocated, with a number of projects allocated for this purpose. Regular meetings held with community groups.		

Action	% Complete	Status
3.2.3 Provide grant programs to involve local people in activities that facilitate their health, wellbeing and enjoyment.	Complete	
The 2020/21 Community Grants program is fully allocated. There are many projects that have been funded which encourage and facilitate health and wellbeing outcomes.		

Action	% Complete	Status
3.2.4 Supports community activities through information dissemination and planning information.	Ongoing	 MONITOR
Officers continue to work with Leisure Networks to provide support and necessary information for our local organisations supporting our community. State Sporting Associations and their representatives have been working closely with Council and clubs during COVID-19 to monitor the impact the pandemic is having on our local clubs and community post COVID-19.		

Action	% Complete	Status
3.3.5 Provide opportunities for lifelong learning and community connections through library programs.	50.00	 ON TRACK
Library branches have re-opened post-COVID and visitation rates are slowly returning back to normal as people become more comfortable with being in public spaces. Council has continued planning for the transition of library services to the Geelong Regional Library Corporation to be ready for the July 2021 changeover.		

Action	% Complete	Status
3.3.6 Support for community groups.	Ongoing	 MONITOR
Leisure Networks, on behalf of Colac Otway Shire, has been contacting local sporting organisations throughout COVID-19 to assist and support clubs through these challenging times. Officers have contacted Hall Committees and Neighbourhood Houses to also support them through COVID processes. Early years' service providers such as childcare centres have also been contacted to provide support through COVID. Officers have been assisting sporting clubs and associations with their 'Return to Play' plans.		

Action	% Complete	Status
3.4.7 Deliver programs through the Bluewater Centre that promote physical activity in the shire.	Ongoing	 MONITOR
Bluewater has been closed for some of the quarter due to COVID-19 restrictions. With the reopening of the facility, Council is actively supporting users to return to pre-COVID physical activity levels.		

Action	% Complete	Status
3.4.8 Build capacity of local sports groups in promoting healthy eating and physical activity.	Ongoing	 MONITOR
No targeted workshops have been conducted during this period due to COVID-19.		

Action	% Complete	Status
3.4.9 Encourage more people to participate and be inclusive of others.	Ongoing	 MONITOR
Officers are connected to organisations such as the Multicultural Committee and other community groups to ensure places and spaces are accessible even during COVID-19 restrictions.		

Action	% Complete	Status
3.4.10 Participate in the G21 Healthy Eating and Active Living regional priority project.	Ongoing	 MONITOR
Council continues to participate in the G21 Healthy Eating and Active Living project.		

Action	% Complete	Status
3.4.11 Consider health of the community when formulating policy for Council's Property Strategy.	20.00	 NEEDS WORK
A draft of the Property Strategy is currently in progress and was delayed/put on hold in 2020 due to the COVID-19 pandemic.		

Action	% Complete	Status
3.5.12 Increase advocacy in partnership with our community to enhance cultural awareness, inclusiveness, safety and health, community, family and education.	Ongoing	 MONITOR
As part of Beginning Steps initiative, the focus has been on evaluation processes, and planning for school holiday activities to be rolled out during January, also looking at running other school holiday activities in collaboration with Youth Health Hub, COVID-19 allowing. Prior to Christmas the Beginning Steps program provided hampers to at risk Aboriginal families, and also put planning in place for a Mothers and Daughters hand darning workshop at Tardawarncourt in early January, with participation being 5-10 people per session. Birthing acknowledgement kits are under development, as a tool to engage with new families and they will be issued when new babies are born. They will include resources, and milestone cards to remind parents of MACH checks.		

Action	% Complete	Status
3.6.1.1 Update social infrastructure planning on a continuing basis to guide asset planning.	50.00	 ON TRACK
A business case for the 2021/22 year has been prepared for a Social Infrastructure Strategy with a focus on public halls and other community and sporting infrastructure. This will be a key piece of work feeding into the 10-Year Asset Management Plan. The Public Toilet Strategy is almost complete.		

# Our Leadership & Management

Action	% Complete	Status
4.1.1 Manage the short and long-term financial sustainability of the shire through prudent financial management.	Ongoing	 MONITOR
<p>Annual budgets are prepared in a manner to ensure Council's working capital is maintained. The incoming Council have been briefed on Council's current financial sustainability challenges. In December 2020, Council were invited to provide feedback on the broad budget assumptions for the four year budget. These will be refined in due course. Council will review current services and levels provided to the community as part of the 10 year Financial Plan. As a matter of prudent financial management officers advocate for revenue increases to line with rate cap to ensure Council costs do not continue to outstrip increased revenue. The budget is prepared and monitored according to Council's Budget Development and Management Policy.</p>		

Action	% Complete	Status
4.1.2 Maintain the 10 year long term financial plan (LTFP).	50.00	 ON TRACK
<p>Further progress has been made with service plans and a schedule is in place to consult with Councillors through to adoption.</p>		

Action	% Complete	Status
4.1.3 Identify new income opportunities	Ongoing	 MONITOR
<p>Council officers are monitoring federal and state governments to ensure that all grant opportunities are considered and able to be realised - if appropriate</p>		

Action	% Complete	Status
4.1.4 Maintain low risk audit rating for financial sustainability.	Ongoing	 MONITOR
<p>The Victorian Auditor General no longer provides an overall risk rating in relation to financial sustainability. Council's results for 2019/20 suggest that four of the seven financial indicators published by the Victorian Auditor General will be low, with Internal Financing and Capital Replacement being medium risk and adjusted underlying result being high risk. These are expected to be published in early 2021.</p>		

Action	% Complete	Status
4.2.5 Ensure where ever possible decisions are debated and made in open Council meetings.	50.00	 ON TRACK
<p>Consideration is given to all reports by the Governance team and sometimes the Executive Management Team also when it is proposed an item be heard in closed session. Internal practices have been refined in recent years to decrease the number of reports considered in closed session.</p>		

Action	% Complete	Status
4.2.6 Develop and implement a program of regular reporting on key activities to ensure they are focused on implementing priorities.	50.00	 ON TRACK
<p>All legislative reporting has been completed for 2019/20, the Annual Report was submitted to the Minister for Local Government November 2020 and the Local Government Performance Reporting Framework was submitted to Local Government Victoria in November 2020 also. The Annual Report is available on Council's website and the LGPRF results are available on the Know Your Council website. The Quarterly Performance Report for July – September 2020 was accepted by Council at its Ordinary Council Meeting, December 2020</p>		

# Our Leadership & Management

Action	% Complete	Status
4.2.7 Organisational development and legislative compliance	Ongoing	
<ul style="list-style-type: none"> <li>- Wide Area Network (WAN) project is almost completed with Whelan Street and Port of Apollo Bay the last two sites remaining to have infrastructure completed. An application for technology change has been submitted to NBN Co. due to current limited connection at the Port. A site survey needs to be completed by NBN to ensure technology change is suitable for the site before technology change is progressed. This follows the NBN Technology Change process. Any future changes and improvements to ICT infrastructure at Whelan Street site will be made in consultation with Apollo Bay Community Groups.</li> <li>- A Final Draft Disaster Recovery (DR) Plan has been completed, ready to be taken to Executive for approval. The Disaster Recovery Plan will then be presented to the February 2021 Audit and Risk Committee for consideration.</li> <li>- Citrix Virtualisation Environment has been developed significantly - updated to cater for secure way for staff to work from home due to COVID-19. Additional hardware will be installed next quarter once it arrives to allow for key staff to access Citrix Environment secure remote service in event of Disaster Recovery scenario.</li> <li>- GIS shared service team work is ongoing with a new two year MOU agreement being signed off with Brimbank City Council for GIS Services. GIS Software replacement software Spatial Spectrum Analyst (SSA) project has been completed. Future enhancements to the solution will be based on Staff feedback.</li> <li>- Ability for the community to make online infringement payments will be completed by next quarter.</li> <li>- Protective Data Security Plan 2018-2020 submitted to OVIC.</li> <li>- Implementation of Victorian Protective Data Security Standards (VPDSS) commenced – Risk Register created to track all elements.</li> <li>- Information Asset Register (IAR) data collection work commenced.</li> <li>- Shared Network Drive restrictions completed – exemptions identified and migration of records commenced.</li> <li>- Teamware Library software closure commenced in order to decommission legacy software – in-house script developed for record migration.</li> <li>- External Mail House Solution (BING) enhanced for organisational usage during COVID-19 working from home arrangements.</li> <li>- External Archive Storage Service (GRACE) engaged and archive transfer built into business processes in order to comply with record keeping standards.</li> <li>- Electronic document and records management system upgrade project is in progress with a target project implementation date of mid-February 2021.</li> </ul>		

Action	% Complete	Status
4.3.8 Support organisational development to ensure key organisational capability areas support the organisation to deliver on Council priorities.	50.00	
<p>Through engagement with the organisation, the People and Culture team identify organisational and cultural activities to support all employees. This is delivered through staff surveys, annual performance management cycle and review of policy and procedure all which are well underway for the 2020/21 cycle. The implementation of the new values and behaviours are providing a strong platform to drive the culture of the organisation and set standards and expectations of behaviours. The implementation of the e-learning program has allowed an accessible and effective way to support the training and awareness of compliance functions in the organisation.</p>		

# Our Leadership & Management

Action	% Complete	Status
4.3.9 Manage our risk exposure, including providing a safe working environment where "Work Health and Safety is everyone's business"	50.00	 ON TRACK
The OHS and Risk team continue to work with the organisation to ensure a high focus on the safety of employees and the community. Support is provided through up to date policies, advice and risk management processes. This includes health awareness and education, wellbeing and a comprehensive approach to injury or illness in the organisation.		

Action	% Complete	Status
4.4.10 Implement a program of ongoing service reviews to ensure our services are efficient and effective and are valued by the community	Ongoing	 MONITOR
Council has an adopted service review plan. As a result of COVID-19, budget adjustments for the funding of service reviews for 2020/21 was reallocated. Service reviews will continue in a limited form as and when funding is available.		

Action	% Complete	Status
4.4.11 Enhance opportunities for increased local spending of Council expenditure.	Ongoing	 MONITOR
Council's Procurement Policy includes a 5% mandatory weighting in the tender process for local content.		

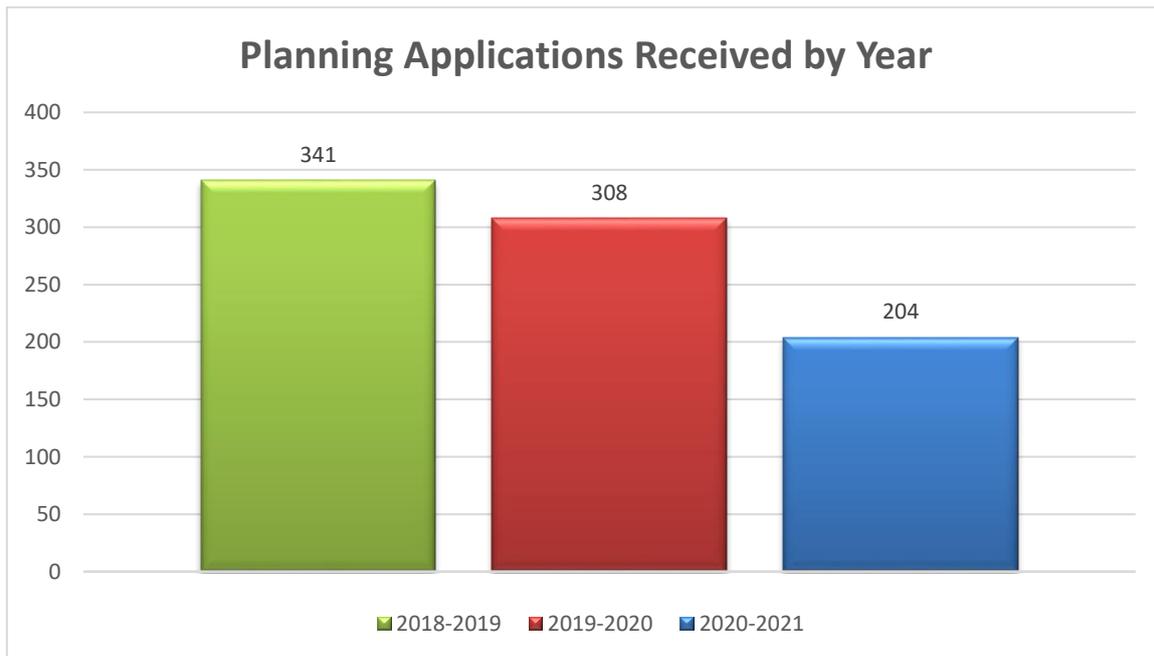
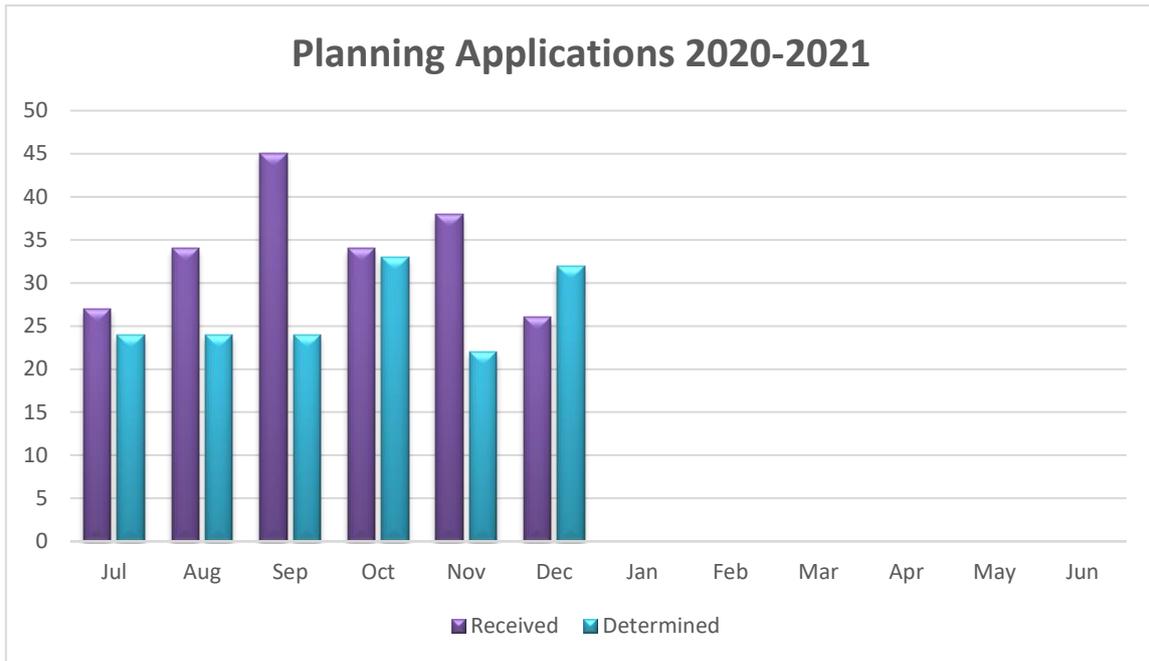
Action	% Complete	Status
4.4.12 Develop partnerships to procure services and materials on a regional basis.	Ongoing	 MONITOR
Due to COVID-19 restrictions, no further progress has been made with this action.		

