



Quarterly Performance Report 2020/21

**Third Quarter
1 January - 31 March 2021**



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 undertaking 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

Community engagement and extensive consultation to enable Colac Otway Shire Council to undertake long-term strategic planning has been the focus of the third quarter of the 2020-21 financial year.

Development of 2021-22 Budget; the progress of about 60 infrastructure projects; advocacy to address housing shortages, particularly key worker and affordable housing; and the ongoing COVID response and recovery have also been among the priorities of Council from January to March.

Council recognised the significant achievements of local residents during its annual Community Award presentation on Australia Day, including Colac Otway's Citizen of the Year 2021 Shane Vicary who established the Colac Community Leadership Group and united the community to 'Keep Colac Safe' during the pandemic outbreaks.

Bonni McLaren was named Colac Otway's Young Person of the Year, Harold Cockerell was recognised for his Community Service, Harry Salmon for Services to Sports, and members of The Colac Makers' Space were recognised for their service to Arts.

Council also formally launched Colac Otway's Buy Local Campaign "Together We Are Colac Otway – Shop Eat Play Stay" in January following the early release of locally-filmed videos promoting Christmas shopping in December.

The support package for local businesses included a social media webinar and the release of a campaign toolkit for traders to use across Facebook and Instagram, promoting their own businesses, community pride and the benefits of shopping local.

Despite a positive start to the year and pandemic recovery, the COVID pandemic continued to cause angst with a five-day lockdown forcing the closure of businesses, schools, and council's public-facing services in February.

A majority of Council operations were able to continue during the brief lockdown and by the end of the quarter, most staff had returned to the workplace and any unexpectedly delayed activities were quickly rescheduled, including the 2050 Community Vision Roadshow.

Councillors and officers visited communities across the shire to gather views on key issues, services and direction, and residents were also encouraged to complete a survey, to inform the development of

Colac Otway's 2050 Vision.

As the next step in our deliberative engagement process, Colac Otway has started the process of establishing a 24-member panel of community members to guide Council's future strategic planning including our 2050 Community Vision.



Feedback was also sought to assist with the development of a Waste Management Strategy, gauge public support for outdoor dining "parklets" at Apollo Bay, consider community satisfaction with Council, and determine views on the revised Road Management Plan.

Colac Otway's advocacy focus has been on addressing the shire's housing shortage in Colac and Apollo Bay, and the closely linked worker shortage, with hospitality and major industries struggling to fill job vacancies.

Council has applied for funding through the Federal Government's Building Better Regions program to undertake stage one of the Elliminny Wetlands Project, which would assist in the development of about 300 housing lots, improve stormwater quality and provide water for nearby sporting facilities.

Council has gained the support of local MPs, water authorities and Colac Turf Club for the project and raised the importance of the project with State Government representatives.

Colac Otway Shire has also agreed to develop a preferred residential development model for Council-owned land in Colac's Bruce Street so it can be sold, with the intent to provide a number of blocks for key worker and social/affordable housing.

Council's Economic development team continued its work with businesses and investors to support pandemic recovery and growth, while also welcoming the announcement that Colac's Target store would become a K-Hub.

Council ended the quarter with about 60 infrastructure projects nearing completion or underway, including those funded under rounds 1 and 2 of the Federal Government's Local Roads and Community Infrastructure program.

Two major redevelopment projects which experienced significant delays during 2020 – the Central Reserve Netball Courts and Colac Regional Velodrome – were both completed and reopened to their respective sporting groups during the quarter.

The Central Reserve Netball Courts redevelopment was delayed by more than eight months with significant additional costs due to the discovery of the old swimming pool shell and unsuitable "fill". Competition-grade lighting at the courts and the oval were installed at the start of the project however the resealing of the two courts and installation of tiered seating could not be completed until major excavation to stabilise the sub-base.

The project was completed in time for the start of the 2021 netball and football season, with night football and netball games scheduled in Colac for the first time in April.

An unsatisfactory seal on a section of the Velodrome last year required the contractor to return during the quarter to rectify the issue, with Colac Cycling Club now able to use the track.

Council awarded the contract to supply and install equipment for the new Memorial Square Playspace following a Council decision to allocate additional funding to the important community project, following an increase in estimated costs.

Colac Otway Shire Council is set to take ownership of almost 4.5 hectares of the former Colac High School site from the Department of Education and Training for community use.

Council has agreed to purchase two hectares, in addition to a 2.483 hectare parcel of land which the Department is transferring to Council at no cost as an open space contribution in the rezoning process for several former school sites.

Colac Otway's transition from Corangamite Regional Library Corporation to Geelong Regional Library Corporation is progressing well, with confirmation that all staff will be offered positions with the new library service provider.

An advocacy plan to raise awareness of the impact

of noxious weeds across the shire and concerns regarding the lack of enforcement by the State Government commenced in late March.

Council committed to writing to the State Government about these concerns, raise the issue at the MAV State Conference and speak to Ministers and MPs about noxious weed management.

Numbers and prices were good at Colac Regional Saleyards' annual Weaner Sales, which attracted thousands to the yards and additional buyers from across Australia thanks to the new online auction initiative trialled in late 2020.

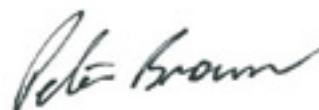
A diverse range of apprenticeships and traineeships across several Council departments, from Economic Development to Services & Operations, were offered during the quarter, continuing Council's efforts to offer career opportunities for young people in the shire.

I have advised Councillors and community of my intention to resign from the position as Chief Executive of Colac Otway Shire, effective towards the end of July 2021, dependant on the appointment of a new CEO.

I believe I will leave Colac Otway Shire well positioned to plan for growth and development and respond to community expectations as Council and community continues its pandemic recovery.

Council has committed to supporting the State Government's COVID19 vaccination awareness campaign, and supporting Colac Area Health and Great Ocean Road Health with the rollout of vaccinations as required for the benefit of our shire community.

The fast pace of the third quarter and focus on community engagement and advocacy will continue during the final quarter of 2020-21, and I encourage the community to take every opportunity on offer to be part of planning for Colac Otway's future.



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 graph below displays the Council Plan actions (Council Plan 2017-2021 – Revised 22 July 2020) by progress status category.

The majority of actions fall into one of following categories: 'on track' or 'ongoing'.

Of the 77 Council Plan actions one requires further resources to be implemented. Another action has been impacted by COVID-19 and consequently has been temporarily put on hold.

To date 16% of the current Council Plan actions have been completed.



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

Our Prosperity

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.	75.00	 ON TRACK
The Colac 2050 Growth Plan completed in 2018 establishes growth areas for Colac/Elliminty and officers are seeking funding from the State Government to commence an Outline Development 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 finalizing 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.		

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

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.	75.00	 ON TRACK
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 an Outline Development 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. A draft Social Housing Plan for Colac Otway Shire is being presented to the May 2021 Council meeting for public exhibition.		

Action	% Complete	Status
1.1.4 Identify and improve tourism assets across the Shire.	Ongoing	 MONITOR

This significant piece of work will require funding to complete. Other updates include:

- Pre-planning work on City Deal projects (Kennett River Tourism Infrastructure Plan, Apollo Bay to Skenes Creek Coastal Trail and Apollo Bay Harbour Development Plan) have progressed in preparation for works in 2021/22.
- Work is also occurring to finalise the preplanning studies the Forrest Mountain Bike Revitalisation Project. The project has received \$2.32M (\$500k Regional Infrastructure Fund, \$250k Colac Otway Shire and DELWP \$1.57M). These funds will be used to construct new trails infrastructure and rework existing trail and infrastructure at Forrest Southern Trail network in 2021/22.
- In February 2021, Wildlife Wonders in Apollo Bay open its doors to the public. This is a significant project for our region, which will assist the local economy and overnight visitation in Apollo Bay.

The Great Ocean Road Coast and Parks Authority (Coastal Authority) officially commenced on 1 December 2020, providing a single, dedicated body to manage the region's public land, beaches, national parks, tourism operations and accommodation. The Coastal Authority sees the transfer of responsibilities from the Great Ocean Road Coast Committee (GORCC) and the Otway Coast Committee (OCC), with further coastal Crown land from Torquay to Warrnambool being progressively transferred to the organisation over several years. The Victorian 2020/21 Budget provided \$47.5 million to improve visitor infrastructure and support the Great Ocean Road management reforms, while boosting jobs across the region. This includes:

- \$18.3 million to deliver upgrades to visitor facilities such as toilets, caravan parks, viewing platforms, trails, beach access and car parking

Our Prosperity

Action	% Complete	Status
<ul style="list-style-type: none"> - \$23.8 million for a coastal walking trail from Fairhaven to Grey River - \$3.4 million for management reforms including development of a strategic framework plan for future use, protection and development of land across the broader region and support for Traditional Owners to develop opportunities to share economic benefits within the Great Ocean Road Coast and Parks. 		

Action	% Complete	Status
<p>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.</p> <p>A draft 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 & 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 CIP has been delayed by Department of Transport's request for Council to prepare a Movement & Place Assessment concerning proposed traffic management changes for the Great Ocean Road, and officers are seeking to gain DELWP support for initiatives relating to foreshore land. Work is continuing with the aim of reporting the draft CIP to the July Council meeting.</p>	75.00	 ON TRACK

Action	% Complete	Status
<p>1.1.6 Attract investment to implement key master plans that will drive economic growth such as the Lake Colac Foreshore Master Plan.</p> <p>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.</p>	Ongoing	 MONITOR

Action	% Complete	Status
<p>1.1.7 Remove unnecessary planning triggers to streamline planning processes.</p> <p>Amendment C102 which removed redundant Environmental Significance Overlays at Colac, Elliminnyt and in the Warriorn 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 mid-2021.</p>	75.00	 ON TRACK

Our Prosperity

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
COVID-19 had a significant effect on tourism in our region, however, due to high intrastate domestic visitation; the 2020/21 peak season has been busy for local business. Council has continued its tourism promotion activities in partnership with, and aligned with the strategies of, local trader Associations and businesses, Great Ocean Road Regional Tourism and Visit Victoria.		

Action	% Complete	Status
1.2.10 Identify and support employment in tourism.	Ongoing	 MONITOR
COVID-19 caused a significant downturn of the tourism industry in 2020. Council has continued support tourism operators and assist them with accessing government support. In addition, Council has facilitated the expansion of outdoor dining throughout the shire, with a particular emphasis on Apollo Bay and has partnered with Great Ocean Road Regional Tourism and Visit Victoria to market our tourism regions. A key challenge for our region is affordable housing and staff shortages. This issue has exacerbated by COVID -19, however, Council is working with regional stakeholders, local businesses and trader associations to create some short and long -term solutions.		

Action	% Complete	Status
1.2.11 Explore options to facilitate new tourism accommodation	75.00	 ON TRACK
An assessment of accommodation opportunities for Colac is currently being 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.		

Our Prosperity

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.		

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. Grant management is now proactively reported to the Executive Management Team on a monthly basis.		

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 Group. Council is 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.		

Our Prosperity

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 during the interim management arrangements and is seeking involvement as the appointed Board and CEO plan the future of the Authority.		

Our Places

Action	% Complete	Status
2.1.1 Develop and implement a Property Strategy.	25.00	 MONITOR
This has been scoped and a document framework prepared with the intention is to develop internally. Draft in progress.		

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.	75.00	 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.	75.00	 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 and compliance with the environmental aspects of the Planning and Environment Act.		

Our Places

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
Ongoing discussions are held with the Great Ocean Road Coast and Parks Authority, which is the management authority for much of the open space in our coastal areas. Site specific discussions include the development of the Apollo Bay Recreation Reserve and Camping Ground Master Plan.		

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.	Ongoing	 MONITOR
A draft Community Infrastructure Plan is being finalised for Apollo Bay, Marengo and Skenes Creek. A program of reviewing existing small town plans on a rotational basis was put on hold during 2020 and early 2021 due to the impact of COVID-19. The implementation of City Deal is progressing well and within agreed time frames. There are no funds in the current budget to review small town structure plans.		

Action	% Complete	Status
2.3.10 Incorporate treatments into infrastructure standards that enhance community perceptions of safety.	Complete	 COMPLETED
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 1-3. Where 1 is the highest standard and 3 is the lowest service standard. Routine cleaning of the CBD footpaths in Colac is now undertaken and implemented. Apollo Bay CBD footpaths are cleaned bi-annually and by exception throughout the year. Paths were cleaned in December 2020 prior to the tourist influx and this activity is now provided by Services and Operations with specialised equipment to improve quality and cost effectiveness. Prior to Easter Services and Operations delivered the second annual clean in Apollo Bay.		

Our Places

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>Progressing and completing projects successful in receiving funding continues. Completed projects include the Elliminnyt Recreation Reserve velodrome resurfacing and the Central Reserve Oval Lighting and Netball Courts Redevelopment. Works continue to develop the documentation required to implement and commence onsite construction for the Memorial Square Playspace and Cororooke Open Space Path and Playspace.</p> <p>Funding applications have been submitted to SRV for consideration including Colac Otway Cricket Pitch Upgrades, Colac Otway Sports Lighting Upgrades across 6 sites (Colac Lawn Tennis Club, Lake Oval (Colac Cricket Ground), Irrewillipe Recreation Reserve, Alvie Recreation Reserve, Warrowie Recreation Reserve and Gellibrand Recreation Reserve) and a lighting upgrade for the Birregurra Recreation Reserve oval.</p> <p>OBRT landowner licence agreements have been signed and executed, and returned to landowners for 9 of the 11 landowners where the OBRT traverses private land. Agreements include new insurance terms covering landowners.</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>New footpath projects across the Shire have been identified and prioritized based on the Active Transport Strategy recommendations and strategic footpath connections. New footpaths/shared paths are constructed where funding allocations allow. A number of new footpaths have been constructed through the Local Roads and Community Infrastructure funding allocation.</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	
Action completed in 2019/20		

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.	60.00	 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>		

Our Places

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. Council's Fire Awareness Officer, works closely with land owners to reduce fuel loads and elevate risk of fire on the land. 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.	75.00	 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. While it's unlikely that RRV will receive funding for the LED streetlight program, Council is in process for Council approval to redistribute these funds and add more funding to replace the current gas boilers at Bluewater to electric heat pumps. The replacement of these boilers to further reduce Council's carbon emissions.

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.

Our Places

Action	% Complete	Status
2.4.23 Enhance and protect biodiversity through weed control and revegetation.	75.00	 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. Council is in the process of updating the Environment Strategy ensuring alignment with Government and community expectation.		

Action	% Complete	Status
2.5.25 Develop a system of capital allocations based on Asset Management Plans.	Ongoing	 MONITOR
A draft Capital Allocation Policy is currently under development.		

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 reported to EMT monthly and 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.		

Our Places

Action	% Complete	Status
2.6.30 Education, joint planning and preparations undertaken to prepare for climate related threats and emergencies.	75.00	 ON TRACK
Council continues to work with a range of organisations (e.g. DELWP, CFA, SES, DFFH) 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.		

Our Community

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.	Complete	
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 and State Sporting Associations to provide support and necessary information for our local organisations supporting our community. External funding opportunities are distributed to Council's Recreation Database as grants become available.		

Action	% Complete	Status
3.3.5 Provide opportunities for lifelong learning and community connections through library programs.	50.00	 ON TRACK
The transition from CRLC to GRLC is on track to be completed by the deadline of June 30. Council's relationship with the GRLC will offer considerably enhanced programs for children through to seniors.		

Action	% Complete	Status
3.3.6 Support for community groups.	Ongoing	 MONITOR
The Recreation and Open Space team has done considerable work helping clubs get back into competitive sport, which includes giving advice on COVID safe plans and activities. CDFLNA successfully recommended the weekend of 17 April 2021. Community groups are also being supported wherever required.		

Our Community

Action	% Complete	Status
3.4.7 Deliver programs through the Bluewater Centre that promote physical activity in the shire.	Ongoing	 MONITOR
<p>Since recommencing operations following COVID closures, Bluewater's Swim School program has increased significantly to almost 500 enrolments. To accommodate this increase, Bluewater has successfully able to recruit several new swim teachers to accommodate this number.</p> <p>With the reopening under heavy restrictions regarding numbers in the pool and gym, membership re-signing was slow. During the quarter, membership numbers have continued to increase as COVID restrictions eased, with membership numbers at around 1,700 at the end of March.</p> <p>Furthermore, exercise classes were in higher demand as restrictions eased, with numbers quickly growing to capacity.</p> <p>Aqua programs restarted in early February. The demand for these classes has been strong and shows the eagerness of our older community members to stay active.</p>		

Action	% Complete	Status
3.4.8 Build capacity of local sports groups in promoting healthy eating and physical activity.	Ongoing	 MONITOR
No new work has commenced with this action.		

Action	% Complete	Status
3.4.9 Encourage more people to participate and be inclusive of others.	Ongoing	 MONITOR
Progress includes ongoing work with the Multicultural Committee, and a financial contribution to Diversitat's Homework Club.		

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
This has been scoped and a document framework prepared with the intention is to develop internally. Draft in progress.		

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
Beginning Steps has been extended to December 2021 and continues with its work now COVID restrictions have been lifted. Plans are in place for a Youth Summit that will elevate the voices of young people in our community as part of the engagement process for the Community Vision.		

Our Community

Action	% Complete	Status
3.6.1.1 Update social infrastructure planning on a continuing basis to guide asset planning	50.00	 ON TRACK
Work is about to commence on early years infrastructure planning which will inform our decision making on kindergartens, maternal and child health and other early years buildings in the future. Officers will also investigate opportunities to prepare a Public Halls and Social Infrastructure Strategy in 2021/22 subject to resource availability.		

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. Council have reviewed and discussed the 2021/22 draft budget at a workshop on 17 March. This will be presented to Council in April. 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>The proactive management of grants has ensured opportunities are identified in a timely manner.</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 show that four of the seven financial indicators published by the Victorian Auditor General to be low, with Internal Financing and Capital Replacement being medium risk and adjusted underlying result being high risk.</p>		

Action	% Complete	Status
4.2.5 Ensure where ever possible decisions are debated and made in open Council meetings.	75.00	 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. No items of business have been considered in closed session during Q3.</p>		

Our Leadership & Management

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.	75.00	 ON TRACK
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 the period October - December 2020 was accepted by Council at its Ordinary Council Meeting on 24 February 2021.		

Action	% Complete	Status
4.2.7 Organisational development and legislative compliance	Ongoing	 MONITOR
<ul style="list-style-type: none"> - Wide Area Network (WAN) project is almost completed with the remaining site being the Port of Apollo office. The current NBN service does not have sufficient bandwidth, as a result, an FTTP technology change application has been submitted to NBN Co. NBN works is on-hold pending Cultural Assessment for Port Site changeover. A decision made by EMT to not proceed with Whelan Street Apollo Bay Site after consultation with Apollo Bay Community Groups. Any future changes and Improvements to ICT infrastructure at Whelan Street site will be made in consultation with Apollo Bay Community Groups. - A Final Draft Disaster Recovery (DR) Plan was presented to EMT, SLT, Audit and Risk Committee in February 2021. With last remaining action to develop a DR test plan. - Citrix Virtualization Environment has been completed - updated to cater for secure way for Staff to WFH due to COVID-19. Additional hardware has now been installed to allow for key staff to access Citrix Environment secure remote service in event of Disaster Recovery scenario. - Online Infringements Payments facility for the community has been completed and available. - Procure to pay project has commenced with target implementation by next quarter. - Online facility to register new animals will commence by next quarter. - Upgrade project of key ICT infrastructure – Email Server has commenced migration from on premise to cloud environment. - GIS shared service team work is ongoing with a new approved 2 year MOU agreement 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. - Implementation of Victorian Protective Data Security Standards (VPDSS) commenced – Awaiting 21/22 Business Case commencement in order to complete Step 3, security risk assessment report. - Information Asset Register (IAR) data collection work has been completed. - Shared Network Drive restrictions completed – exemptions identified & migration of records commenced. - Teamware Library software closure commenced in order to decommission legacy software – in-house script developed for record migration. - Electronic document and records management system upgrade project has been completed at end of February 2021. 		