Action	% Complete	Status
4.5.13 Review the Community Engagement Policy to guide council decision making	75.00	 ON TRACK
The Draft Community Engagement Policy was endorsed by Council and placed on public exhibition for a period of six weeks seeking feedback from the community. Feedback will be considered and a final Policy to be presented to Council in February 2021.		

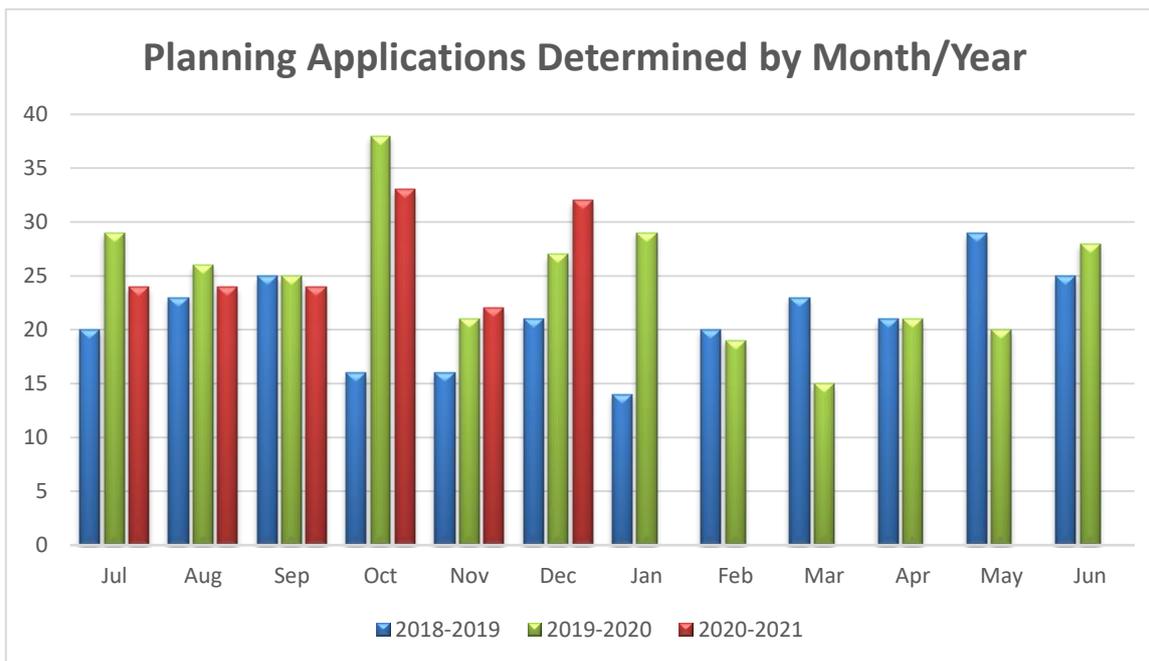
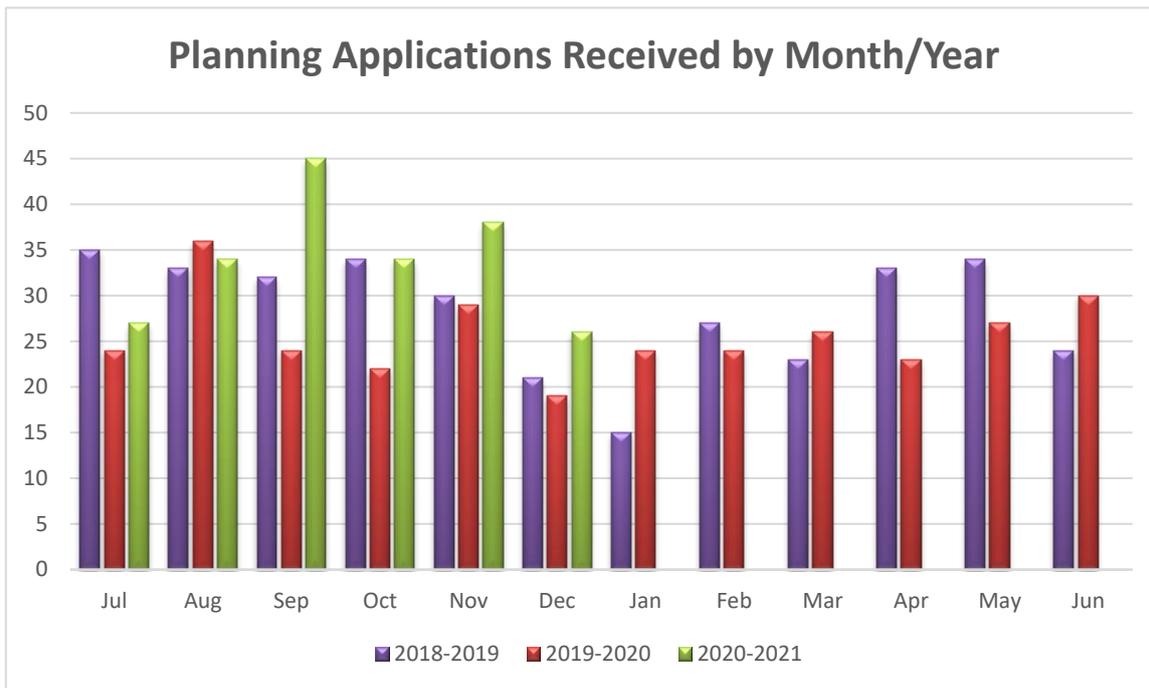


# **Planning & Building Performance Report**

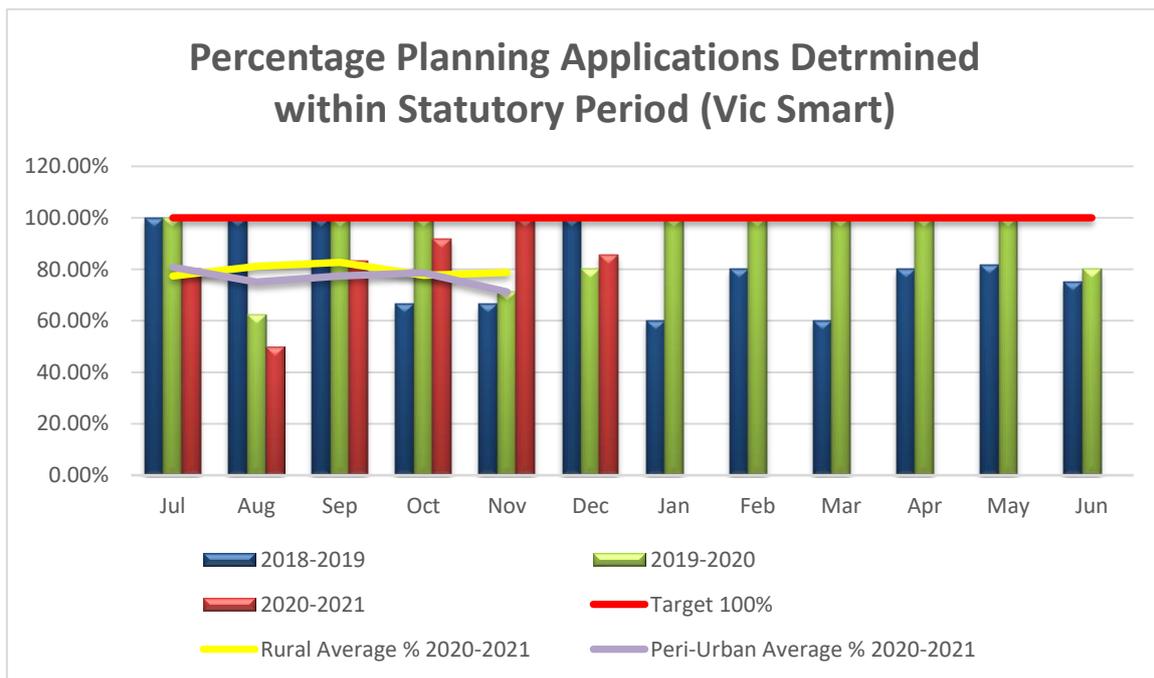
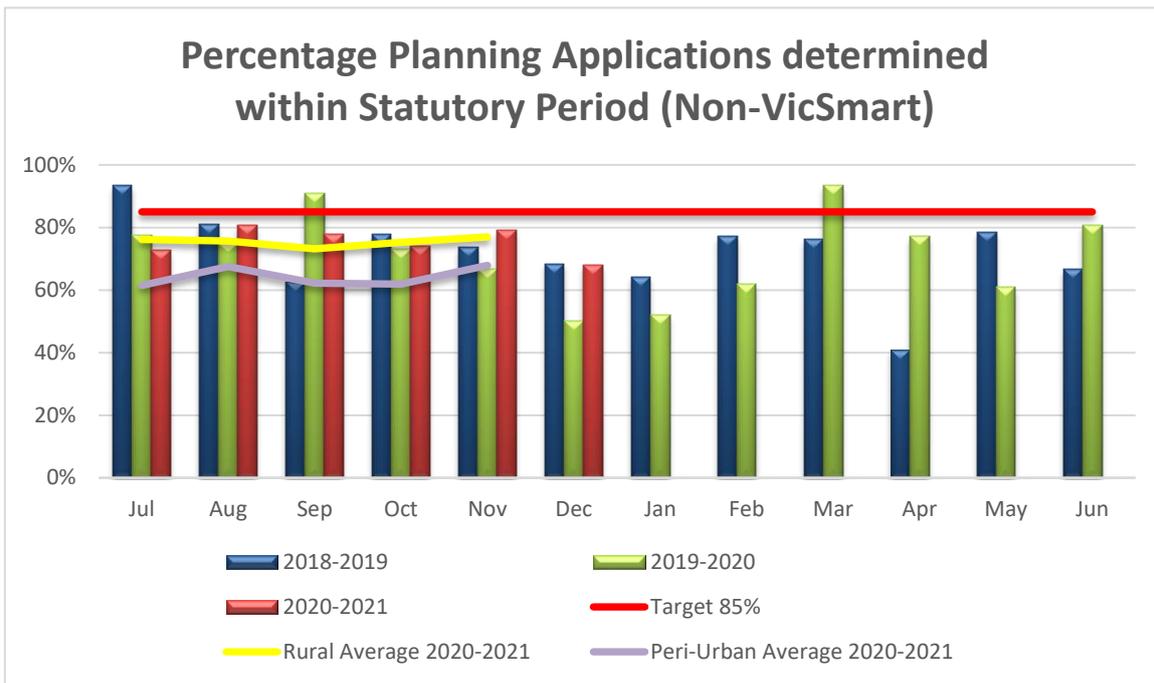
# Planning Performance – Oct to Dec 2020



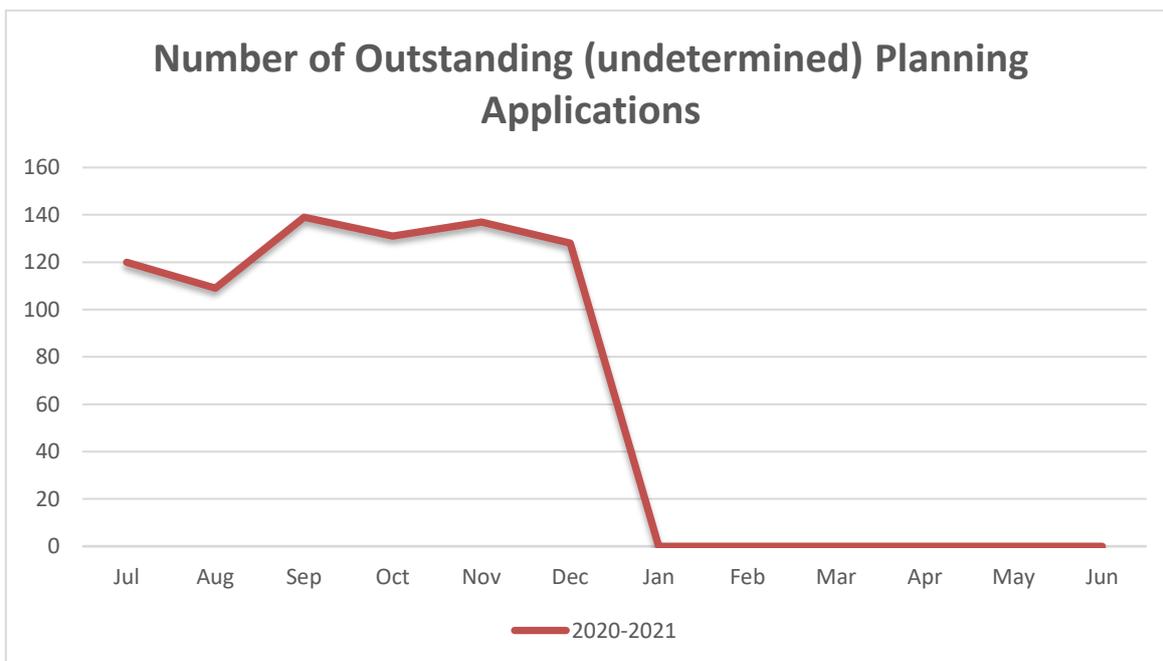
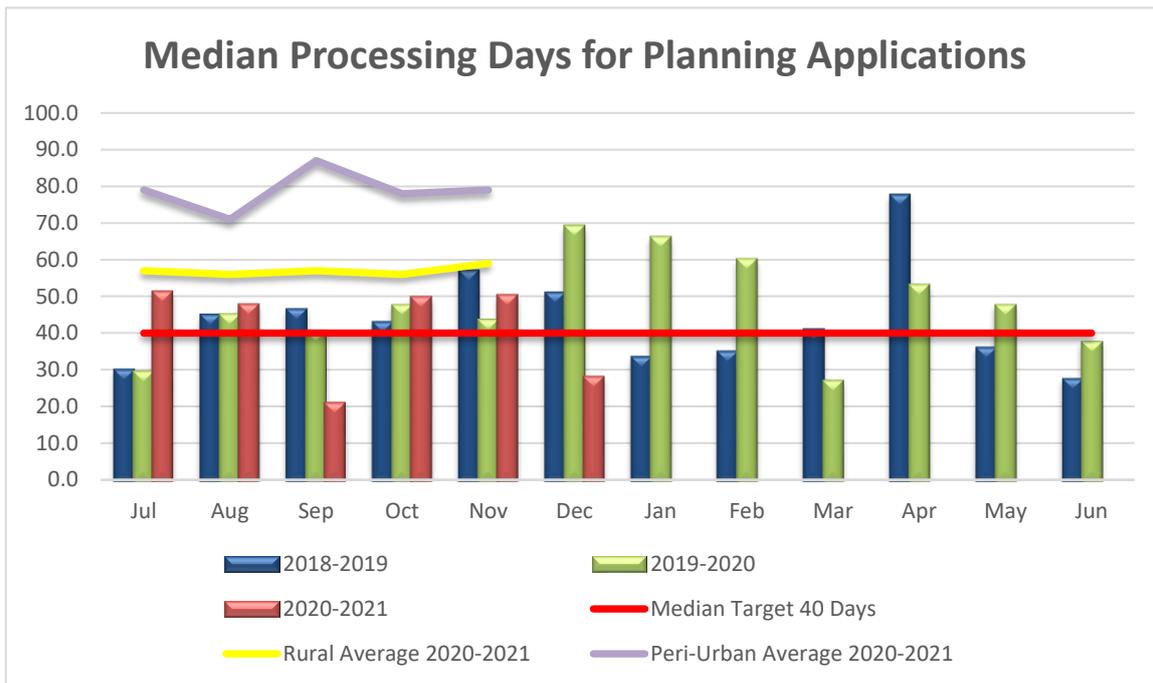
# Planning Performance – Oct to Dec 2020



# Planning Performance – Oct to Dec 2020



# Planning Performance – Oct to Dec 2020



# Planning Performance

The following is a brief summary of the performance and level of activity in Planning:

As noted in the last report, the number of planning applications currently being received is significantly higher than the number received during the equivalent period in 2019/20. This trend continued in the last quarter, with a total of 98 applications received. This compares to 70 in the equivalent quarter in 2019/20 and 85 in 2018/19.

The proportion of planning applications determined within the 60-day statutory period has stayed steady at around 75% for the quarter, reflecting the performance in previous quarters. This also reflects the rural average and is higher than the peri-urban average of just below 65% and the state-wide figure of 69%. The team determined over 91% of VicSmart applications within the statutory ten business days, above the rural average of 79%, the peri-urban average of nearly 76% and the state-wide figure of nearly 80%.

The high output of planning decisions was maintained, with the average up from 27 a month in the preceding quarter to 29. Whilst median days were above the aspirational target of 40 days in October and November, with the median figure in those months being around 50 days, this reduced to 28 days in December – well below the target. Council's performance compares well against the state-wide median day performance of 69 days and is below the rural and peri-urban figures.

In addition to planning applications, twenty secondary consent applications (including complex ones such as amendments to the proposed service station at the Princes Highway/Drapers Road intersection), seven extension of time applications (which require an analysis of all relevant planning policy changes since the permit was issued), ten subdivision files (relating to the certification and statement of compliance process, rather than the planning permit process) and seven s173 agreements were dealt with during the quarter.

It has also been noted that general planning queries, whether in writing or by phone, are currently at a very high level despite the restrictions caused by COVID-19.

As previously mentioned, workload levels will continue to be monitored to determine whether additional temporary resources are required to manage this and maintain a high level of performance.

Amongst the more notable permits issued during the quarter were permits for a fuel depot in Arthur Court, Apollo Bay; extensions to Trinity College; an art and craft gallery in Southern Street, Beech Forest; four affordable social housing units in Taylor Court, which are being provided under the DHHS Housing and Homelessness Project; a staged 47 lot subdivision in Hearn Street; an extension of a childcare facility in Hart Street into the neighbouring building; and a licensed café at the historic Tarndwarncourt, off the Princes Highway.

An objector appeal has recently been received against Council's decision to issue a Notice of Decision to Grant a Permit (NoD) for a dwelling at 4 Dunoon Road in Wye River. A date has yet to be set for that appeal. The objector appeal against Planning Committee's decision to issue a NoD for a two-lot subdivision at 260 Warrowie Road is scheduled to be heard on 9 February.

# Building Performance

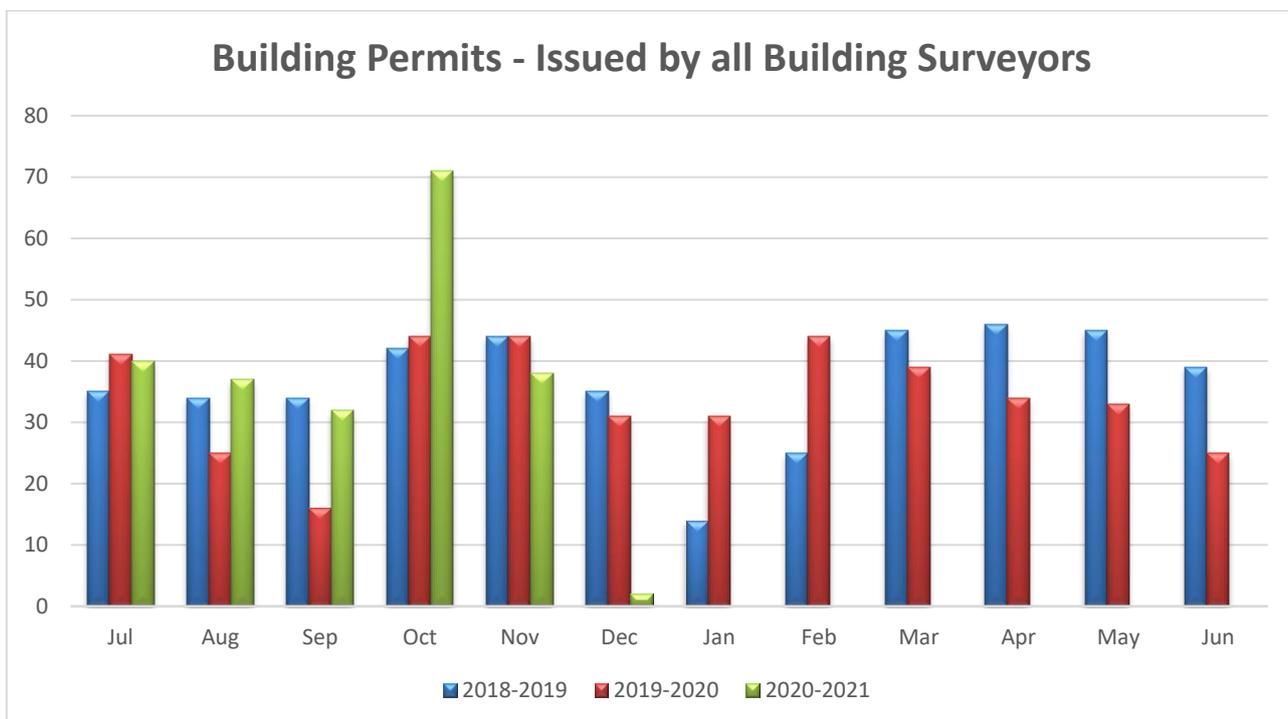
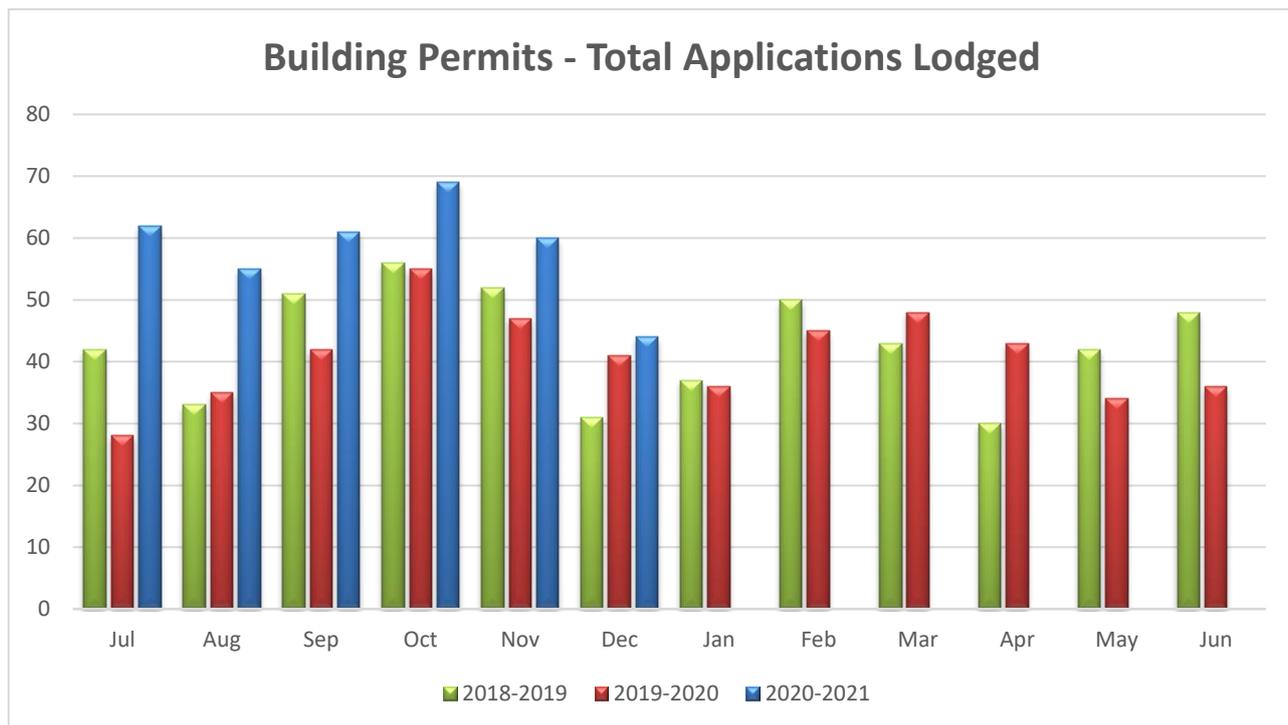
The following is a brief summary of building activity in the Shire, noting that Council is no longer receiving new building permit applications after Council decided not to continue this service at its May 2020 meeting:

Building permit applications also remain high, with 173 lodged in the quarter. This compares to 143 submitted in the equivalent quarter last year. As noted previously, this reflects a current high level of building construction activity despite the economic impacts of COVID-19.

The previous report advised that the number of building permits issued in July and August was in the mid-30s, whilst in the preceding quarter it had been between 39-46. The figure of 71 building permits in October significantly surpassed those previous figures, with the figure of 47 in November still being high.

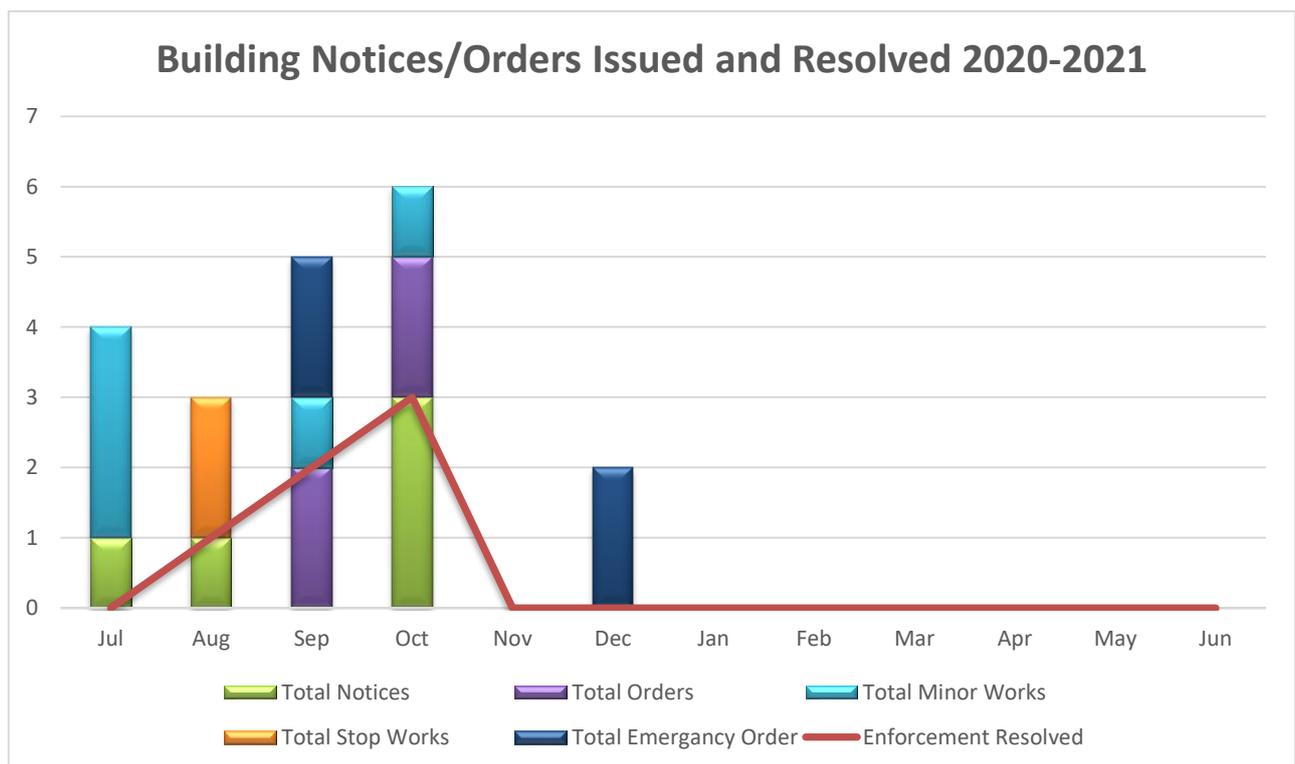
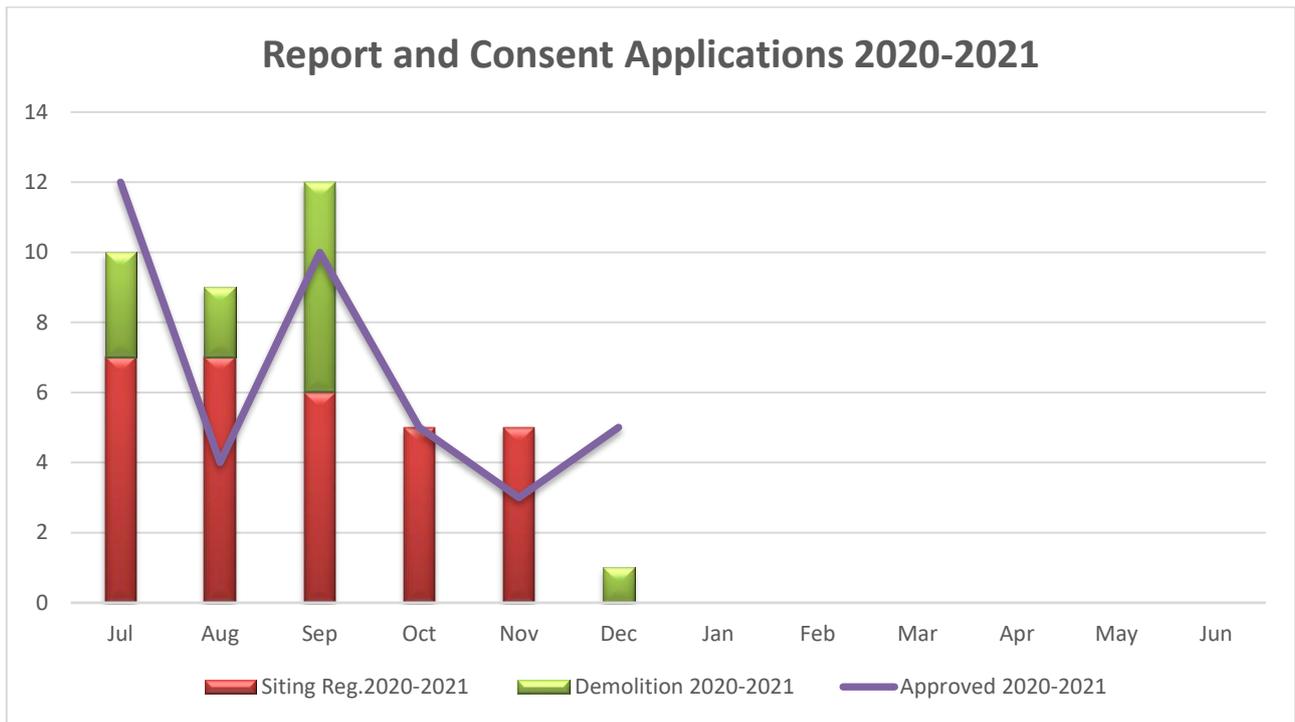
NB: Building permit data for December was incomplete when this report was generated and therefore is not referred to above.