Our Leadership & Management

Action	% Complete	Status
4.3.8 Support organisational development to ensure key organisational capability areas support the organisation to deliver on Council priorities.	80.00	 ON TRACK
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. The organisation has commenced the development of a Workforce Plan and a Gender Equity plan to guide decision making and respond to the needs of Council and the Community.		
4.3.9 Manage our risk exposure, including providing a safe working environment where "Work Health and Safety is everyone's business"	80.00	 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. There has been an increased focus on risk and the development and implementation of new policies including, Sun Protection, Drug and Alcohol and a heat procedure.		
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
No service reviews have been undertaken in 2020/21 as funds were reallocated in response to COVID. The draft 2021/22 Budget includes a funding allocation for service reviews of Services and Operations and the Colac Regional Saleyards.		
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. Local content for LRCI funded projects being increased to 8%. Meeting with local contractors to discuss opportunities on a monthly basis. Trades breakfast being organised for June 2021.		
4.4.12 Develop partnerships to procure services and materials on a regional basis.	Ongoing	 MONITOR
The Local Government Act 2020 calls for procurement partnerships where appropriate and this is incorporated into the review of the Procurement Policy as per the transition requirements of the 2020 Act. Meetings scheduled with local businesses to discuss procurement opportunities.		
4.5.13 Review the Community Engagement Policy to guide council decision making	Complete	
Community Engagement Policy was adopted, is on our website and now operational.		



Planning & Building Performance Report

Planning Performance

The number of applications received in March (51) was approximately double the average normally received in a month, with 107 received for the quarter, an 11% increase on the December quarter. The level of planning permit activity therefore continues to remain strong following high levels of activity in the second half of 2020.

With 301 applications received for the financial year to date, this represents an increase of incoming permit applications of 30% from the 308 received in the 2019/20 financial year.

This is having, and will continue to have for some months, a significant impact on the planning team workload.

The number of applications determined for the quarter (54) was significantly lower than the 107 received, but comparable to the 61 applications determined for the same quarter in 2020.

Officers are seeking to use contractor resources to ensure that processing times are not unreasonably impacted by the extra workload.

The number of applications determined in the 60 day statutory time frame of 64% for the March quarter is less than the aspirational benchmark of 85% but is a direct result of the significantly higher team workload (as identified above).

The result is comparable to the quarterly result for the Rural Average (67%), indicating that the high levels of permit activity are being experienced across regional Victoria and impacting on Council services more broadly.

Council's result is more favourable than the Peri-urban councils average of 54%.

100% of VicSmart applications were determined in the 10 business day statutory time frame, this being achieved 3 out of the last 5 months, which is a positive result. It again compares favourably to the Rural Average (77%) and Peri-urban councils (67%).

The median days for processing planning applications in the March quarter (75 days) is above the aspirational benchmark of 40 days and reflects the high level of workload with increased permit activity, but it compares favourably to the Rural Average (76 days) and the Peri Urban councils (105).

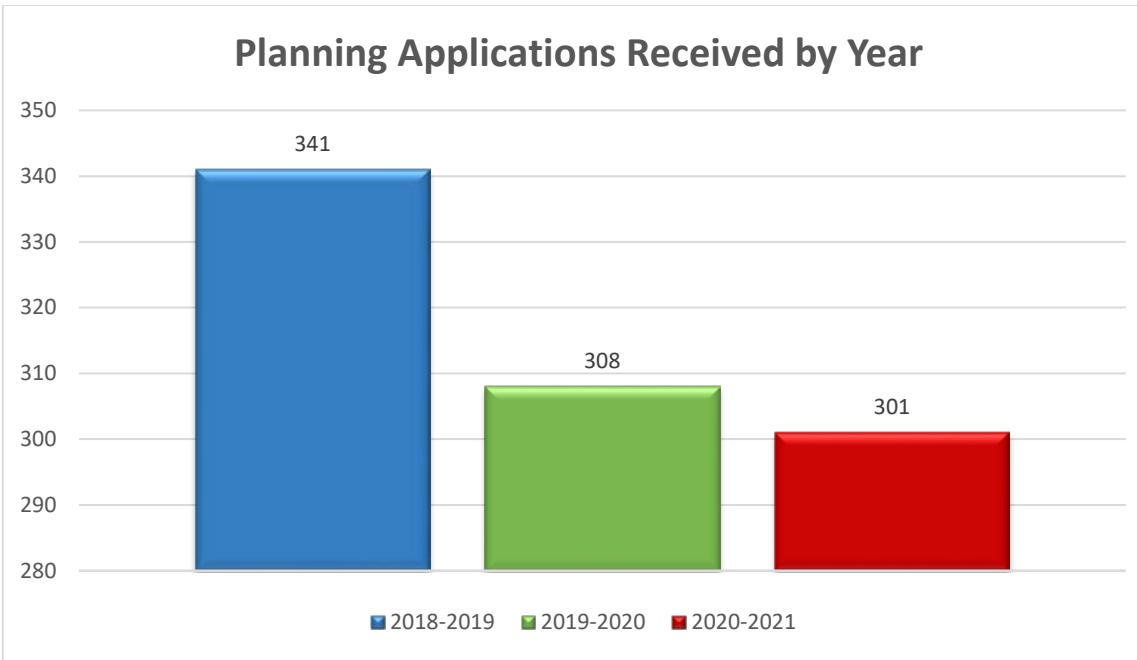
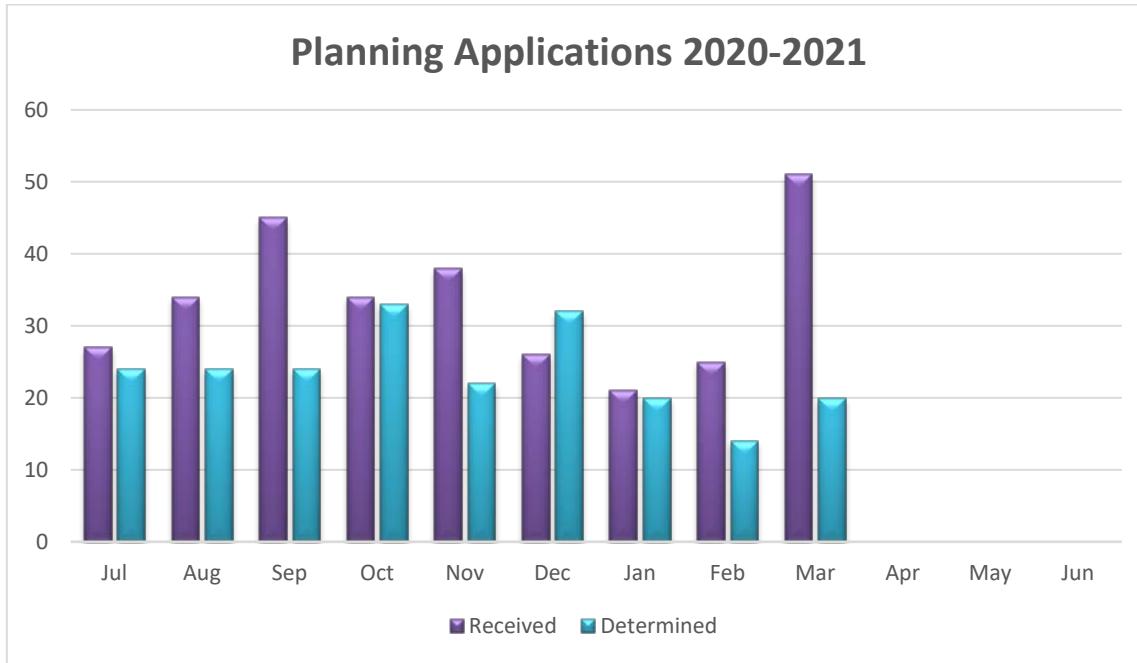
Building Performance

The high number of building notices/orders issued in February reflects the enforcement work undertaken by Council concerning swimming pools and barriers that did not comply with State Government regulations when the new swimming pool registration applications were received late in 2020.

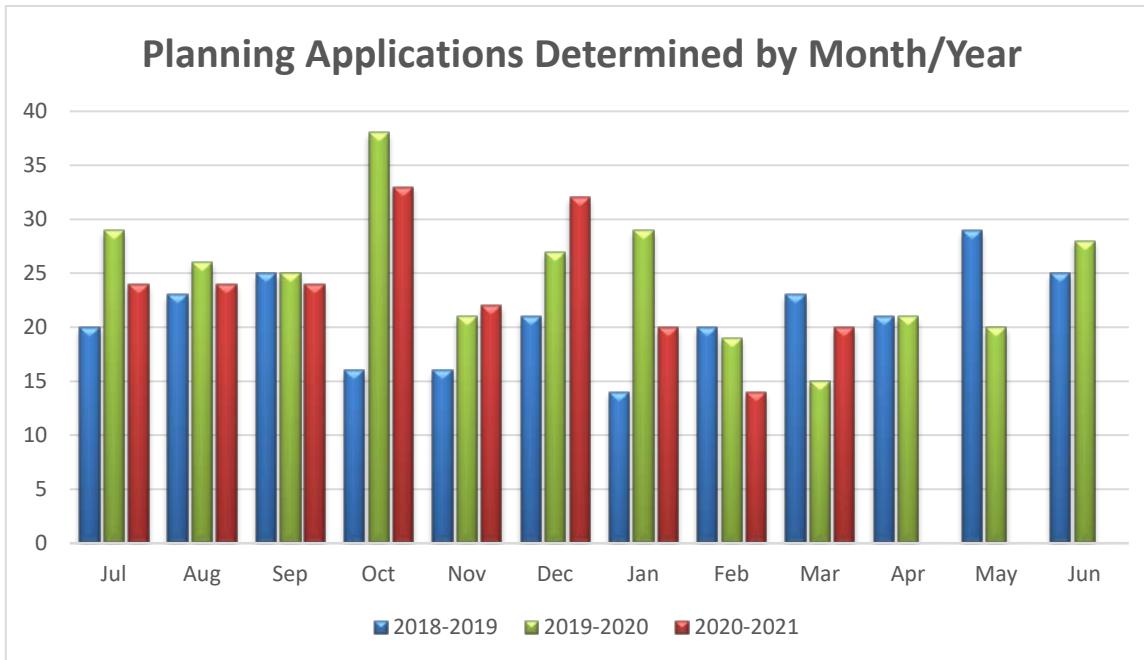
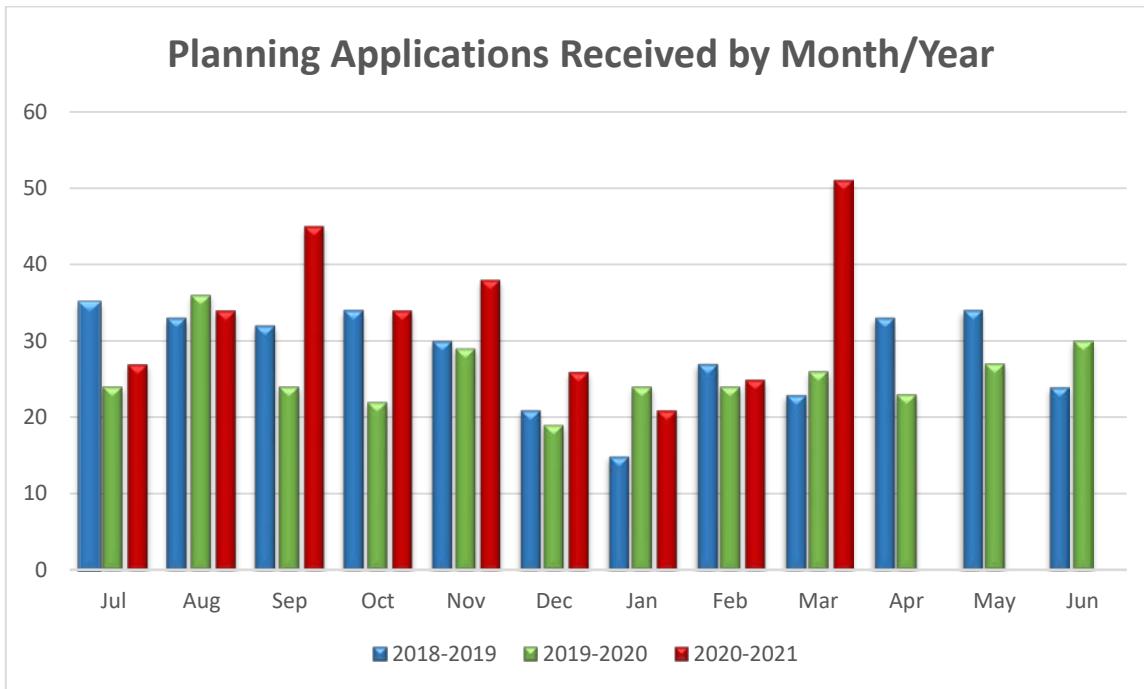
Staff have audited a number of pools to check for compliance, and been required to follow this up with instructions to make repairs and undertake works to achieve compliance.