# Building Performance – Oct to Dec 2020



There has been a continued high level of building activity, with the number of building permit applications lodged (67) in November up from 55 in the same month last year.

# Building Performance – Oct to Dec 2020



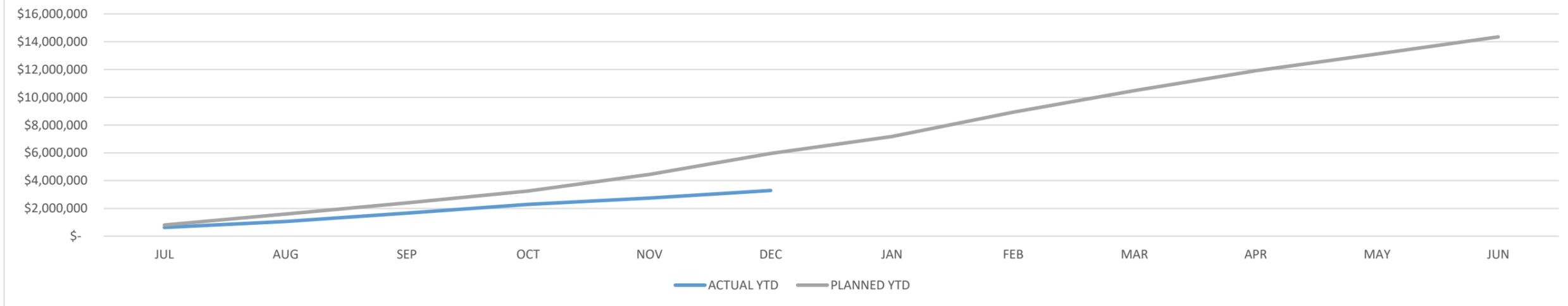


# **Capital Works & Major Initiatives Performance Report**

### Capital Works - Projects Status as at 31 December 2020

Programme	BUDGET		PROGRESS	RISKS						RISK MANAGEMENT STRATEGY
	ANNUAL CURRENT BUDGET (\$)	SPENT TO DATE (\$)	(%) spent to date	OVERALL CURRENT programme risk rating	Specific risks TIME	BUDGET	QUALITY	CM	STAKE HOLDER	
<b>Totals</b>	<b>14,346,467</b>	<b>3,288,010</b>	<b>0%</b>							
Active Reserves	-	1,430	0%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	
Bridges Programme*	1,470,701	697,186	0%	EMERGING RISK	ON TRACK	EMERGING RISK	ON TRACK	ON TRACK	EMERGING RISK	Detail at project level below
Building Programme	657,931	76,776	0%	EMERGING RISK	EMERGING RISK	EMERGING RISK	ON TRACK	ON TRACK	ON TRACK	Detail at project level below
Footpath Programme*	886,002	204,619	0%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	
Furniture Programme	-	28,079	0%	AT RISK	AT RISK	AT RISK	AT RISK	AT RISK	ON TRACK	All avenues are being explored by the sponsor and PM to ensure best value for money is delivered for Council.
IT Projects	247,401	41,638	0%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	
Kerb and Channel Programme	140,952	1,710	0%	EMERGING RISK	AT RISK	ON TRACK	ON TRACK	ON TRACK	EMERGING RISK	Working with procurement to identify options under the contract
Land Acquisitions	-	-	0%							
Light Fleet Programme	720,000	326,552	0%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	
Major Plant Programme	1,705,000	269,746	0%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	
Open Space Assets	63,172	4,248	0%	EMERGING RISK	EMERGING RISK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	Will pursue Recreation team for Project Plan to identify works to be carried out. Expect to receive Dec-Jan.
Open Space Programme	891,532	658,832	0%	EMERGING RISK	ON TRACK	AT RISK	ON TRACK	ON TRACK	ON TRACK	Detail below
Playground Programme *	687,444	40,553	0%	EMERGING RISK	AT RISK	EMERGING RISK	ON TRACK	ON TRACK	ON TRACK	Detail below & LRCI report
Reseal Programme	862,539	3,704	0%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	
Resheet Programme	1,200,000	668,179	0%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	
Road & Street Furniture *	150,000	36,233	0%	EMERGING RISK	EMERGING RISK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	Carry forward any unspent funds to complete works in 21/22.
Road Improvement *	780,394	86,928	0%	AT RISK	AT RISK	ON TRACK	EMERGING RISK	ON TRACK	ON TRACK	Prioritising RFQ over other projects. Ensuring rigour in asphalt design and construction.
Road Stabilisation Programme	343,544	8,550	0%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	
Road Reconstruction *	2,480,000	25,502	0%	AT RISK	AT RISK	AT RISK	ON TRACK	ON TRACK	ON TRACK	Have brought forward simpler projects in an attempt to meet timeframes, however design work is progressing slowly (partly consultants/partly internal review turnaround is slow due to lack of availability - particularly infra Devt.). May be able to bring forward re-sheeting works from next year & deliver in place of reconstructions
Crack Seal Programme	80,000	7,518	0%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	
Roadslip Programme	639,855	46,973	0%	EMERGING RISK	EMERGING RISK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	Carry forward funds to complete works in 21/22.
Stormwater Programme	340,000	53,054	0%	EMERGING RISK	EMERGING RISK	ON TRACK	ON TRACK	ON TRACK	EMERGING RISK	Project plans completed as a priority and handover to project manager for delivery during late December, works expected to commence early in New Year

### Capital Works Progress Report



	OVERALL CURRENT programme risk rating	TIME	BUDGET	QUALITY	CM	STAKEHOLDER	RISK MANAGEMENT STRATEGY
<b>Projects At Risk</b>							
<b>Bridge Program</b>							
Forest Street Bridge Replacement	AT RISK	ON TRACK	AT RISK	ON TRACK	ON TRACK	ON TRACK	Potential savings to be identified through other programs which can be used to offset the overspend, currently predicted to be in the order of \$120K, subject to other variations which may be required prior to the completion of the project. Barwon Water have committed to reimbursing \$250K worth of works for their share of service relocations
<b>Building Program</b>							
Bluewater Roof Replacement	AT RISK	AT RISK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	Confirmation that this project is suitable to be carried forward to allow appropriate planning for the works and communication with the users of the facility.
Forrest Caravan Wastewater Upgrade	AT RISK	AT RISK	AT RISK	ON TRACK	ON TRACK	ON TRACK	Project Manager currently reviewing the Project Plan documentation to ensure that the scope is fully understood and delivered to the expected outcomes. Timeline will not be able to clawed back without comprising on stakeholder satisfaction or running into issues caused by winter weather.
<b>Open Space Program</b>							
Central Reserve Lights & Netball Courts	AT RISK	AT RISK	AT RISK	ON TRACK	ON TRACK	ON TRACK	Potential savings to be identified through other programs which can be used to offset the overspend, currently predicted to be in the order of \$185K. The time risk has largely been mitigated by COVID restricting playing options.
Elliminyt Recreation Reserve Velodrome	EMERGING RISK	EMERGING RISK	ON TRACK	ON TRACK	EMERGING RISK	EMERGING RISK	Meetings have been held with Council staff and contractors to discuss rectification options, and the contractor has agreed to the revised methodology to rectify the surface defects at their cost. The time risk has largely been mitigated by COVID restricting playing options. The project sponsor is regularly communicating with the cycling club to keep them informed of the process being followed.

Major Initiatives Project Report -  
December 20

PROGRAMME	BUDGET		PROGRESS	RISKS	Specific risks					RISK MANAGEMENT STRATEGY
	YTD CURRENT BUDGET (\$)	SPENT TO DATE (\$)	(%) spent to date	OVERALL CURRENT project risk rating	TIME	BUDGET	QUALITY	CONTRACT M'MENT	STAKE HOLDER	
	3,615,162	1,246,827	33%							
00033874 - Beyond the Bell & GROW Project	-	14	100%							
00034116 - 2016-17 Major Project - Bruce St Investigation	15,000	14,091	94%	EMERGING RISK	EMERGING RISK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	Key risk relates to timing of work. Challenging to project manage this work with current competing work priorities in Strategic Planning.
00034118 - 2016-17 Major Project - Council Property Management Framework	20,000	-	0%	EMERGING RISK	EMERGING RISK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	In progress now, aiming to complete by EOFY
00034639 - 2017-18 Major Project - Streamlining Planning Scheme - cutting red tape	33,242	696	2%	EMERGING RISK	EMERGING RISK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	Key risk relates to timing of work. Challenging to project manage this work with current competing work priorities in Strategic Planning.
00034649 - 2017-18 Major Project - Economic Development - Forrest Mountain Bike Trail Implementation	83,321	35,294	42%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	
00034870 - 2017-2018 - Small Town Improvement Programme (STIP) - Apollo bay Memorial Options Plan	7,000	-	0%	EMERGING RISK	EMERGING RISK	ON TRACK	ON TRACK	ON TRACK	EMERGING RISK	
00035004 - 2017-18 Major Project - Amendment C90 - Flood Overlay Changes	2,500	3,300	132%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	
00035086 - 2018-19 Operating Projects - Pound Road records archive remediation and administration	37,968	-	0%	EMERGING RISK	EMERGING RISK	EMERGING RISK	ON TRACK	ON TRACK	ON TRACK	Attempting to secure further budget for backscanning element of project
00035088 - 2018-19 Operating Projects - Trim Upgrade and Development	19,697	5,078	26%	ON TRACK	EMERGING RISK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	Prior to CM9.4 live production roll out - Authority patch18 need to be deployed and Authority patch19 to be tested and deployed. This resolves Shop Stopper issue. Re-Testing to commence in Jan 2021 to address Civica Issues.
00035090 - 2018-19 Operating Projects - Alvie Landfill Audit Recommendations Implementation	-	2,404	100%	COMPLETE						
00035093 - 2018-19 Operating Projects - CCTV Upgrades for Colac CBD	27,000	-	0%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	
00035095 - 2015-16 Major Project - Birregurra Stormwater Drainage Strategy	-	67,283	84%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	
00035102 - 2018-19 Operating Projects - Memorial Square Toilet Design (Masterplan Implementation)	48,677	38,398	77%	AT RISK	AT RISK	EMERGING RISK	ON TRACK	ON TRACK	EMERGING RISK	No option but to extend timeframes. Will undertake preliminary targeted stakeholder consultation in the meantime (taxi companies traders etc)
00035103 - 2018-19 Operational Projects - Apollo Bay Harbour Precinct Development Plan	90,602	41,160	45%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	
00035104 - 2018-19 Operating Project - Relocation of Apollo Bay Kindergarten	-	138	100%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	EMERGING RISK	Engagement commenced in December with Councillors, kindergarten committee and childcare operators. Formal advice requested from expert consultant Community Childcare and from DET and VSBA. Further engagement planned for early 2021.
00035105 - 2018-19 Operating Project - GROW Project	12,000	-	0%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	
00035905 - 18-19 Mid Year - Operating Projects - Former Colac High School Site Master Plan	17,407	1,950	11%	EMERGING RISK	EMERGING RISK	ON TRACK	ON TRACK	ON TRACK	EMERGING RISK	Need to ensure involvement in VSBA master planning process for the new Specialist School.
00035908 - 18-19 Mid Year - Operating Projects - Colac Civic Precinct Plan	82,412	62,029	75%	EMERGING RISK	EMERGING RISK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	Review strategic planning program to enable staff to manage project (deprioritise other projects)
00035910 - 18-19 Mid Year - Operating Projects - Revised Erosion Management Overlay Mapping	53,976	55,050	102%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	

**Major Initiatives Project Report -  
December 20**

PROGRAMME	BUDGET		PROGRESS	RISKS	Specific risks					RISK MANAGEMENT STRATEGY
	YTD CURRENT BUDGET (\$)	SPENT TO DATE (\$)	(%) spent to date	OVERALL CURRENT project risk rating	TIME	BUDGET	QUALITY	CONTRACT M'MENT	STAKE HOLDER	
00035911 - 18-19 Mid Year - Opreating Projects - Development of Public Toilet Strategy	45,000	11,794	16%	AT RISK	EMERGING RISK	AT RISK	ON TRACK	ON TRACK	EMERGING RISK	Budget - review overrun mid-year. Time - few options to reduce timeframes without compromising quality. S'holders - keep Councillors informed of hold ups and progress.
00035949 - 2019-20 Operating Projects - ICT - Works Management System	30,000	-	0%							
00035950 - 2019-20 Operating Projects - ICT - ePlanning - Public Portal	50,000	-	0%	EMERGING RISK	EMERGING RISK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	Will be engaging a project manager early 2021.
00035953 - 2019-20 Operating Project - Infrastructure External Design	-	34,383	100%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	
00035954 - 2019-20 Operating Project - City Deal Project - Apollo Bay Harbour Redevelopment	130,079	206,659	159%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	Achievment of Marine and Coastal Policy standards within design requirements. To overcome this risk the team are working closely with DELWP and experienced planners.
00035958 - 2019-20 Operating Projects - S&O Safety Audit Action Plan	20,008	21,011	105%	ON TRACK	ON TRACK	AT RISK	ON TRACK	ON TRACK	ON TRACK	
00035959 - 2019-20 Operating Projects - Kerbside Collection & Transfer Station Operations Contract Preparation	30,000	36,171	121%	COMPLETE	ON TRACK	AT RISK	ON TRACK	ON TRACK	ON TRACK	
00035968 - 2019-20 Operating Projects - Domestic Wastewater Management Plan Review	15,000	5,875	39%	EMERGING RISK	EMERGING RISK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	Need to prioritise community engagement Feb 2021.
00035974 - 2018-19 Major Project - Colac West Development Plan	-	49,040	100%	AT RISK	AT RISK	AT RISK	ON TRACK	ON TRACK	ON TRACK	Project largely back on track after substantial delays in 2020 outside of Council control. Need to reprioritise strategic planning program to allow project management.
00036014 - Operating Project - Communities Combating Pests & Weeds Impacts During Drought 2019-2020	104,724	73,045	70%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	
00036241 - 2018-19 Operating Project - Apollo Bay Community Infrastructure Plan	147,040	86,117	59%	AT RISK	AT RISK	ON TRACK	ON TRACK	ON TRACK	AT RISK	Initiating discussions with GORCAPA & senior DELWP officials to try and resolve differences of opinion re key elements of the plan. Movement & Place Assessment should help to resolve RRV issues, but timing is a key risk to project - this needs prioritisation in Infrastructure Jan/Feb..
00036315 - 2019-20 Operating Project - Gender Equity	4,300	5,000	116%							
00036356 - 2019-20 Major Project - J Barrys Road Industry Development Plan	89,120	23,880	27%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	
00036385 - 2019-20 Operating Project - OBRT Risk Assessments	11	11,300	100000%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	
00036427 - 2020-21 Operating Project - Bruce Street Landfill Audit	55,000		0%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	
00036428 - 2020-21 Operating Project - Alvie Landfill - Update & Verify Rehabilitation Plan	35,000		0%	EMERGING RISK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	Project outcome dependent on the verification (agreement by the EPA) of the lower specification of a Type 3 capping design. Should a Type 2 capping design be required, more funding may be necessary to complete a new detailed design in 2020-21.
00036429 - 2020-21 Operating Project - Councillor Induction Program	10,000	9,649	96%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	NA
00036430 - 2020-21 Operating Project - Forrest MTB Revitalisation	750,000	-	0%							
00036432 - 2020-21 Operating Project - Planning & Building ICT Improvements	15,000	-	0%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	Relaxation of COVID related restrictions will allow work to occur in 2021.