Most pools and spas are now registered in accordance with the Regulations.

PLANNING & BUILDING REPORTING March 2021

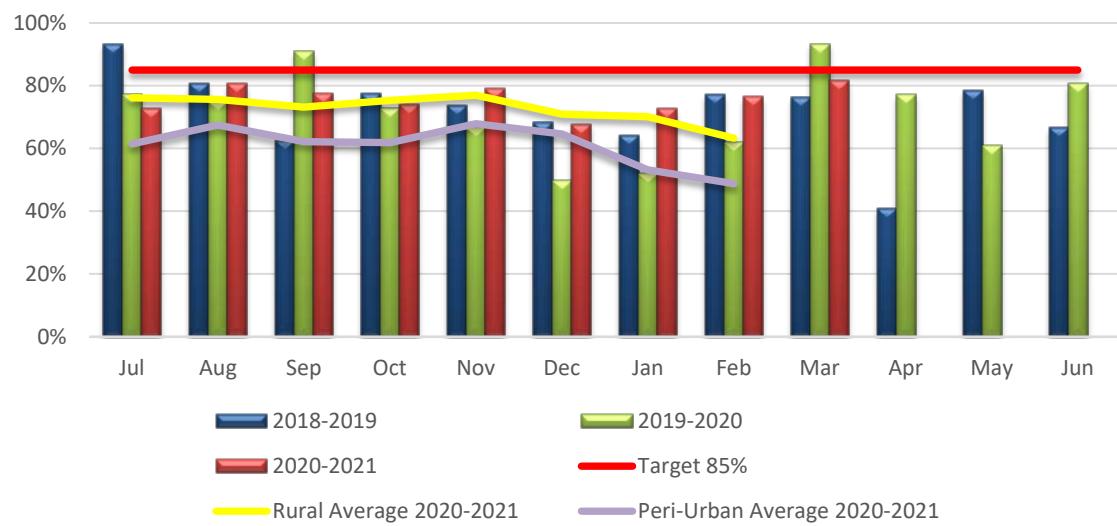


PLANNING & BUILDING REPORTING March 2021

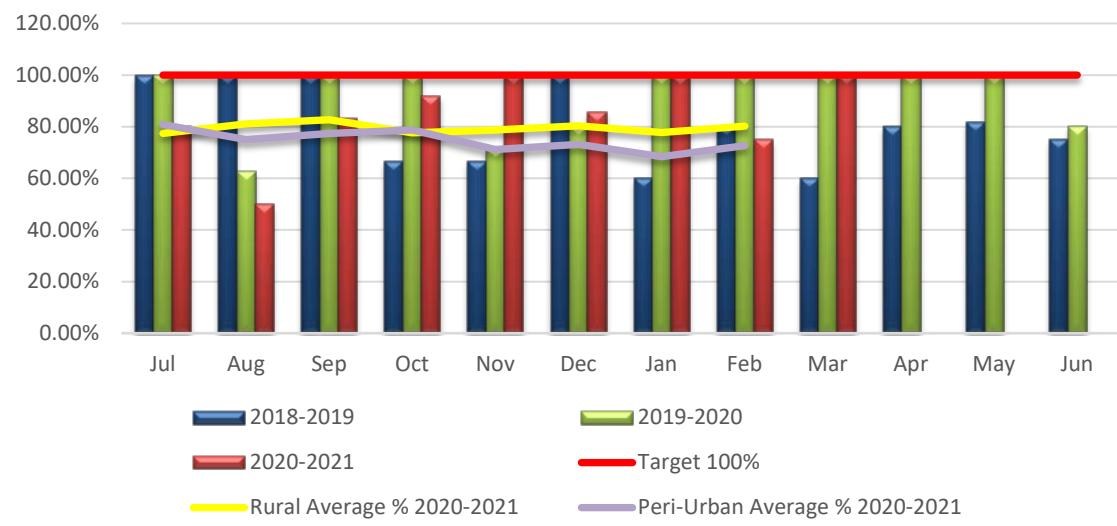


PLANNING & BUILDING REPORTING March 2021

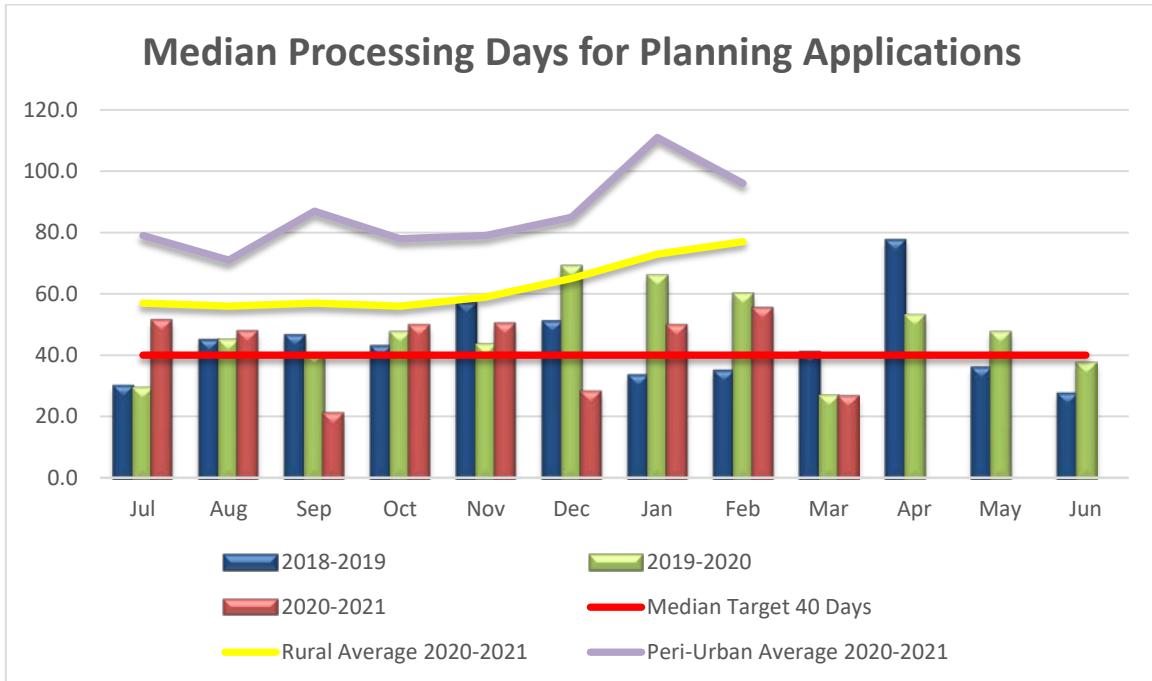
Percentage Planning Applications determined within Statutory Period (Non-VicSmart)