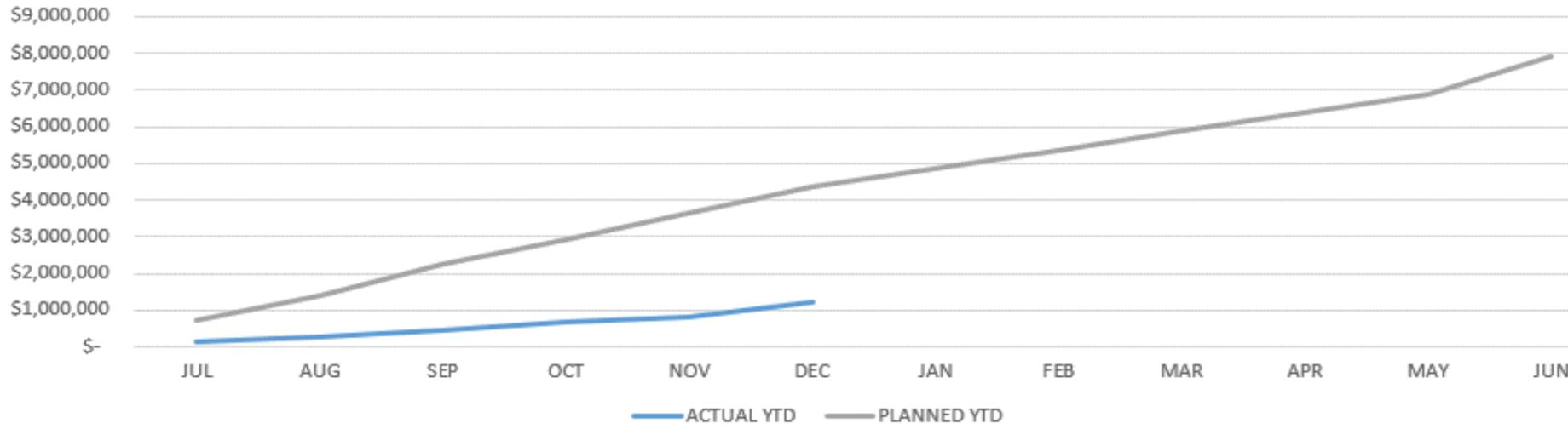
**Major Initiatives Project Report -  
December 20**

PROGRAMME	BUDGET		PROGRESS	RISKS	Specific risks					RISK MANAGEMENT STRATEGY
	YTD CURRENT BUDGET (\$)	SPENT TO DATE (\$)	(%) spent to date	OVERALL CURRENT project risk rating	TIME	BUDGET	QUALITY	CONTRACT M'MENT	STAKE HOLDER	
00036434 - 2020-21 Operating Project - Preparation Municipal Public Health & Wellbeing Plan	30,000	-	0%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	
00036438 - 2020-21 Operating Project - SpendMapp - Regional Spend Data to evaluate Local Economy, Events, Visitor habits etc	15,000	-	0%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	
00036439 - 2020-21 Operating Project - Apollo Bay Early Years Hub - Council Contribution	500,000	-	0%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	EMERGING RISK	Meeting planned with VSBA for mid-January to discuss future of childcare on the school site, now that a parallel build will not proceed. Sections of the community appear to be uncomfortable with the potential move to an Early Years Manager if a childcare build does eventually proceed onsite, and will be the subject of future community engagement.
00036440 - 2020-21 Operating Project - COS Central Enrolment for Kindergarten	75,000	-	0%	EMERGING RISK	EMERGING RISK	EMERGING RISK	EMERGING RISK	EMERGING RISK	EMERGING RISK	Increased focus on Central Enrolment required in early 2021.
00036441 - 2020-21 Operating Project - Colac Otway Shire Advertising and Marketing	10,000	-	0%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	
00036442 - 2020-21 Operating Project - Development of the Council Plan 2021-2025	25,000	-	0%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	
00036443 - 2020-21 Operating Project - Services & Operations Bring Your Own Device (Phone)	15,360	-	0%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	
00036445 - 2020-21 Operating Project - Grant Preparation / Detailed Design	50,000	14,740	15%	EMERGING RISK	EMERGING RISK	EMERGING RISK	ON TRACK	ON TRACK	EMERGING RISK	New design coordinator to develop program to identify if \$\$ can be spent by EOFY
00036464 - 2020-21 Operating Project - Energy Efficient Main Roads Street Lighting Upgrade Completion	70,000	-	0%	EMERGING RISK	EMERGING RISK	EMERGING RISK	EMERGING RISK	EMERGING RISK	EMERGING RISK	We are investigating alternative energy efficiency projects to deliver in order to redirect the \$70k allocated funds, which will be presented to EMT in early Feb 2020 for their approval if funds are approved to be redirected.
00036465 - 2020-21 Operating Project - ICT Program	317,976	55,008	17%	EMERGING RISK	EMERGING RISK	EMERGING RISK	EMERGING RISK	EMERGING RISK	EMERGING RISK	Current Business SIP technology underpinning current system is a risk (Current phone number ranges). A option is to port phone ranges to another provider, away from Telstra. seeking feedback from Telstra on alternative solution with options, current phone range is with Telstra. Establishing workgroup for this project.
00036468 - 2020-21 Operating Project - Recurrent Access and Compliance Works - Public Spaces and Facilities	15,000	-	0%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	
00036471 - 2020-21 Operating Project - Community Vision Plan	100,000	2,100	2%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	
00036507 - 2019-20 Operating Project - City Deal Project - Great Ocean Walk Stage 1 Wild Dog to Skenes Creek	88,845	91,750	103%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	There may be objections that see the planning permit reviewed at VCAT. The path does not include pedestrian access across Wild Dog Creek; this issue has been escalated to the executive steering committee, DELWP, RRV and RDV.
00036508 - 2019-20 Operating Project - City Deal Project - Infrastructure Improvements Kennett River	130,079	133,593	103%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	Risk that the final design will not satisfy all of the community expectations. Additional time and effort has been applied to enhance community engagement and acceptance. Risks relate to unforeseen issues related to planning applications.
00036596 - 2020-21 Operating Project - Local Planning & Change Management Grant	31,818	-	0%							
00036664 - 2020-21 Major Project - Amendment C106 - Heritage Overlay	-	1,680	100%	AT RISK	AT RISK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	Challenging to avoid delay due to DELWP concern about Council resolution.
00036665 - 2020-21 Operating Project - Transition of Library Services	-	1,548	100%	ON TRACK	ON TRACK	EMERGING RISK	ON TRACK	ON TRACK	ON TRACK	Advice being sought from Council's HR and GRLC legal advice to better understand obligations around staff and transfer of business.

**Major Initiatives Project Report -  
December 20**

PROGRAMME	BUDGET		PROGRESS	RISKS	Specific risks					RISK MANAGEMENT STRATEGY
	YTD CURRENT BUDGET (\$)	SPENT TO DATE (\$)	(%) spent to date	OVERALL CURRENT project risk rating	TIME	BUDGET	QUALITY	CONTRACT M'MENT	STAKE HOLDER	
00036721 - 2020-21 Operating Projects - LRCI Fund - Apollo Bay Recreation Reserve	40,000	38,135	95%	COMPLETE						
00036745 - 2020-21 Operating Projects - Kerbside Transition	-	4,164	100%	COMPLETE						
00036749 - 2020-21 Operating Project - Amendment C110cola - Cressy Restructure Plan Overlay Amendment	-	3,300	100%	EMERGING RISK	EMERGING RISK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	Consultant being used to assist with project.
00036758 - 2020-21 Operating Project - Bruce Street Solar Array	20,000	-	0%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	

**Major Initiatives Progress Report**





# Financial Performance Report

# Quarterly Financial Performance Report for Six Months Ending 31 December 2020

## Executive Summary

The financial performance of Council remains consistent with the adopted budget. As discussed below there are some variances to budget expected, but overall these will not materially alter Council's overall financial position. The Chief Executive, as required under Section 97(3) of the Local Government Act 2020 is of the opinion a revised budget is not required.

After taking the 2019/20 actual results into consideration (including carry forwards), the following summary can be provided in relation to the 2020/21 forecast results.

Compared to the adopted budget:

- The Original Budget adopted an operating deficit of (\$448k).
- The September 2020 forecast adjustments have increased the operating result by \$1.395m to \$947k.
- The December 2020 forecast adjustments reduced the operating result by \$351k to \$596k.
- Capital works program is currently forecast to increase by \$4.2m to \$14.4m.
- Closing cash balance is currently forecast to increase by \$0.7m to \$14.5m.
- Reserve balance is forecast to increase by \$1.4m to \$14.3m. I.e. Cash will only exceed reserves by approximately \$235k.

Further detail of these results are contained within the body of this report. The current forecast assumes that all major projects and capital works are completed on 30 June 2021 and that 50% of the 2021/22 Federal Assistance Grants are received in advance again.

## Impact of the COVID-19 pandemic on the 2020/21 budget

The 2020/21 budget was impacted by the onset of the COVID-19 pandemic, requiring Council to make amendments to support the community and cover expected lost revenue and increased costs resulting from the pandemic. These amendments included a reduction in spending of \$1.94m to enable Council to deliver a responsible budget. This reduced spending was to cater for:

- Allocated \$950k to help lead and support the community.
- \$785k expected lost revenue/additional cost (refer to Table 1):
  - \$455k operational impact in 2019/20
  - \$330k operational impact in 2020/21

# Quarterly Financial Performance Report for Six Months Ending 31 December 2020

**Table 1**

	2019/20	2020/21	Total	
<b>Lost Revenue/Additional Cost</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>Comments</b>
BWFC	(40)	(40)	(80)	Reduced user income, partially offset by reduced employee costs and utility charges
COPACC	(80)	(20)	(100)	Reduced ticketing income, partially offset by reduced employee costs
Interest on Rates	(15)	-	(15)	Interest to be waived until 30 June 2020
Additional IT Infrast.	(75)	-	(75)	System upgrade and remote access for staff to continue working
Visitor Information Centre closures	(30)	(30)	(60)	\$15k per month list revenue/offset by \$5k in casual wages per month
Audio/Visual Conferencing Hardware and Software	(50)	-	(50)	To enable Council business to continue
Additional cleaning services	(70)	(70)	(140)	\$5k per week
Employee Costs - Delay recruitment	50	-	50	Estimate across the organisation
PPE Equipment	(15)	-	(15)	Masks, hand sanitiser & wipes for staff protection
Reduced Planning & Building Permit revenue	-	(50)	(50)	Reduced permit demand & loss of fee revenue due to economic impacts
Virus Vaccination (when available)	-	-	-	Cost unknown at this time
Reduced Local Laws Infringements. Fees, etc	(80)	(70)	(150)	
Other	(50)	(50)	(100)	Contingency for additional expenditure
	<b>(455)</b>	<b>(330)</b>	<b>(785)</b>	

It is important to note that \$1.35m of this reduced spend was relating to Capital Works, which is not reflected in the Operational Result. The budget was therefore constructed to produce an operational deficit, but to still maintain Council's working capital.

The reduction in Capital Works, included reductions to the following:

- Sealed Road Resealing Program (\$350k)
- Building Renewal (\$250k)
- Unsealed Road Reconstruction Program (\$200k)
- Footpath Renewal Program (\$100k)
- Matching Grants Funding Allocation (\$448k)

The budget contained flexibility for Council should the final cost be greater than \$785k, such as reducing the amount allocated to the Business and Community Support Fund or borrowing from internal reserves.

## December Update of COVID-19 impact

Officers continue to monitor the estimated impacts of COVID-19, which are still considered reasonable at this stage. Below are the changes to the forecasted operational impact of the Pandemic:

- School Crossings – Reduced expenditure due to reduced staffing requirements (\$13k).
- COPACC – Costs of COVID lower than expected (\$53k).
- Reduced organisational training expenditure - Largely related to working from home conditions (\$20k).

# Quarterly Financial Performance Report for Six Months Ending 31 December 2020

- Visitor Information Centres - Impact of COVID more favourable than expected (\$18k).
- Information Management Department - Delayed staff training due to COVID (\$9k).
- Reduced penalty interest - Extended period of no penalty interest to 30 June 2021 (\$55k).
- Bluewater Leisure Centre – The centre was required to be closed longer than expected, resulting in reduced revenue, partially offset by reduced expenditure. This had an unfavourable operational impact (\$91k).
- Sanitation Costs – Working for Victoria (W4V) staff have been utilized throughout the July 20 – December 20 period. The sanitation costs post-W4V funding will have an unfavourable operational impact (\$100k).

## OPERATING RESULT

Council's net surplus to 31 December 2020 is \$18.5m. This is high due to the fact that General Rates, Municipal Charge and Waste Charges are raised during August.

Council's original operating budget showed a net deficit of (\$448k). Table 2 was presented to Council as part of the September 2020 Quarterly Report, providing a reconciliation to the forecast surplus of \$947k.

**Table 2**

	<b>\$'000</b>
<b>2020/21 Adopted Budget Surplus/(Deficit)</b>	<b>(448)</b>
Operating Carry Overs from 2019/20*	(702)
Port of Apollo Bay Carry Overs from 2019/20*	(175)
Major Initiatives Carry Overs from 2019/20)*	(934)
Outstanding Grants relating to above 2019/20 projects*	1,413
2020/21 LRCI Funding received- Government Budget Grant increase above expectations.	1,662
Insurance – Unbudgeted legal Reimbursement	284
Beeac land sale	60
Increase in number of subdivision on Roads Permits	55
Infrastructure Development - Engineering fees received	51
MAV 2020/21 Invoice processed in 2019/20	40
Unbudgeted Family Day Care funding received - Federal Support	31
Staff satisfaction Survey- Reduction in resourcing requirements	20
Bruce St investigation - Government reform delay in work	(15)
Bruce Street Solar Array – To be included as part of budget adoption	(20)
Rent for Pound Road Depot incorrectly excluded from budget	(23)
Building Permit Fees - No permit related fees will be received due to Council service change to no longer process building permit applications	(25)
Insurance premium increase above expectations - MAV Insurance - Local Government Liability	(30)
BoQ - Payment to liquidators to release equipment – Not budgeted	(32)
Insurance premium increase above expectations - Councillor & Officer Liability	(35)
Increase in budget for product scoping – Detailed design works for potential grant funding opportunities	(50)
Pennyroyal Hall Contributions – Contributions not budgeted	(57)
Relocation of Flying Foxes – Required works above expectations	(70)

# Quarterly Financial Performance Report for Six Months Ending 31 December 2020

Federal Assistance Grant Allocation less than budgeted. (allocation was less than the budgeted increase of 2.5%)	(120)
Other (<\$10k)	1
<b>Changes to expected impact of COVID</b>	
School Crossings – Reduced expenditure due to COVID	13
COPACC – Costs of COVID lower than expected	53
<b>Net Forecast adjustment</b>	<b>1,395</b>
<b>2020/21 Annual Forecast Surplus/(Deficit) as at 30 September 2020</b>	<b>947</b>

\*These amounts relate to approved projects that were not complete by 30 June 2020, but still require completing in 2020/21 (Carry over). The funding of these projects are provided for in Council's working capital balance.

Actual results for the 6 months to 31 December 2020 are generally showing that Council will achieve the financial position adopted in the 2020/21 adopted budget. However, Table 3 summarises forecast adjustments that have been identified by Managers within the December 20 quarter.

**Table 3**

	<b>\$'000</b>
<b>2020/21 Annual Forecast Surplus/(Deficit) as at 30 September 2020</b>	<b>947</b>
Less recruitment costs due to reduction in employee turnover	35
Information Management Department - Delay in trainee recruitment	19
Increase in expected Waste Water System Fee Income	21
Drug and alcohol testing – Less testing to be conducted due to timing of policy implementation	5
Reduced number of employees utilised resourcing related to the Employee Assistance Program	3
Old Beechy Rail Trail – Insurance was not budgeted	(11)
Council resolved to apply zero fees for administration of Building Notices and Orders	(12)
Colac Civic Precinct Plan – Increased scope of project - Agreement to undertake concept planning for the offices/COPACC with DELWP	(30)
Colac West Development Plan - Additional heritage work required to complete project - This project was on hold due to government planning scheme review.	(51)
Infrastructure Development - Increased resourcing required to generate increased engineering fee income – Engineering fee income was favourably adjusted in the September forecast.	(56)
Reduction in investment interest – reduced cash rate impacting Term Deposit interest rates received.	(75)
<b>Changes to expected impact of COVID</b>	
Less organisational training expenditure - Largely related to working from home conditions.	20
Visitor Information Centres - Impact of COVID more favourable than expected	18
Information Management Department - Delayed staff training due to COVID	9
Reduced penalty interest - Extended period of no penalty interest (1/1 – 30/6)	(55)
BWFC – Extended closure due to COVID, resulting in reduced income being partially offset by reduced expenditure.	(91)
Sanitation Costs – Increase in requirements to sanitise premises	(100)
<b>Net Forecast adjustment December 2020</b>	<b>(351)</b>
<b>2020/21 Annual Forecast Surplus/(Deficit) as at 31 December 2020</b>	<b>596</b>

# Quarterly Financial Performance Report for Six Months Ending 31 December 2020

There remains a number of uncertainties surrounding Council expenditure in 2020/21.

These uncertainties include:

- 2-way radio contract.
- Further work relocating Flying Foxes.
- Costs associated with Council's transition to join the Geelong Regional Library Corporation (GRLC).

As will be discussed later in this report, Council's cash balance forecast for 30 June 2021 remains marginal when compared to the level of reserves.

## **Major Initiatives**

Per the attached schedule, \$1.2m of Major Initiatives have been expended as at 31 December 2020. This represents 22% of the original budget (\$5.6m), but only 16% of the forecast (\$7.9m). \$1.3m of revenue has been received in relation to major initiatives, which represent 21% of the annual forecast (\$5.9m).

## **Rates and Charges**

The forecasted Rates and Charges have been adjusted to reflect reduced penalty interest due to an extended period of no penalty interest (\$55k).

## **Grants**

Grants are progressing ahead of budget primarily due to timing and \$1.19m of new grant revenue being included in the forecast in relation to the unbudgeted, fully funded, projects. Corresponding expenditure has been included in Material and Services and Employee Costs (No net impact):

- Working For Victoria - \$1.08m.
- MCH - \$75k.
- Local Planning and Change Management funding - \$32k.

In addition to these projects, additional LRCI Funding of \$1.7m is forecast to be received, which will increase the Capital Works Program by the equivalent amount.

## **Contributions – Monetary**

Contributions are forecast to achieve budget.

## **Other Income**

Other Income received in 2020/21 is forecast to increase, due to the following:

- Reimbursement of legal expenditure - \$284k.
- Engineering fees - \$78k.

# Quarterly Financial Performance Report for Six Months Ending 31 December 2020

## Employee Costs

Employee costs for 2020/21 have been forecast to increase by a total of \$583k due to the following:

- \$784k - Fully-funded by the Working for Victoria grant funding. Due to the timing of the contracted employment, the majority of this expenditure will be recognized in the July – December 2020 period.
- Employee cost savings within COPACC, School Crossings and Bluewater Leisure Centre due to COVID-19. Due to the timing of the contracted employment, the majority of this forecasted cost savings will be recognized in the July – December 2020 period.

## Material and Services

Materials and Services at 31 December 2020 were \$9m, which represented 40% of the original budget (\$22.5m) and 34% of the forecast (\$26.4m). The forecast has been adjusted to include carry forwards and the expenditure relating to new funded projects, including:

- \$296k - Fully-funded by the Working for Victoria grant funding.

There was \$21k expended on legal fees for the quarter ending 31 December 2020, bringing the total spend on legal fees in 2020-21 to \$84k. The legal expenditure related to the following matters:

- Waste Contract (\$48k)
- 2-Way Radio (\$10k)
- Tiger Rail Trail – Carriageway Easement (\$6k)
- Other (Individually <\$5k) (\$20k)

As a comparison, total Legal costs incurred for the 12 months ending 30 June 20 were \$496k.

## **CAPITAL WORKS**

As per the attached report \$3.3m of the capital works program has been delivered to 31 December 2020. This represents 33% of the original budget (\$10.1m) and 23% of the current forecast (\$14.3m)

Council's original Capital budget totalled \$10.1m. Table 4 provides a reconciliation to the current forecast of \$14.3m.

**Table 4**

	<b>\$'000</b>
<b>2020/21 Capital Works Budget</b>	<b>(10,171)</b>
Capital Projects Carry Overs from 2019/20*	(2,204)
2020/21 LRCI Funding - Government Budget Grant increase above expectations, resulting in increased capital works	(1,660)
Bridge Rehabilitation Programme – Budget not sufficient to complete programme of works	(141)
Central Reserve – Increased scope of works resulting in additional costs	(170)
<b>2020/21 Capital Works Forecast as at 30 September 2020</b>	<b>(14,346)</b>
No forecast adjustments in Dec 20	0
<b>2020/21 Capital Works Forecast as at 31 December 2020</b>	<b>(14,346)</b>

# Quarterly Financial Performance Report for Six Months Ending 31 December 2020

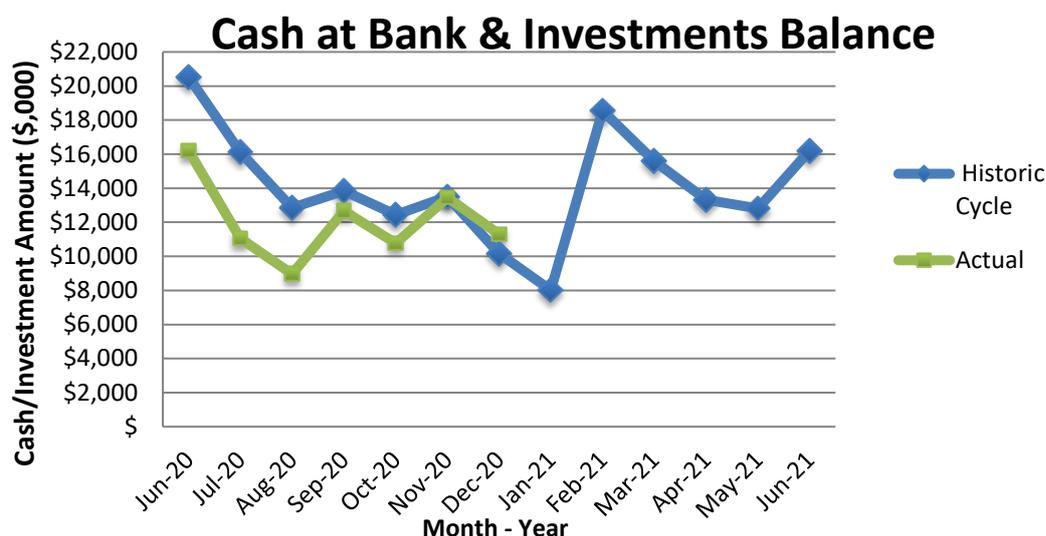
## BALANCE SHEET AND CASH FLOW

### Cash Balance

The current cash balance is forecast to be \$14.5m at 30 June 2021, which will be approximately \$235k more than the expected Reserves balance of \$14.26m. This assumes all expenditure including capital works and major projects are completed by 30 June 2021.

The graph below shows projections of how Council's cash balance was expected to perform to 31 December 2020. The graph portrays:

- Historical Cycle – which is an estimation of what the cash balance is expected to be at the end of each month based upon historical averages. The historical cycle will reflect recent years which include one off major projects.
- The Actual – this is the actual balance at the end of each month of the year up to and including December 2020.



It can be seen that Council's cash balance is within expectations and every opportunity is taken to invest surplus cash to maximise investment returns in accordance to Council's Investment Policy.

The investment income received to 31 December was \$29k, which is below the YTD budget of \$75k. Investment income is subject to timing and the level of interest rates. The forecast has been adjusted to reflect the reduced cash rate impacting Term Deposit interest rates received.

As at 31 December 2020, Term Deposits were earning an average of 0.47%. This is 0.37% above the cash rate, which exceeds the performance benchmark of the Reserve Bank Cash rate plus 0.35%. Our investments were within the diversification limits set-out in the investment policy.

# Quarterly Financial Performance Report for Six Months Ending 31 December 2020

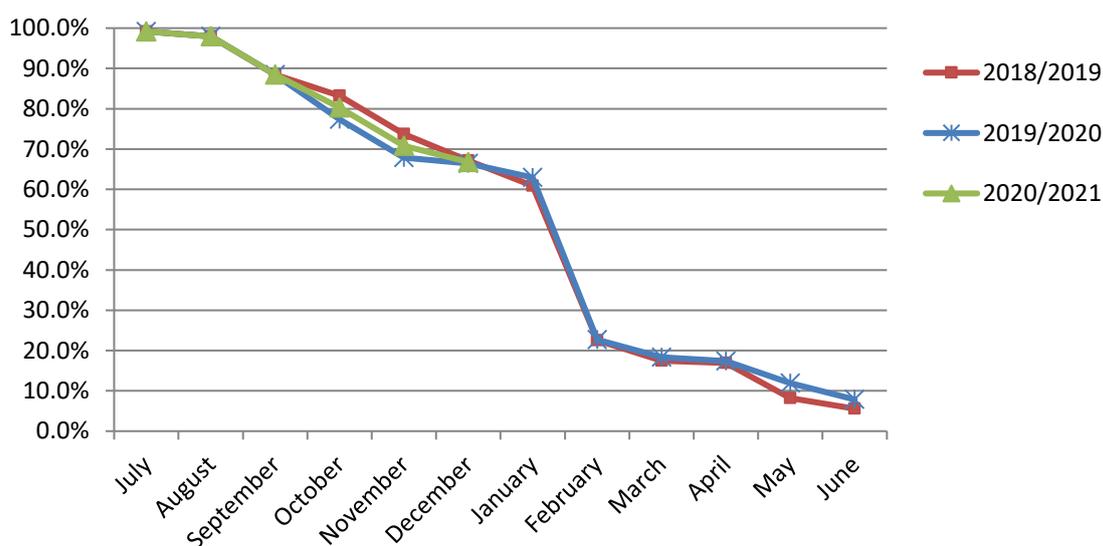
## Rate Debtors

As at 31 December 2020, \$31.8 million was raised in rates and charges including batches of supplementary valuations generated by changes to council's property base. At 31 December 2020 33% of the rates raised have been collected, which was consistent with the same period of the 2019/20 financial year of 33%.

The due date for ratepayers opting to pay in full is 15 February 2021. The due dates for ratepayers opting to pay via instalments are 30 September 2020, 30 November 2020, 28 February 2021 and 31 May 2021. Any ratepayer who has not opted for instalment payments is required to make the full payment before 15 February 2021.

The following graph shows that current collection trends are closely following the 2018/19 and 2019/20 collection trends:

### % of Rates Outstanding



## **Borrowings Analysis**

The following is the current schedule of Debt held by Council at 31 December 2020:

Loan Description	Current Year Loan Liability	Non-Current Loan Liability	Meeting Schedule
9203 - Loan 7 - Roads, car parking etc (\$1.65m)	\$0	\$0	Y
9206 - Loan 10 - AB tfr statn, libra (\$2m)(NAB)	\$0	\$0	Y
9207 - Loan 11 - Lakeside, AB tfr s(\$1.1m)(NAB)	\$77,251	\$0	Y
9208 - Loan 12 - Saleyards roof (\$1.178m)(CBA)	\$38,803	\$676,303	Y
9209 - Loan 13 - Street light PV panels (\$416k)	\$29,704	\$61,702	Y
9210 - Loan 14 - Bluewater redevelop(\$1m)(Bond)	\$0	\$0	Y
<b>TOTAL</b>	<b>\$145,758</b>	<b>\$738,005</b>	

As at 31 December 2020 principal repayments of \$141k have been made in 2020/21.

# Quarterly Financial Performance Report for Six Months Ending 31 December 2020

## Other Reserves

The 2020/21 forecast is indicating that Council's cash balance at 30 June 2021 is forecast to be \$235k in excess of the forecast reserves balance, which is a positive result given there was a deficit balance at 30 June 20.

Table 5 summarises the 2020/21 Cash v Reserve movements.

**Table 5**

	\$'000
<b>Cash v Reserves Surplus/(Deficit) 2019/20</b>	<b>(567)</b>
Increase/(Decrease) in Cash per adopted budget	830
(Increase)/Decrease in Reserves per adopted budget	(99)
Increase/(Decrease) in Operating per forecast (exclude carry forwards)	1,442
(Increase)/Decrease in Capital Works per forecast	(1,971)
Increase/(Decrease) in expected receipts from rates debtors – Balance at 30 June 2020 was larger than expected	600
<b>Cash v Reserves Surplus/(Deficit) Forecast as at 31 December 2020</b>	<b>235</b>

It must be noted that the Balance Sheet is also forecasting a 'Trade and Other Payables' balance of \$5.7m at 30 June 2021. Hence, the current measure of cash v reserves is heavily dependent on the timing of receivables and payables and does not consider Council's net working capital position.

It must be remembered that it is assumed all major projects and capital works are completed this financial year.

## Financial Sustainability Indicators

Financial sustainability is defined in a number of different ways. A generally accepted definition is whether local governments have sufficient current and prospective financial capacity (inflows) to meet their current and prospective financial requirements (outflows). To be sustainable, councils need to have some excess capacity at any point in time to be able to manage future financial risks and shocks without having to radically adjust their current revenue or expenditure policies. The following seven indicators are utilised and published by the Victorian Auditor General annually, to assess the financial viability of councils.