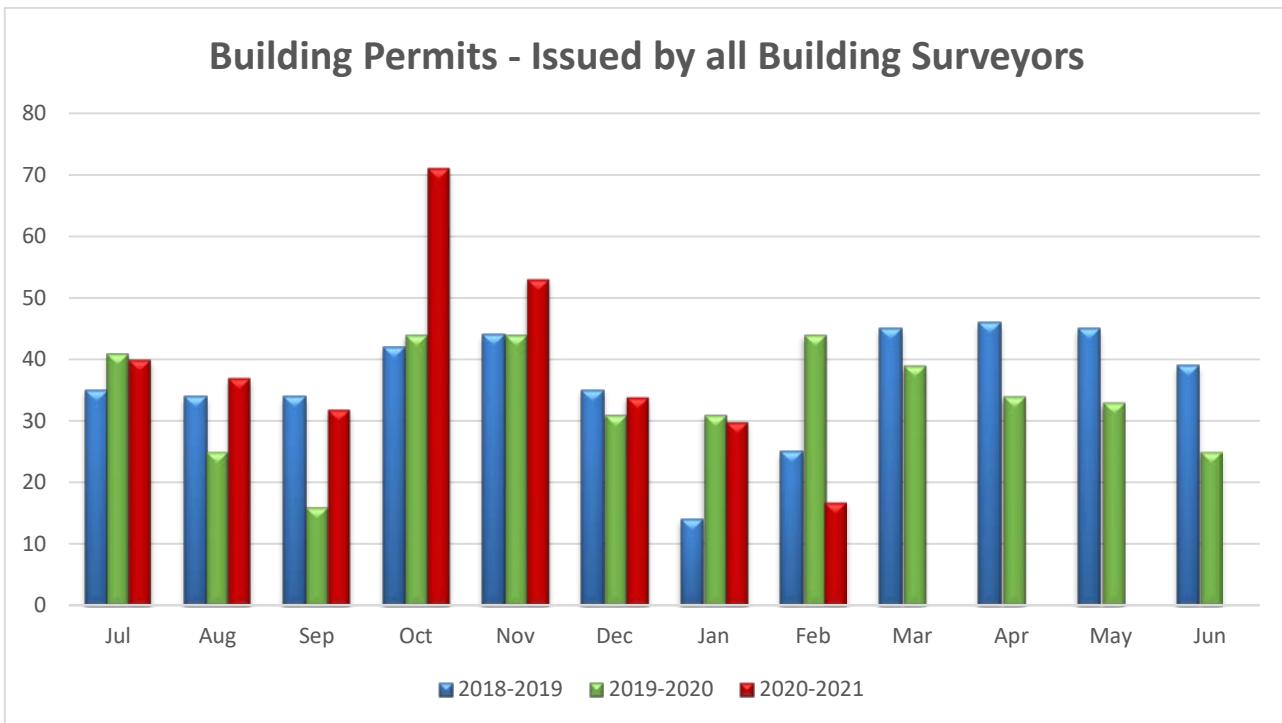
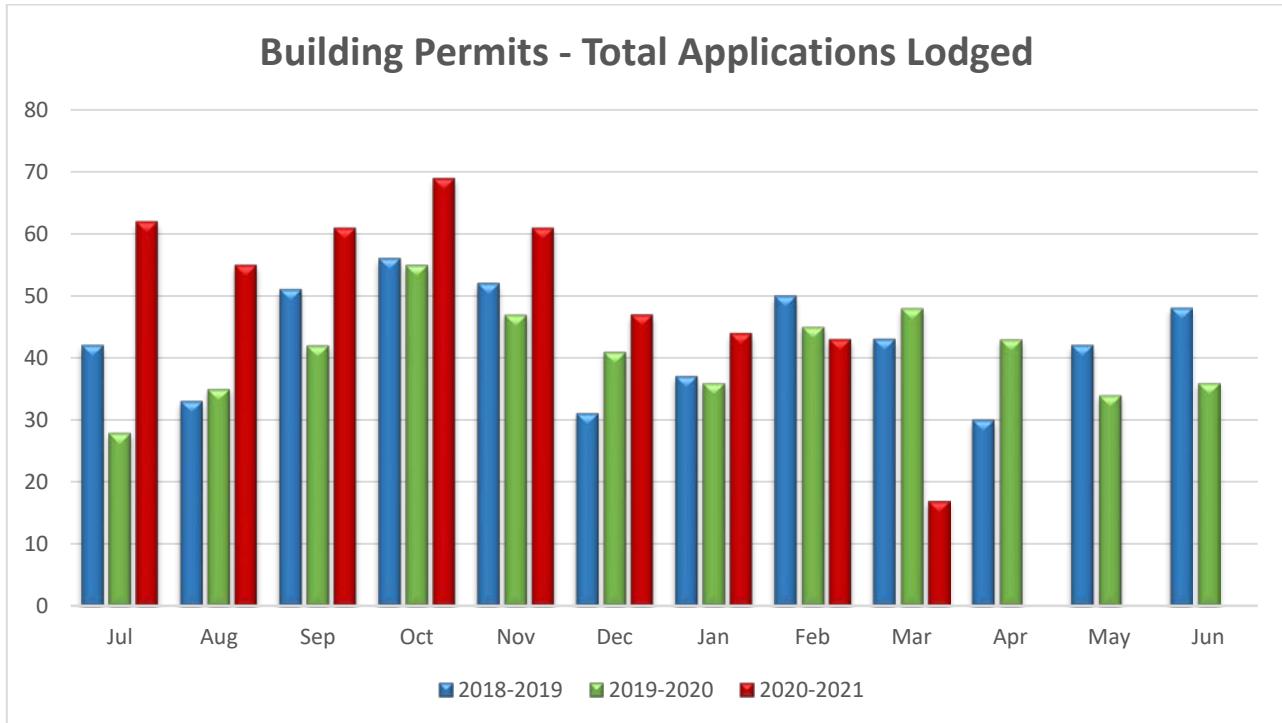
Percentage Planning Applications Determined within Statutory Period (Vic Smart)



PLANNING & BUILDING REPORTING March 2021

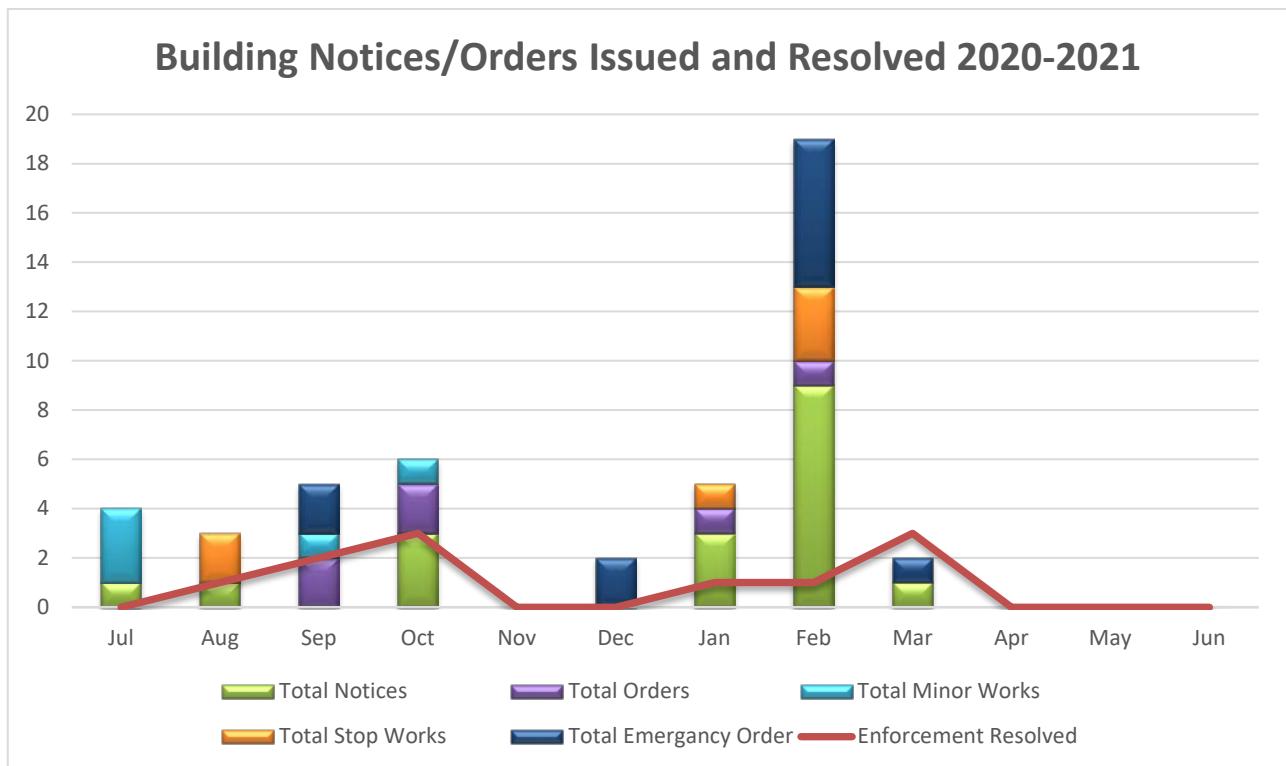
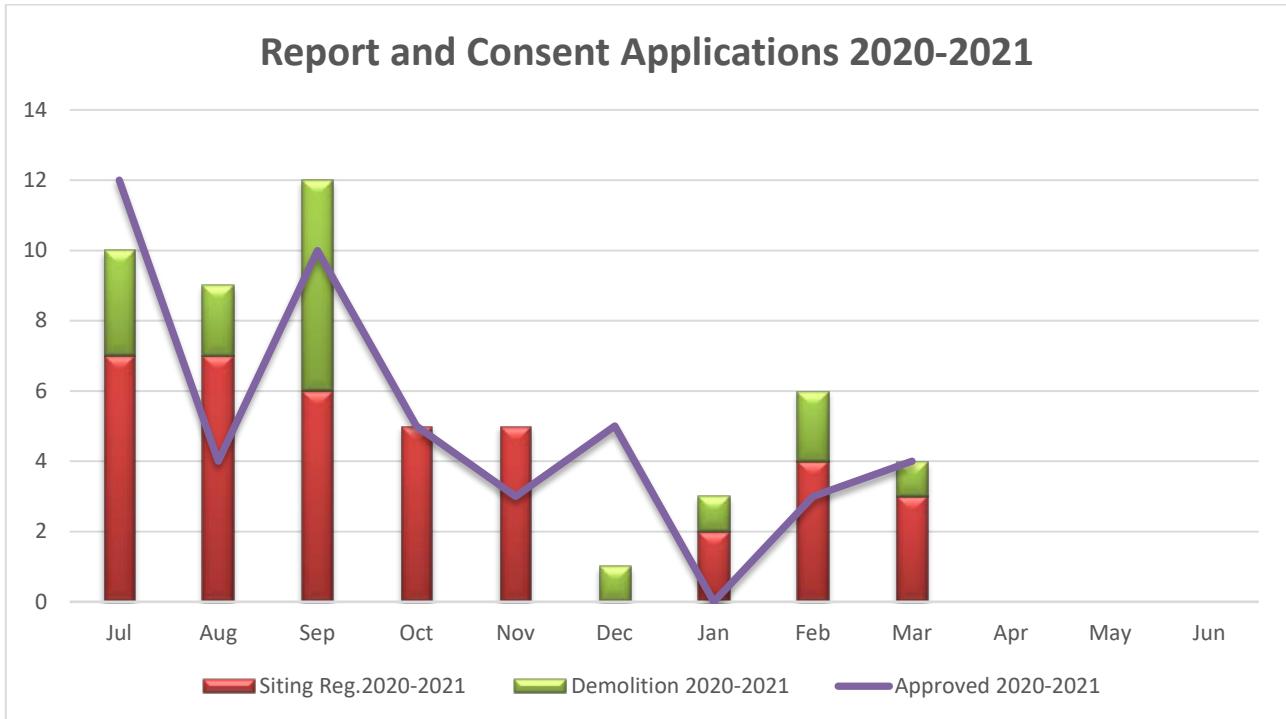


PLANNING & BUILDING REPORTING March 2021



Note: The building permit data for March is out of date given it does not reflect the more recent data on applications received and permits issued that have been received from private building surveyors. This will be updated for the next report.