The following table summarises Colac Otway Shire Council's forecasted result for 2020/21:

Indicators	Colac Otway Result		Risk Levels		
	Actual 2019/20	Forecast 2020/21	High	Medium	Low
Net Result Ratio	2.1%	1.0%	Less than Negative 10%	Between negative 10% and zero	Greater than zero
Adjusted underlying result	-3.5%	-3.9%	Less than 0%	Between 0% and 5%	Greater than 5%
Liquidity Ratio	178.4%	159.8%	Less than 75%	Between 75% and 100%	Greater than 100%
Indebtedness Ratio	27.1%	26.5%	Greater than 60%	Between 40% and 60%	Less than 40%
Internal Financing Ratio	83.3%	83.8%	Less than 75%	Between 75% and 100%	Greater than 100%
Capital Replacement	136.0%	132.8%	Less than 100%	Between 100% and 150%	Greater than 150%
Renewal Gap	108.8%	112.9%	Less than 50%	Between 50% and 100%	Greater than 100%

# Quarterly Financial Performance Report for Six Months Ending 31 December 2020

## Local Authorities Superannuation Fund - Defined Benefits

Council has a potential financial exposure to the Local Authorities Superannuation Fund - Defined Benefits Plan. Under the Australian Prudential Regulation Standards (SPS160) defined benefits funds must meet strict funding requirements. This funding requirement is measured by the Vested Benefits Index (VBI), which shows as a percentage the ratio of investments held by the fund compared to the estimated benefits payable by the fund at the same time. The latest available Vested Benefits Index for the Vision Super Defined Benefits fund is listed in the table below:

Date	Vested Benefits Index
June 2018	106.0%
September 2018	106.9%
December 2018	101.9%
March 2019	105.4%
June 2019	107.1%
September 2019	107.3%
December 2019	107.7%
March 2020	102.1%
June 2020	104.6%
September 2020	104.5%

If the VBI falls below the nominated amount in any quarter then the Australian Prudential Regulation Authority may require that the fund make a funding call on its members. Any funding call made must return the fund to a VBI position of over the nominated figure within 3 years.

A VBI must generally be kept above the fund's nominated shortfall threshold of 97%. When an actuarial investigation is in progress, the fund's VBI must be at least 100%. A full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year.

As at 30 September 2020, the estimated VBI for the sub-plan was 104.5%, which presents a decrease compared to that of 30 June 2020 (104.6%). The VBI is primarily impacted by:

- The level of investment returns which impacts the asset pool supporting the defined benefit liabilities of the sub-plan; and
- The level of active member salary increases advised to Vision Super and pension increases in line with CPI, which impacts the defined benefit liabilities of the sub-plan.

At the time of writing this report there was no information available regarding the final VBI estimations as at 31 December 2020.

Colac Otway Shire Council  
**Comprehensive Income Statement**  
For 6 Months Ending 31 December 2020

	YTD		Annual		YTD %	
	Actual \$'000	Budget \$'000	Budget \$'000	Forecast \$'000	Budget %	Forecast %
<b>Income</b>						
Rates and charges	31,805	31,790	31,902	31,847	100%	100%
Statutory fees and fines	366	287	598	594	61%	62%
User fees	2,962	2,808	5,818	5,296	51%	56%
Grants - operating	7,026	5,996	14,720	17,463	48%	40%
Grants - capital	1,765	903	1,800	4,885	98%	36%
Contributions - monetary	18	9	19	19	98%	98%
Contributions - non monetary	-	-	-	-	0%	0%
Net gain (or loss) on disposal of property, infrastructure, plant and equipment	107	147	232	292	46%	37%
Share of net profits (or loss) of associates and joint ventures	-	-	30	30	0%	0%
Other income	801	222	515	910	156%	88%
<b>Total income</b>	<b>44,849</b>	<b>42,163</b>	<b>55,634</b>	<b>61,336</b>	<b>81%</b>	<b>73%</b>
<b>Expenses</b>						
Employee costs	11,047	10,321	20,520	21,103	54%	52%
Materials and services	8,987	10,685	22,480	26,436	40%	34%
Depreciation and amortisation	5,400	5,400	10,800	10,800	50%	50%
Amortisation - right of use assets	61	57	115	115	53%	53%
Bad and doubtful debts	-	1	2	2	0%	0%
Borrowing costs	29	26	53	53	55%	55%
Finance Costs - leases	26	-	49	49	53%	53%
Other expenses	812	1,131	2,063	2,184	39%	37%
<b>Total expenses</b>	<b>26,362</b>	<b>27,623</b>	<b>56,082</b>	<b>60,741</b>	<b>47%</b>	<b>43%</b>
<b>Surplus/(deficit) for the year</b>	<b>18,488</b>	<b>14,540</b>	<b>(448)</b>	<b>595</b>		
<b>Other comprehensive income</b>						
<b>Items that will not be reclassified to surplus or deficit in future periods</b>						
Net asset revaluation increment/(decrement)	-	-	-	-		
Share of other comprehensive income of associates and joint ventures	-	-	-	-		
<b>Total comprehensive result</b>	<b>18,488</b>	<b>14,540</b>	<b>(448)</b>	<b>595</b>		

Refer to the 'Operating Result' section of the Quarterly Budget Report for further operational analysis.

**Colac Otway Shire Council**  
**Balance Sheet**  
As at 31 December 2020

	YTD	Annual Budget	Annual Forecast
	\$'000	\$'000	\$'000
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	11,301	13,842	14,495
Trade and other receivables	25,768	2,897	2,673
Inventories	206	156	190
Other assets	480	273	329
<b>Total current assets</b>	<b>37,754</b>	<b>17,168</b>	<b>17,687</b>
<b>Non-current assets</b>			
Intangible assets	-	-	-
Right of use assets	863	1,152	748
Property, infrastructure, plant and equipment	354,481	322,784	358,448
Investments in associates, joint arrangements and subsidiaries	441	465	471
<b>Total non-current assets</b>	<b>355,786</b>	<b>324,401</b>	<b>359,667</b>
<b>Total assets</b>	<b>393,539</b>	<b>341,569</b>	<b>377,354</b>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade and other payables	3,747	4,237	5,749
Trust funds and deposits	701	585	724
Interest-bearing liabilities	146	142	142
Lease liabilities	105	110	100
Provisions	4,312	6,100	4,357
<b>Total current liabilities</b>	<b>9,011</b>	<b>11,174</b>	<b>11,072</b>
<b>Non-current liabilities</b>			
Interest-bearing liabilities	738	596	596
Lease liabilities	773	1,042	663
Provisions	9,005	8,555	9,005
<b>Total non-current liabilities</b>	<b>10,516</b>	<b>10,193</b>	<b>10,264</b>
<b>Total liabilities</b>	<b>19,527</b>	<b>21,367</b>	<b>21,336</b>
<b>Net assets</b>	<b>374,013</b>	<b>320,202</b>	<b>356,019</b>
<b>Equity</b>			
Accumulated Surplus	149,117	131,289	133,627
Reserves	224,896	188,913	222,392
<b>Total Equity</b>	<b>374,013</b>	<b>320,202</b>	<b>356,019</b>

Colac Otway Shire Council  
**Statement of Cash Flows**  
For 6 Months Ending 31 December 2020

	YTD Actual	Annual Budget	Forecast	YTD % Budget	Forecast
	Inflows/ (Outflows) \$'000	Inflows/ (Outflows) \$'000	Inflows/ (Outflows) \$'000	Inflows/ (Outflows) %	Inflows/ (Outflows) %
<b>Cash flows from operating activities</b>					
Rates and charges	13,238	32,065	32,770	41%	40%
Statutory fees and fines	366	598	594	61%	62%
User fees	2,962	5,818	5,296	51%	56%
Grants - operating	5,529	14,798	17,479	37%	32%
Grants - capital	1,765	1,800	4,885	98%	36%
Contributions - monetary	18	19	19	98%	98%
Trust funds and deposits taken/(paid)	(284)	(262)	(523)	109%	54%
Other receipts	800	516	910	155%	88%
Employee costs	(11,792)	(20,520)	(21,103)	57%	56%
Materials and services	(11,653)	(22,328)	(26,119)	52%	45%
Other payments	(812)	(2,063)	(2,184)	39%	37%
<b>Net cash provided by/(used in) operating activities</b>	<b>137</b>	<b>10,441</b>	<b>12,024</b>	<b>1%</b>	<b>1%</b>
<b>Cash flows from investing activities</b>					
Payments for property, infrastructure, plant and equipment	(4,931)	(10,170)	(14,287)	48%	35%
Proceeds from sale of property, infrastructure, plant and equipment	107	1,062	1,062	10%	10%
<b>Net cash provided by/(used in) investing activities</b>	<b>(4,824)</b>	<b>(9,108)</b>	<b>(13,225)</b>	<b>53%</b>	<b>36%</b>
<b>Cash flows from financing activities</b>					
Finance costs	(29)	(53)	(53)	55%	55%
Repayment of borrowings	(140)	(286)	(286)	49%	49%
Interest paid - lease liability	(12)	(49)	(49)	25%	0%
Repayment of lease liabilities	(29)	(115)	(115)	25%	0%
<b>Net cash provided by/(used in) financing activities</b>	<b>(210)</b>	<b>(503)</b>	<b>(503)</b>	<b>42%</b>	<b>42%</b>
Net increase (decrease) in cash and cash equivalents	(4,897)	830	(1,704)		
Cash and cash equivalents at the beginning of the period	16,198	13,012	16,198		
<b>Cash and cash equivalents at the end of the period</b>	<b>11,301</b>	<b>13,842</b>	<b>14,495</b>		

**COLAC OTWAY SHIRE COUNCIL**  
**SERVICE AREA REPORT**  
**For 5 Months Ending 31 December 2020**

The following analysis provides Council with detailed financial information for the Service Areas of Council.

**Notes**

1. Income is presented as a negative. Favourable variances will therefore be a negative.

2. The 'Actual' figure does not include commitments.

3. Inaccurate phasing results in unreliable YTD Forecast figures.

4. These are net figures for each service area.

Dept	Unit	Service
------	------	---------

SERVICE	Year to Date			Annual		Commentary
	Actual	Forecast	Variance	Budget	Forecast	
	\$	\$	\$	\$	\$	
<b>Chief Executive Office</b>						
<b>Chief Executive</b>						
03000 - Chief Executive Office Operations (WO)	261,150	279,774	(18,624)	573,062	533,062	The forecast reflects a \$40k favourable variance due to the 20/21 MAV membership being paid in 2019-20.
<b>Chief Executive Total</b>	<b>261,150</b>	<b>279,774</b>	<b>(18,624)</b>	<b>573,062</b>	<b>533,062</b>	
<b>Governance</b>						
03010 - Communications Operations (WO)	198,813	188,080	10,733	392,817	392,817	
03030 - Elected Members Support (WO)	140,595	197,094	(56,499)	394,200	394,200	
03320 - Governance Management Operations (WO)	189,758	348,736	(158,978)	641,318	685,792	Timing difference relating to the expenditure for VEC and LG Bill Implementation.
<b>Governance Total</b>	<b>529,166</b>	<b>733,910</b>	<b>(204,744)</b>	<b>1,428,335</b>	<b>1,472,809</b>	
<b>Chief Executive Office Total</b>	<b>790,316</b>	<b>1,013,684</b>	<b>(223,368)</b>	<b>2,001,397</b>	<b>2,005,871</b>	

**COLAC OTWAY SHIRE COUNCIL**  
**SERVICE AREA REPORT**  
**For 5 Months Ending 31 December 2020**

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Dept	Unit	Service
------	------	---------

SERVICE	Year to Date			Annual		Commentary
	Actual	Forecast	Variance	Budget	Forecast	
	\$	\$	\$	\$	\$	
<b>Corporate Services</b>						
<b>Assets, Borrowings, Overheads, Adjustments</b>						
01130 - Grants Commission Funding (WO)	(1,841,038)	(1,718,869)	(122,169)	(7,204,418)	(7,084,418)	The YTD variance is a timing issue. A permanent adjustment has been made in the forecast to reflect the FAGs funding being lower than originally budgeted.
01511 - Capital Works Income (WO)	(2,219,706)	(2,520,868)	301,162	(1,800,000)	(4,974,921)	Timing difference of grants received
01545 - Light Fleet Revenue (WO)	4,465	(280,890)	285,355	(562,000)	(562,000)	Timing difference relating to the disposal of plant
03055 - On-Cost Recovery	(306,176)	145,786	(451,962)	0	0	Timing difference - This includes the timing of Workcover invoicing and employee leave taken.
03121 - Loan Repayments	78,455	82,976	(4,521)	101,959	133,959	
03175 - VicRoads Operations (WO)	(20)	0	(20)	0	0	
03260 - Corporate Overheads (WO)	42,324	49,998	(7,674)	100,000	100,000	
19183 - Asset profit	0	414,996	(414,996)	830,000	830,000	Timing difference - This is impacted by the timing of asset disposals
19185 - Depreciation, Amortisation and revaluation	5,457,480	5,457,480	0	10,915,000	10,915,000	
<b>Assets, Borrowings, Overheads, Adjustments Total</b>	<b>1,215,784</b>	<b>1,630,609</b>	<b>(414,825)</b>	<b>2,380,541</b>	<b>(642,380)</b>	
<b>Corporate Services Management</b>						
03100 - Corporate Services Management (WO)	325,778	210,872	114,906	416,861	441,061	Timing difference - Working for Victoria funding received in excess of related expenditure.
03330 - Contracts and Procurement Operations (WO)	139,383	125,640	13,743	253,257	259,057	
<b>Corporate Services Management Total</b>	<b>465,161</b>	<b>336,512</b>	<b>128,649</b>	<b>670,118</b>	<b>700,118</b>	
<b>Financial Services</b>						
03110 - Property & Rates Operations (WO)	46,674	124,328	(77,654)	312,922	312,922	
03111 - Rates Revenue	(28,593,525)	(28,656,228)	62,703	(28,766,728)	(28,711,728)	
03115 - Financial Services Management (WO)	96,152	106,950	(10,798)	216,504	216,504	
03118 - Payroll Services (WO)	92,846	86,325	6,521	182,462	182,462	
03120 - Financial Control Operations (WO)	275,480	223,429	52,051	475,662	550,662	The forecast has been adjusted to reflect an expected decrease in investment income, due to the reduced Cash Rate.
<b>Financial Services Total</b>	<b>(28,082,373)</b>	<b>(28,115,196)</b>	<b>32,823</b>	<b>(27,579,178)</b>	<b>(27,449,178)</b>	

**COLAC OTWAY SHIRE COUNCIL**  
**SERVICE AREA REPORT**  
**For 5 Months Ending 31 December 2020**

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Dept	Unit	Service
------	------	---------

SERVICE	Year to Date			Annual		Commentary
	Actual	Forecast	Variance	Budget	Forecast	
	\$	\$	\$	\$	\$	
<b>Information Services</b>						
03140 - IT Services Operations (WO)	979,135	920,466	58,669	1,799,212	1,868,909	Timing difference - This is due to the timing of software and renewal licenses being different to budget.
03142 - Information Management Services (WO)	90,856	155,110	(64,254)	169,449	318,417	
03145 - GIS Operations (WO)	8,900	28,998	(20,098)	58,000	58,000	
03150 - Records Management Operations (WO)	155,486	347,901	(192,415)	514,611	692,919	Timing differences - Initiatives budgeted to have been further expended, including Municipal Management Software Remediation and the InmailX Project. Permanent differences - There are savings reflected in the December forecast adjustments (approx \$27k) due to timing of Trainee resourcing and delayed training due to COVID.
<b>Information Services Total</b>	<b>1,234,377</b>	<b>1,452,475</b>	<b>(218,098)</b>	<b>2,541,272</b>	<b>2,938,245</b>	

**COLAC OTWAY SHIRE COUNCIL**  
**SERVICE AREA REPORT**  
**For 5 Months Ending 31 December 2020**

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3. Inaccurate phasing results in unreliable YTD Forecast figures.
4. These are net figures for each service area.