PLANNING & BUILDING REPORTING March 2021





Capital Works & Major Initiatives Performance Report

Capital Works Projects Status as at 31 March 2021

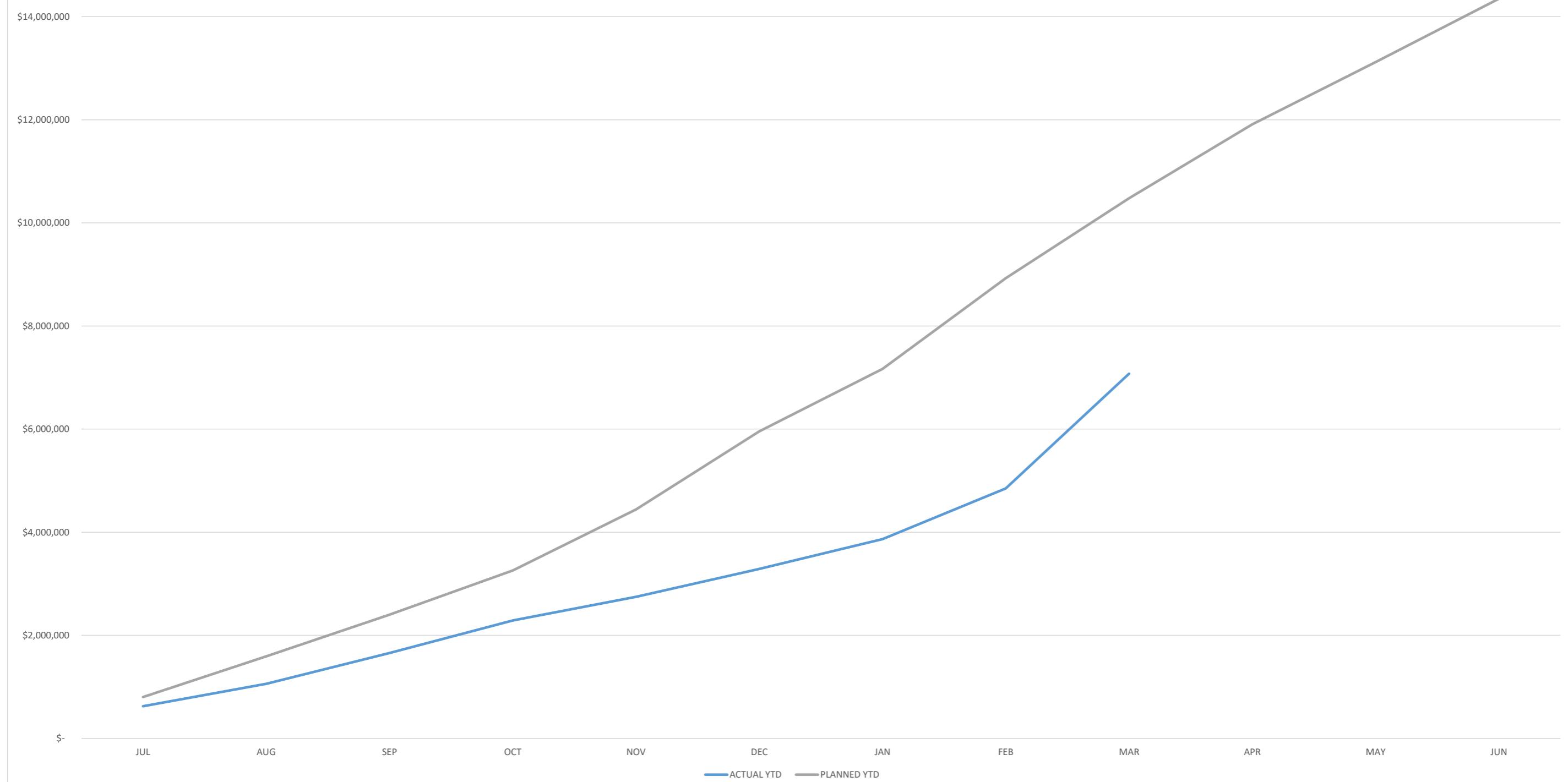
Programme		ANNUAL CURRENT BUDGET (\$)	SPENT TO DATE (\$)	(%) spent to date	OVERALL CURRENT programme risk rating	TIME	BUDGET	QUALITY	CM	STAKEHOLDER
Totals		14,434,467	7,074,689	49%						
Active Reserves	-	1,826	0%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
Bridges Programme*	1,315,701	1,222,244	85%	EMERGING RISK	ON TRACK	EMERGING RISK	ON TRACK	ON TRACK	ON TRACK	EMERGING RISK
Building Programme	657,931	112,152	17%	EMERGING RISK	EMERGING RISK	EMERGING RISK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
Footpath Programme*	924,002	429,398	46%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
Furniture Programme	-	37,833	0%	AT RISK	AT RISK	AT RISK	AT RISK	AT RISK	AT RISK	ON TRACK
IT Projects	247,401	81,961	33%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
Kerb and Channel Programme	140,952	5,390	7%	EMERGING RISK	AT RISK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	EMERGING RISK
Land Acquisitions	-	-	0%							
Light Fleet Programme	720,000	343,085	48%	EMERGING RISK	EMERGING RISK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
Major Plant Programme	1,705,000	817,300	48%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
Open Space Assets	63,172	5,326	8%	EMERGING RISK	EMERGING RISK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
Open Space Programme	891,532	916,738	81%	EMERGING RISK	ON TRACK	AT RISK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
Playground Programme *	831,444	45,701	5%	EMERGING RISK	AT RISK	EMERGING RISK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
Reseal Programme	808,539	574,960	71%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
Resheet Programme	1,800,000	838,354	47%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
Road & Street Furniture *	150,000	92,440	62%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
Road Improvement *	830,394	188,430	23%	AT RISK	AT RISK	ON TRACK	EMERGING RISK	ON TRACK	ON TRACK	ON TRACK
Road Stabilisation Programme	253,544	227,566	139%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
Road Reconstruction *	1,880,000	775,772	41%	AT RISK	AT RISK	AT RISK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
Crack Seal Programme	80,000	72,877	94%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
Roadslip Programme	639,855	213,703	39%	EMERGING RISK	EMERGING RISK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
Stormwater Programme	495,000	71,633	14%	EMERGING RISK	EMERGING RISK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	EMERGING RISK

* Programs include LRCI projects which are reported separately

Capital Works - LRCI - Projects Status as at 31 March 2021

	OVERALL CURRENT programme risk rating	TIME	BUDGET	QUALITY	CM	STAKEHOLDER
Projects At Risk						
Bridge Program						
Forest Street Bridge Replacement	AT RISK	ON TRACK	AT RISK	ON TRACK	ON TRACK	ON TRACK
Building Program						
Bluewater Roof Replacement	AT RISK	AT RISK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
Forrest Caravan Wastewater Upgrade	AT RISK	AT RISK	AT RISK	ON TRACK	ON TRACK	ON TRACK
Open Space Program						
Central Reserve Lights & Netball Courts	AT RISK	ON TRACK	AT RISK	ON TRACK	ON TRACK	ON TRACK
Elliminint Recreation Reserve Velodrome	EMERGING RISK	ON TRACK	AT RISK	ON TRACK	EMERGING RISK	EMERGING RISK
Playground Program						
Memorial Square Playspace	EMERGING RISK	EMERGING RISK	ON TRACK	ON TRACK	ON TRACK	ON TRACK

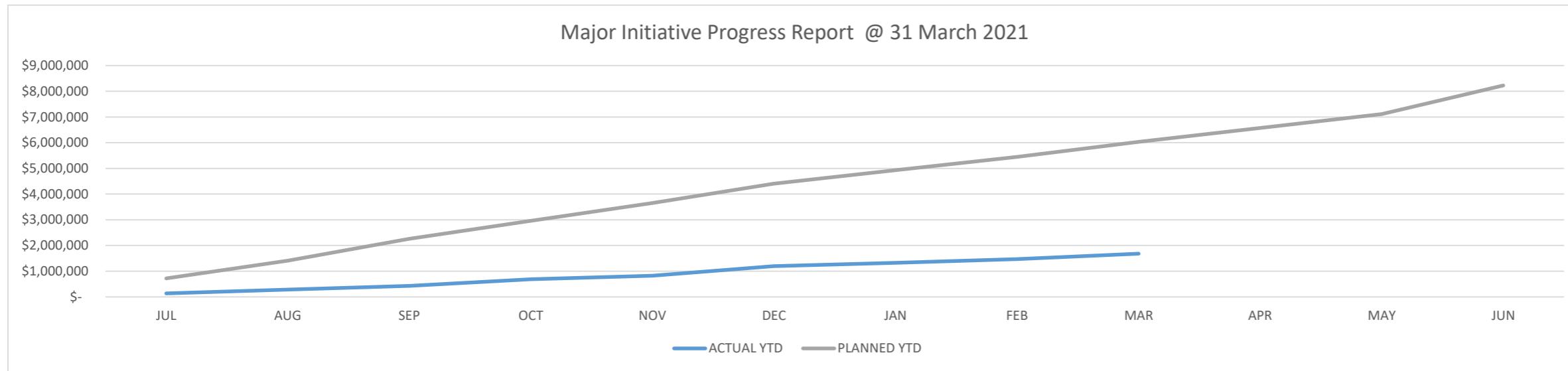
Capital Works Progress Report @ 31 March 2021