Dept	Unit	Service
------	------	---------

SERVICE	Year to Date			Annual		Commentary
	Actual	Forecast	Variance	Budget	Forecast	
	\$	\$	\$	\$	\$	
<b>People and Culture</b>						
03160 - Human Resources Operations (WO)	143,615	217,808	(74,193)	414,173	366,220	Tmining difference with What We Stand For values invoicing. The forecasted recruitment costs have been reduced due to lower expenditure resulting from reduced employee turnover.
03162 - Organisational Development Operations (WO)	153,073	169,248	(16,175)	351,497	331,497	
03164 - PPC Management (WO)	5,000	9,724	(4,724)	10,850	15,150	
03165 - Risk Management Operations (WO)	323,210	305,761	17,449	653,015	454,023	The Forecast has been adjusted to reflect MAV Insurance above budget (\$30k), Councillor and Officer Liability Insurance above budget (\$35k) and Reimbursement of Legal Expenditure (\$284k).
03170 - Customer Service Operations (WO)	220,084	217,920	2,164	463,216	462,983	
04150 - Colac Visitor Information Centre Operations (WO)	(1,756)	46,395	(48,151)	103,948	68,948	Reduction in salaries due to VIC's extended closed. The impact of COVID on the VIC has been reflected in the forecast.
04155 - Great Ocean Road VIC Operations (WO)	120,040	113,458	6,582	240,547	257,547	
<b>People and Culture Total</b>	<b>963,266</b>	<b>1,080,314</b>	<b>(117,048)</b>	<b>2,237,246</b>	<b>1,956,368</b>	
<b>Corporate Services Total</b>	<b>(24,203,785)</b>	<b>(23,615,286)</b>	<b>(588,499)</b>	<b>(19,750,001)</b>	<b>(22,496,827)</b>	

**COLAC OTWAY SHIRE COUNCIL**  
**SERVICE AREA REPORT**  
**For 5 Months Ending 31 December 2020**

The following analysis provides Council with detailed financial information for the Service Areas of Council.

**Notes**

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2. The 'Actual' figure does not include commitments.

3. Inaccurate phasing results in unreliable YTD Forecast figures.

4. These are net figures for each service area.

Dept	Unit	Service
------	------	---------

SERVICE	Year to Date			Annual		Commentary
	Actual	Forecast	Variance	Budget	Forecast	
	\$	\$	\$	\$	\$	
<b>Development and Community Services</b>						
<b>Healthy Active Communities</b>						
03710 - Libraries (WO)	383,016	364,383	18,633	741,000	741,000	Timing difference - 2nd quarter contribution paid
03740 - Recreation Operations (WO)	172,735	160,106	12,629	250,212	290,212	Timing difference - OBRT Risk assessment budget adjustment & Apollo Bay Recreation Reserve (LRCI) ahead of budget
03750 - Family & Children`s Services Operations (WO)	(43,396)	4,934	(48,330)	121,885	90,661	Timing difference - Central Enrolment for Kindergaren funding received
03770 - Maternal & Child Health Operations (WO)	69,575	(37,542)	107,117	60,688	70,921	Timing difference - Dec Operating Grant income not completely received & additional employees required to cover leave.
03872 - Strategic Community Engagement (WO)	17,334	62,496	(45,162)	155,000	155,000	Timing difference - Project work payments to be processed in February 2021
04140 - Community Service Management Operations (WO)	99,622	190,732	(91,110)	207,738	425,274	Timing difference - The progress of the budgeted work relating to Aboriginal Community Development Healthy Stronger Babies & Community Activation and Social Isolation is behind expectations.
<b>Healthy Active Communities Total</b>	<b>698,886</b>	<b>745,109</b>	<b>(46,223)</b>	<b>1,536,523</b>	<b>1,773,068</b>	
<b>OPASS</b>						
03820 - Aged Care Management Administration (WO)	(1,368,432)	(401,564)	(966,868)	(707,764)	(668,833)	Timing difference relating to CHSP funding received early. The forecast reflects an adjustment for COVID 19 Emergency Meals funding.
<b>OPASS Total</b>	<b>(1,368,432)</b>	<b>(401,564)</b>	<b>(966,868)</b>	<b>(707,764)</b>	<b>(668,833)</b>	

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Dept	Unit	Service
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SERVICE	Year to Date			Annual		Commentary
	Actual	Forecast	Variance	Budget	Forecast	
	\$	\$	\$	\$	\$	
<b>Development and Community Services Management</b>						
04000 - Community & Development Services Management (WO)	166,080	146,367	19,713	309,446	309,446	
<b>Development and Community Services Management Total</b>	<b>166,080</b>	<b>146,367</b>	<b>19,713</b>	<b>309,446</b>	<b>309,446</b>	
<b>Economy and Business Enterprises</b>						
03350 - Colac Livestock Selling Centre Operations (WO)	(40,019)	(20,204)	(19,815)	(29,600)	(29,600)	There has been additional income received relating to truck washing
03735 - Leisure Centre Operations (WO)	631,742	678,119	(46,377)	936,394	1,062,507	The closure of leisure centres due to COVID-19 has been longer than expected. This unfavourable variance has been reflected in the forecast.
03880 - COPACC Management Operations (WO)	46,523	166,315	(119,792)	567,642	515,140	The favourable variance is a result of the closure due to COVID-19, as the impact was more favourable than expected - no staff or income from shows.
03910 - Events Operations (WO)	26,486	56,213	(29,727)	127,084	127,084	Australia Day event funding not budgeted. This is reflected in the December forecast adjustments.
03920 - Tourism Operations (WO)	131,394	153,746	(22,352)	216,494	216,494	Timing difference - Marketing & mailouts work not yet completed however budgeted for summer period
04170 - Economic Development Operations (WO)	347,808	619,343	(271,535)	1,155,138	1,321,720	Funding has been received in relation to outdoor eating requirements due to COVID-19. This has been reflected in the December forecast adjustments.
04175 - Airfield Operations (WO)	(5,848)	619	(6,467)	(1,210)	(1,210)	
<b>Economy and Business Enterprises Total</b>	<b>1,138,086</b>	<b>1,654,151</b>	<b>(516,065)</b>	<b>2,971,942</b>	<b>3,212,135</b>	

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<b>Planning, Building and Health</b>						
04005 - Strategic Planning Operations (WO)	267,109	404,472	(137,363)	260,704	624,495	Timing differences - Cutting Red Tape, J Barry Road Industry Development & Apollo Bay Harbour Developments works behind budget.
04007 - Planning Building & Health Management (WO)	367,838	285,902	81,936	458,426	624,814	Operating Projects - Colac Civic Precinct & Erosion Management Overlay Mapping works ahead of schedule
04010 - Statutory Planning Operations (WO)	161,647	186,942	(25,295)	406,161	406,161	Additional town planning fees income above budget
04015 - Planning Compliance (WO)	53,355	50,996	2,359	107,584	107,584	
04020 - Building Services Operations (WO)	24,950	113,236	(88,286)	201,475	238,475	Timing differences - Building survey invoices for December 2020 still to processed and swimming pool compliance income ahead of budget.
04100 - Public Health Operations (WO)	214,579	263,871	(49,292)	509,467	503,467	Timing differences - Domestic Wastewater Management Plan works due in warmer months.
<b>Planning, Building and Health Total</b>	<b>1,089,478</b>	<b>1,305,419</b>	<b>(215,941)</b>	<b>1,943,817</b>	<b>2,504,996</b>	
<b>Development and Community Services Total</b>	<b>1,724,098</b>	<b>3,449,482</b>	<b>(1,725,384)</b>	<b>6,053,964</b>	<b>7,130,812</b>	
<b>Disaster Recovery</b>						
<b>Flood</b>						
06070 - Disaster Recovery Events (Bushfire) (WO)	0	0	0	0	0	
06090 - Disaster Recovery Events (Flood) (WO)	0	0	0	0	0	
<b>Flood Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Disaster Recovery Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

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<b>Environment and Infrastructure Services</b>						
<b>Arts and Leisure</b>						
03745 - Arts & Leisure Management (WO)	3,819	49,353	(45,534)	103,550	15,000	OBRT Risk Assessments taking place
<b>Arts and Leisure Total</b>	<b>3,819</b>	<b>49,353</b>	<b>(45,534)</b>	<b>103,550</b>	<b>15,000</b>	
<b>Assets and Project Delivery</b>						
03205 - Infrastructure Development (WO)	250,441	184,754	65,687	391,501	385,726	Timing Difference - Income will be received later than forecasted.
03305 - Asset and Project Delivery Management (WO)	59,219	72,473	(13,254)	149,345	154,345	
03310 - Project Delivery (WO)	317,538	287,338	30,200	461,288	554,965	Allocation of Communsura Invoice needs to occur and the movement of the costs for the Birregurra Drainage Strategy.
03340 - Asset Management (WO)	425,439	389,645	35,794	815,627	835,627	Timing Difference - There are a number of Operating Projects that are not as far progressed comparatively to forecast.
03345 - Strategic Property Management (WO)	94,634	117,449	(22,815)	100,216	184,216	Timing Difference - Timing of delivery of operating projects due to be completed in the second half of the year.
04038 - Standpipe Management Operations (WO)	1,631	4,020	(2,389)	8,500	8,500	
<b>Assets and Project Delivery Total</b>	<b>1,148,902</b>	<b>1,055,679</b>	<b>93,223</b>	<b>1,926,477</b>	<b>2,123,379</b>	

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<b>Environment and Community Safety</b>						
03415 - Landfill Management (WO)	104,155	90,183	13,972	185,016	185,016	
04037 - School Crossing Supervision Operations (WO)	37,991	(7,194)	45,185	73,431	60,431	Time difference - grant income behind forecasted phasing.
04040 - Local Laws Operations (WO)	253,996	251,447	2,549	403,765	403,765	
04060 - Environment Operations (WO)	229,486	293,111	(63,625)	471,022	606,746	Timing difference - Pests & weeds and Street Lighting projects behind forecasted timing.
04065 - Environment & Community Safety Management (WO)	9,766	95,917	(86,151)	200,671	0	Timing difference - Phasing not reflective of expenditure timing.
04085 - Emergency Management Operations (WO)	426,231	475,770	(49,539)	952,543	1,242,214	Timing difference - Phasing not reflective of expenditure timing.
<b>Environment and Community Safety Total</b>	<b>1,061,625</b>	<b>1,199,234</b>	<b>(137,609)</b>	<b>2,286,448</b>	<b>2,498,172</b>	

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	Actual	Forecast	Variance	Budget	Forecast	
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<b>Environment and Infrastructure Services Management</b>						
03200 - Environment & Infrastructure Services Management (WO)	170,732	154,059	16,673	325,969	325,969	
03206 - City Deals Project (WO)	(602,143)	98,634	(700,777)	0	0	Timing difference - Tracking as per the project plan and funding agreement, which varies from the budgeted phasing.
<b>Environment and Infrastructure Services Management Total</b>	<b>(431,411)</b>	<b>252,693</b>	<b>(684,104)</b>	<b>325,969</b>	<b>325,969</b>	
<b>Services and Operations</b>						
03240 - Parks, Gardens and Open Space Maintenance (WO)	653,756	1,165,741	(511,985)	2,318,500	2,388,500	The forecasting needs to be updated to reflect where the actual reactive works were completed and the timing of various works.
03274 - Transport Infrastructure Maintenance (WO)	2,312,830	1,906,976	405,854	4,035,024	4,035,024	
03550 - Plant Operations (WO)	(59,542)	(31,192)	(28,350)	(66,000)	(66,000)	The allocation of resources differs from the budget, as it is unknown which reactive works will be required when completing the budget (e.g reactive works were budgeted for Open Space Maintenance, although were actually required in Transport Infrastructure Maintenance).
03551 - Plant Operations (GL Only)	(689,917)	(696,603)	6,686	(1,236,440)	(1,236,440)	
03570 - Services & Operations Depot (WO)	690,631	487,676	202,955	940,499	993,599	Timing of invoice in arrears is causing this variance, as the Actual reflects three month of invoicing.
03410 - Waste Management Administration (WO)	196,631	381,645	(185,014)	768,829	768,829	
03411 - Waste Services (Garbage Charge Income) (WO)	(3,084,561)	(3,134,078)	49,517	(3,140,580)	(3,140,580)	
03420 - Domestic Refuse Collection (WO)	659,759	830,684	(170,925)	1,757,691	1,757,691	
03431 - Transfer Station Operations (WO)	612,194	567,620	44,574	1,201,063	1,201,063	Timing difference - This has an unfavorable variance due to a number of items being completed earlier in the year than expected.
03490 - Buildings Maintenance & Operations (WO)	606,392	427,452	178,940	904,450	904,450	
<b>Services and Operations Total</b>	<b>1,898,173</b>	<b>1,905,921</b>	<b>(7,748)</b>	<b>7,483,036</b>	<b>7,606,136</b>	
<b>Environment and Infrastructure Services Total</b>	<b>3,681,108</b>	<b>4,462,880</b>	<b>(781,772)</b>	<b>12,125,480</b>	<b>12,568,656</b>	

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<b>Port of Apollo Bay</b>						
<b>Capital Works</b>						
37510 - Apollo Bay Harbour Capital Works (WO)	97,780	197,498	(99,718)	0	284,996	
<b>Capital Works Total</b>	<b>97,780</b>	<b>197,498</b>	<b>(99,718)</b>	<b>0</b>	<b>284,996</b>	
<b>Port Administration</b>						
33550 - Apollo Bay Harbour Major Plant Operation Cost	2,436	0	2,436	0	0	
35510 - Apollo Bay Harbour Admin (WO)	(577,758)	(555,914)	(21,844)	16,907	(93,093)	
<b>Port Administration Total</b>	<b>(575,322)</b>	<b>(555,914)</b>	<b>(19,408)</b>	<b>16,907</b>	<b>(93,093)</b>	
<b>Port of Apollo Bay Total</b>	<b>(477,542)</b>	<b>(358,416)</b>	<b>(119,126)</b>	<b>16,907</b>	<b>191,903</b>	
<b>Total</b>	<b>(18,485,805)</b>	<b>(15,047,656)</b>	<b>(3,438,149)</b>	<b>447,747</b>	<b>(596,585)</b>	

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