PROGRAMME	ANNUAL CURRENT BUDGET (\$)	SPENT TO DATE (\$)	(% spent to date)	OVERALL CURRENT project risk rating	Specific risks				
					TIME	BUDGET	QUALITY	CONTRACT M'MENT	STAKEHOLDER
	8,215,203	1,670,149	20%						
00033874 - Beyond the Bell & GROW Project	-	-	100%						
00034116 - 2016-17 Major Project - Bruce St Investigation	23,000	14,091	100%	EMERGING RISK	ON TRACK	EMERGING RISK	ON TRACK	ON TRACK	ON TRACK
00034118 - 2016-17 Major Project - Council Property Management Framework	20,000	-	0%	EMERGING RISK	EMERGING RISK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
00034639 - 2017-18 Major Project - Streamlining Planning Scheme - cutting red tape	700	696	99%	EMERGING RISK	EMERGING RISK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
00034649 - 2017-18 Major Project - Economic Development - Forrest Mountain Bike Trail Implementation	83,321	48,224	58%	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	10,000	10,076	101%	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	150	0%	EMERGING RISK	EMERGING RISK	EMERGING RISK	ON TRACK	ON TRACK	ON TRACK
00035088 - 2018-19 Operating Projects - Trim Upgrade and Development	19,697	16,992	86%	ON TRACK	EMERGING RISK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
00035090 - 2018-19 Operating Projects - Alvie Landfill Audit Recommendations Implemenation	-	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	80,000	69,688	87%	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	46,692	93%	AT RISK	AT RISK	EMERGING RISK	ON TRACK	ON TRACK	EMERGING RISK
00035103 - 2018-19 Operational Projects - Apollo Bay Harbour Precinct Development Plan	90,602	43,630	48%	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
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 - Opreating Projects - Former Colac High School Site Master Plan	17,407	1,950	11%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
00035908 - 18-19 Mid Year - Operating Projects - Colac Civic Precinct Plan	232,412	63,069	27%	EMERGING RISK	EMERGING RISK	EMERGING RISK	ON TRACK	ON TRACK	ON TRACK
00035910 - 18-19 Mid Year - Operating Projects - Revised Erosion Management Overlay Mapping	64,976	56,590	87%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
00035911 - 18-19 Mid Year - Opreating Projects - Development of Public Toilet Strategy	45,000	14,004	19%	AT RISK	EMERGING RISK	AT RISK	ON TRACK	ON TRACK	EMERGING RISK

PROGRAMME	ANNUAL CURRENT BUDGET (\$)	SPENT TO DATE (\$)	(% spent to date)	OVERALL CURRENT project risk rating	Specific risks				
					TIME	BUDGET	QUALITY	CONTRACT M'MENT	STAKEHOLDER
	8,215,203	1,670,149	20%						
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
00035953 - 2019-20 Operating Project - Infrastructure External Design	-	40,689	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	4,163,765	326,736	8%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
00035958 - 2019-20 Operating Projects - S&O Safety Audit Action Plan	20,008	37,601	188%	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	36,996	123%	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
00035974 - 2018-19 Major Project - Colac West Development Plan	51,000	49,820	98%	AT RISK	EMERGING RISK	AT RISK	ON TRACK	ON TRACK	ON TRACK
00036014 - Operating Project - Communities Combating Pests & Weeds Impacts During Drought 2019-2020	104,724	106,245	101%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
00036241 - 2018-19 Operating Project - Apollo Bay Community Infrastructure Plan	147,040	93,797	64%	AT RISK	AT RISK	ON TRACK	ON TRACK	ON TRACK	AT RISK
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	25,640	29%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
00036385 - 2019-20 Operating Project - OBRT Risk Assessments	-	11,300	100%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
00036427 - 2020-21 Operating Project - Bruce Street Landfill Audit	55,000	15,000	27%	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	10,000	29%	EMERGING RISK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
00036429 - 2020-21 Operating Project - Councillor Induction Program	10,000	10,015	100%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
00036430 - 2020-21 Operating Project - Forrest MTB Revitalisation	750,000	-	0%						
00036432 - 2020-21 Operating Project - Planning & Building ICT Improvements	15,000	7,047	47%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
00036434 - 2020-21 Operating Project - Preparation Municipal Public Health & Wellbeing Plan	30,000	2,586	9%	ON TRACK	EMERGING RISK	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

PROGRAMME	ANNUAL CURRENT BUDGET (\$)	SPENT TO DATE (\$)	(% spent to date)	OVERALL CURRENT project risk rating	Specific risks				
					TIME	BUDGET	QUALITY	CONTRACT M'MENT	STAKEHOLDER
	8,215,203	1,670,149	20%						
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
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
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	520	3%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
00036445 - 2020-21 Operating Project - Grant Preparation / Detailed Design	100,000	24,958	42%	EMERGING RISK	EMERGING RISK	ON TRACK	ON TRACK	ON TRACK	EMERGING RISK
00036464 - 2020-21 Operating Project - Energy Efficient Main Roads Street Lighting Upgrade Completion	70,000	-	0%	EMERGING RISK	EMERGING RISK	EMERGING RISK	ON TRACK	ON TRACK	ON TRACK
00036465 - 2020-21 Operating Project - ICT Program	317,976	79,577	25%	AT RISK	AT RISK	EMERGING RISK	EMERGING RISK	EMERGING RISK	AT RISK
00036468 - 2020-21 Operating Project - Recurrent Access and Compliance Works - Public Spaces and Facilities	15,000	52	0%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
00036471 - 2020-21 Operating Project - Community Vision Plan	100,000	28,858	29%	EMERGING RISK	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	169,778	113,263	67%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
00036508 - 2019-20 Operating Project - City Deal Project - Infrastructure Improvements Kennett River	276,512	182,116	66%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
00036596 - 2020-21 Operating Project - Local Planning & Change Management Grant	31,818	-	0%						
00036664 - 2020-21 Major Project - Amendment C106 - Heritage Overlay	11,000	1,680	15%	AT RISK	AT RISK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
00036665 - 2020-21 Operating Project - Transition of Library Services	-	17,918	100%	ON TRACK	ON TRACK	EMERGING RISK	ON TRACK	ON TRACK	ON TRACK
00036721 - 2020-21 Operating Projects - LRCI Fund - Apollo Bay Recreation Reserve	40,000	39,352	98%	COMPLETE					
00036745 - 2020-21 Operating Projects - Kerbside Transition	-	4,164	100%	COMPLETE					
00036749 - 2020-21 Operating Project - Amendment C110cola - Cressy Restructure Plan Overlay Amendment	3,042	4,950	163%	EMERGING RISK	EMERGING RISK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
00036758 - 2020-21 Operating Project - Bruce Street Solar Array	20,000	-	0%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK





Financial Performance Report

Quarterly Financial Performance Report for Nine Months Ending 31 March 2021

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.

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 increased the operating result by \$1.395m to \$947k.
- The December 2020 forecast adjustments reduced the operating result by \$351k to \$596k.
- The March 2021 forecast adjustments increased the operating result by \$2,388k to \$2,984k.
- Capital works program is forecast to increase by \$88k to \$14.4m.
- Closing cash balance is currently forecast to increase by \$388k to \$14.9m.
- Reserve balance is forecast to remain unchanged at \$14.3m. I.e. Cash will exceed reserves by approximately \$600k.

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 Nine Months Ending 31 March 2021

Table 1

Lost Revenue/Additional Cost	2019/20	2020/21	Total	Comments
	\$'000	\$'000	\$'000	
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
	(455)	(330)	(785)	

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.

March 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 (\$288k).

Quarterly Financial Performance Report for Nine Months Ending 31 March 2021

- Planning, Building & Health (\$126k) – Additional town planning fees and staff savings, reallocated to Community Engagement position.
- Reduced organisational training expenditure - Largely related to working from home conditions (\$20k).
- Visitor Information Centres - Impact of COVID more favourable than expected (\$18k).
- Information Management Department - Delayed staff training due to COVID (\$9k).
- OPASS (\$3k) – Training and printing savings due to COVID.
- Economy & Business Enterprises (\$6k) – Community Garden Awards not run due to COVID.
- 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).

COVID Business & Community Support Package

Program	Budget Allocated \$'000	Budget Spent \$'000	Budget Remaining \$'000	Comments
Rent / Fee waivers for community sporting groups within Council-owned land / grounds and buildings	31	31	0	
Street Furniture Annual fees for 2021 year	48	46	2	
Waiver of fees for food and health premises for the 2021 year (including banners, A-frames, dining units and square metres of goods)	172	172	0	
Interest-free grace period for late rate payments	75	130	(55)	This was extended from 31 December to 30 June 2021
Fees and charges not changing from 19-20	100	100	0	There have been other changes here, but this was the original impact
Lease / Licence realief for commercial and community tenenats of Council owner or managed land	37	84	(47)	Additional lease relief was provided ontop of that origionally budgeted due to the length of COVID-19 impact and providing relief in line with the Victorian State guidelines
Business Diversification Grant Program	60	53	7	
Small Arts Grant Program	20	20	0	Fully Allocated
COPACC Asitance Grant Expansion	12	3	9	Can be re-distributed
Buy Local Campaign	40	28	12	
Toruism Marketing Campaign	30	5	25	Waiting on GORRT campaign for partnership
Event Audit	28	28	0	
Purchase of Events	21	0	21	To be allocated as events arise
Unallocated budget for business & community support	277	0	277	
Total	950	699	251	

Quarterly Financial Performance Report for Nine Months Ending 31 March 2021

OPERATING RESULT

Council's net surplus to 31 March 2021 is \$11m.

Council's original operating budget showed a net deficit of (\$448k). Table 2 was presented to Council as part of the December 2020 Quarterly Report, providing a reconciliation to the forecast surplus of \$596k.

Table 2

	\$'000
2020/21 Adopted Budget Surplus/(Deficit)	(448)
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
Less recruitment costs due to reduction in employee turnover	35
Unbudgeted Family Day Care funding received - Federal Support	31
Increase in expected Waste Water System Fee Income	21
Staff satisfaction Survey- Reduction in resourcing requirements	20
Information Management Department - Delay in trainee recruitment	19
Old Beechy Rail Trail – Insurance was not budgeted	(11)
Council resolved to apply zero fees for administration of Building Notices and Orders	(12)
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)
Colac Civic Precinct Plan – Increased scope of project - Agreement to undertake concept planning for the offices/COPACC with DELWP	(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)
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)
Pennyroyal Hall Contributions – Contributions not budgeted	(57)

Quarterly Financial Performance Report for Nine Months Ending 31 March 2021

Relocation of Flying Foxes – Required works above expectations	(70)
Reduction in investment interest – reduced cash rate impacting Term Deposit interest rates received.	(75)
Federal Assistance Grant Allocation less than budgeted. (allocation was less than the budgeted increase of 2.5%)	(120)
Other (<\$10k)	9
Changes to expected impact of COVID	
COPACC – Costs of COVID lower than expected	53
Less organisational training expenditure - Largely related to working from home conditions.	20
Visitor Information Centres - Impact of COVID more favourable than expected	18
School Crossings – Reduced expenditure due to COVID	13
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)
Net Forecast adjustment	
2020/21 Annual Forecast Surplus/(Deficit) as at 31 December 2020	596

*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 9 months to 31 March 2021 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 March 21 quarter. These adjustments reflect a forecast net surplus of \$3m.

Table 3

	\$'000
2020/21 Annual Forecast Surplus/(Deficit) as at 31 December 2020	596
Maternal & Child Health 20/21 Budget error - staff resourcing required but missed in the budget process	(37)
Family & Children Services - Net movement - additional income for family day care and 20/21 budget error - staff resourcing	41
Health Active Communities - Additional income for Aboriginal Engagement - healthy babies stronger families	44
Recreation & Open Spaces - Additional income for reserves master plans	27
Community Engagement - New position. No increase in FTE as this was transferred from the public health area	(66)
Movement of operating budget to capital works – STIP program works	96
Various other operating movements	13
Federal Assistance Grant Allocation less than budgeted. (It is expected that the 50% in advance payment will be less than expected, if received in June 21)	(54)
Birregurra drainage strategy	(45)
Depreciation – Reduction in depreciation rates following an internal review	2,000
Changes to expected impact of COVID	
Manager Planning, Building and Health – Additional town planning fees and staff savings. FTE reallocated to Community Engagement position.	126
OPASS – Training and printing savings due to COVID.	3
COPACC – Due to COVID, not open or operating to full capacity. Savings in staff and	235

Quarterly Financial Performance Report for Nine Months Ending 31 March 2021

operating costs.	
Economy & Business Enterprises – No Community Garden Awards.	6
Net Forecast adjustment March 2021	2,388
2020/21 Annual Forecast Surplus/(Deficit) as at 31 March 2021	2,984

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).

Major Initiatives

Per the attached schedule, \$1,670k of Major Initiatives have been expended as at 31 March 2021. This represents 30% of the original budget (\$5.6m), but only 20% of the forecast (\$8.2m). \$572k of revenue has been received in relation to major initiatives, which represent 10% of the annual forecast (\$6m).

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 \$3.4m 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 Nine Months Ending 31 March 2021

Employee Costs

Employee costs for 2020/21 have been forecast to increase by a total of \$430k 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.

Material and Services

Materials and Services at 31 March 2021 were \$13.6m, which represented 60% of the original budget (\$22.5m) and 52% of the forecast (\$26.3m). 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 \$20k expended on legal fees for the quarter ending 31 March 2021, bringing the total spend on legal fees in 2020-21 to \$104k. The legal expenditure related to the following matters:

- Waste Contract (\$52k)
- 2-Way Radio (\$10k)
- Tiger Rail Trail – Carriageway Easement (\$6k)
- Other (Individually <\$5k) (\$36k)

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

CAPITAL WORKS

As per the attached report, \$7.1m of the capital works program has been delivered to 31 March 2021. This represents 70% of the original budget (\$10.1m) and 48% of the current forecast (\$14.4m)

Council's original Capital budget totalled \$10.1m. Table 4 provides a reconciliation to the current forecast of \$14.4m.

Table 4

	\$'000
2020/21 Capital Works Budget	(10,171)
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)
2020/21 Capital Works Forecast as at 31 December 2020	(14,346)
Forecast adjustments in Mar 21 – Reallocation of operating funds	(88)
2020/21 Capital Works Forecast as at 31 March 2021	(14,434)

Quarterly Financial Performance Report for Nine Months Ending 31 March 2021

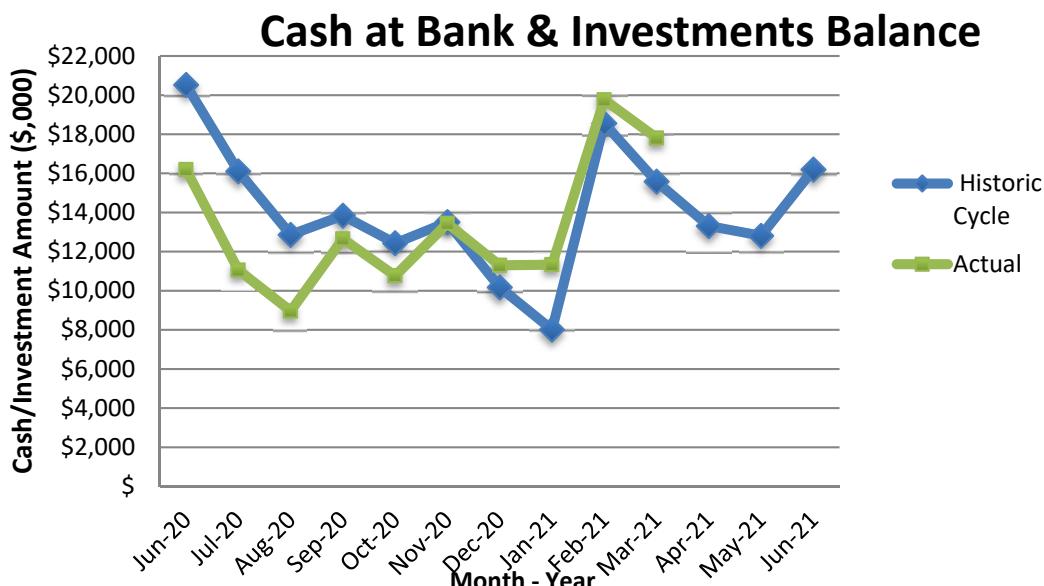
BALANCE SHEET AND CASH FLOW

Cash Balance

The current cash balance is forecast to be \$14.9m at 30 June 2021, which will be approximately \$600k more than the expected Reserves balance of \$14.3m. 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 March 2021. 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 March 2021.



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 March was \$33k, which is below the YTD forecast of \$56k. 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 March 2021, 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 Nine Months Ending 31 March 2021

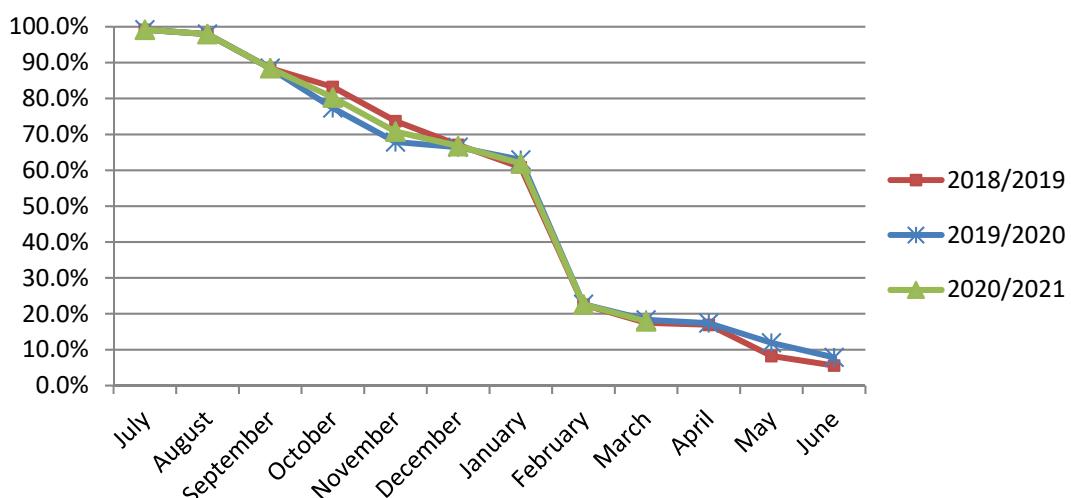
Rate Debtors

As at 31 March 2021, \$31.9 million was raised in rates and charges including batches of supplementary valuations generated by changes to council's property base. At 31 March 2021 82% of the rates raised have been collected, which was consistent with the same period of the 2019/20 financial year of 81%.

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 March 2021:

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)	\$38,952	\$0	Y
9208 - Loan 12 - Saleyards roof (\$1.178m)(CBA)	\$19,485	\$676,303	Y
9209 - Loan 13 - Street light PV panels (\$416k)	\$14,934	\$61,702	Y
9210 - Loan 14 - Bluewater redevelop(\$1m)(Bond)	\$0	\$0	Y
TOTAL	\$73,372	\$738,005	

As at 31 March 2021 principal repayments of \$213k have been made in 2020/21.

Quarterly Financial Performance Report for Nine Months Ending 31 March 2021

Other Reserves

The 2020/21 forecast is indicating that Council's cash balance at 30 June 2021 is forecast to be \$600k 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
Cash v Reserves Surplus/(Deficit) 2019/20	(567)
Increase/(Decrease) in Cash per adopted budget	830
(Increase)/Decrease in Reserves per adopted budget	(99)
Increase/(Decrease) in Operating per forecast (exclude non-cash and carry forwards)	1,898
(Increase)/Decrease in Capital Works per forecast	(2,060)
Increase/(Decrease) in expected receipts from rates debtors – Balance at 30 June 2020 was larger than expected	600
Cash v Reserves Surplus/(Deficit) Forecast as at 31 March 2021	602

It must be noted that the Balance Sheet is also forecasting a 'Trade and Other Payables' balance of \$5.6m 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 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%	4.9%	Less than Negative 10%	Between negative 10% and zero	Greater than zero
Adjusted underlying result	-3.5%	-0.3%	Less than 0%	Between 0% and 5%	Greater than 5%
Liquidity Ratio	178.4%	165.4%	Less than 75%	Between 75% and 100%	Greater than 100%
Indebtedness Ratio	27.1%	26.6%	Greater than 60%	Between 40% and 60%	Less than 40%
Internal Financing Ratio	83.3%	85.0%	Less than 75%	Between 75% and 100%	Greater than 100%
Capital Replacement	136.0%	164.0%	Less than 100%	Between 100% and 150%	Greater than 150%
Renewal Gap	108.8%	139.4%	Less than 50%	Between 50% and 100%	Greater than 100%

Quarterly Financial Performance Report for Nine Months Ending 31 March 2021

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%
December 2020	109.6%

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 31 March 2021, the estimated VBI for the sub-plan was 109.6%, which represents a large increase compared to that of 30 September 2020 (104.5%). 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 affects the defined benefit liabilities of the sub-plan.

Quote from Vision Superannuation update:

'Since our 30 September 2020 update on 23 December 2020, equity markets have improved significantly following the US election and the commencement of COVID-19 vaccinations around the world. However, there is a continuing sense of unease and ongoing market volatility which we are monitoring.'

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Colac Otway
S H I R E