



Quarterly Performance Report 2023-24

First Quarter

1 July to 3 September 2023

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Acknowledgement

The Colac Otway Shire Council respectfully acknowledges the Gulidjan and Gadubanud peoples of the Maar Nation as the Traditional Custodians of the Colac Otway region, the land and waterways upon which the activities of the Colac Otway Shire Council are conducted on.

We pay our respects to their ancestors and elders, past, present and emerging. We recognise and respect their unique cultural heritage, beliefs and uphold their continuing relationship to this land.

Chief Executive Report

The 2023-24 financial year has started with the news that the Commonwealth Games would take place in 2026 as planned, which meant a major re-set for our region. Colac Otway Shire was fortunate to be able to act quickly through our regional partnerships. We were able to make our case to the Victorian Government as they re-designed their funding programs. While many are disappointed that the games won't go ahead, Council sees that potential for our communities to still benefit and we continue to work on this in coming months.



Council endorsed a draft Local Law at the start of July and invited community feedback on this important document. Three older Local Laws were set to expire and so this was the chance to establish a single contemporary law that will serve the community for the next 10 years. Council received many submissions to the draft, and a number of changes were made as a result. Council adopted the final General Local Law on 23 August 2023, but the work wasn't finished. The consultation on the local law had raised community concerns about the impact of domestic cats on native wildlife, and in September Council did further work on this topic through exhibition of a proposed Cat Confinement Order.

Younger members of our community started the financial year with the opening of great new play spaces in Beeac and Cororooke. Both communities have been strong advocates for these projects, and have been active in working with Council to make sure that they hit the mark with local children and visitors.

Continuing on the theme of helping our families with children, we partnered with the Department of Education in August and hosted a successful Early Childhood Workforce Expo in Colac. The expo aimed to showcase careers in early childhood as well as highlight the range of State Government incentives available to people considering work in the kindergarten sector in rural and regional areas of Victoria. The Department of Education provided information on Early Childhood scholarships, traineeships and funding initiatives from the State Government. The event was well attended and we hope to see the fruits of this work in the future.

Council hosted a Community Grants Presentation event to celebrate the 72 successful initiatives that have in \$300,000 of Council funding. This recognises an important partnership between Council and the community and supports the incredible hard-working volunteers, club members and business that make our communities better through their events, regular activities and equipment and facility upgrades.

Continuing the theme of partnering, Council hosted two events to promote the Electric Homes Program, an initiative to assist people to move from gas to all-electric homes, powered by solar and battery storage. This is a regional program supported by Geelong, Borough of Queenscliffe, Surf Coast, Golden Plains and Colac Otway Shire Councils along with a large number of local community sustainability groups including Southern Otway Sustainable, the Colac Otway Sustainability Group and the Birregurra Community Group. Again, the sessions were well attended and provided great information to people who want to make the shift.

The Best Value Review into Aged Care Services started to mobilise this quarter with the appointment of consultant, Lake Advisory, to help Council to prepare its response to Commonwealth Government reforms to in-home care. The new reforms are a significant change and include increases in reporting and accountability requirements, changes to provider accreditation, new governance standards and increased prudential and financial reporting. The review is underpinned by feedback from clients, staff and community as well as financial analysis and risk assessment of various options. This is an important service and Council recognises the high level of trust that our community place in us. We will continue to move through the review in a considered manner and appreciate the professional approach of our employees through these months.

Community consultation continued for a range of projects, but one that is very exciting is the commencement of work to develop a new Master Plan for Colac Botanic Gardens. We know that this is a very special place for our community and it is important to have a blueprint to guide our work at the gardens over the next 10 years. The community response has been great, and I look forward to updating you in our next quarterly performance report.

Anne Howard
Chief Executive Officer

Annual Plan Progress Report

Council Plan 2021-2025

Council formally adopted the Council Plan 2021-25 at a Council meeting held on 27 October 2021. The Council Plan is a document developed in partnership with the community to guide Council's strategic direction over the next four years.

The key issues faced by our community, identified through the development of the Community Vision 2050, informs the choice of major projects and activities that Council identifies as its highest priorities.

Community Engagement

Development of the Council Plan 2021-25 included a comprehensive community engagement process, which conducted alongside development of the Community Vision 2050. The engagement process included:

- Regional roadshows at 12 community locations
- Online community sessions
- Community survey
- Stakeholder interviews
- Youth summit
- Community panel sessions
- Councillor workshops
- Exhibition of draft Community Vision 2050 and Council Plan 2021-25.

The Community Vision 2050 and Council Plan 2021-2025 is available for download from Council's website, or hard copies are available for viewing at Council offices in Colac and Apollo Bay.

Council Plan 2021-25 Strategic Themes

There are four themes in the Council Plan:

Theme One: Strong and Resilient Economy

We are committed to expanding our diverse industries, vibrant arts community, world-renowned tourism, and professional health services. A healthy, growing economy will provide sustainable industries and jobs, and opportunities for all ages.

Theme Two: Valuing the Natural and Built Environment

We will protect our natural environment and communities, by maintain and providing resilient infrastructure, and being leaders in sustainable living, modelling innovation and best practice.

Theme Three: Healthy and Inclusive Community

We will continue to be a great place to live. We embrace our diverse community, take care of our older community and prepare our children for success. We care for each other, are friendly and welcoming, and enjoy a vibrant and active lifestyle. We are a small population with big hearts.

Theme Four: Strong Leadership and Management

We will be leaders in good governance, transparency and strive for ongoing improvement.

Links to the Public Health and Wellbeing Plan

The following legend indicates actions that are linked to the Public Health and Wellbeing Plan

Preventing Violence	Climate Change	Active Living	Mental Health Wellbeing	Gender Equity	Panel Recommendation
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Annual Plan Progress Report

Annual Plan 2023-24

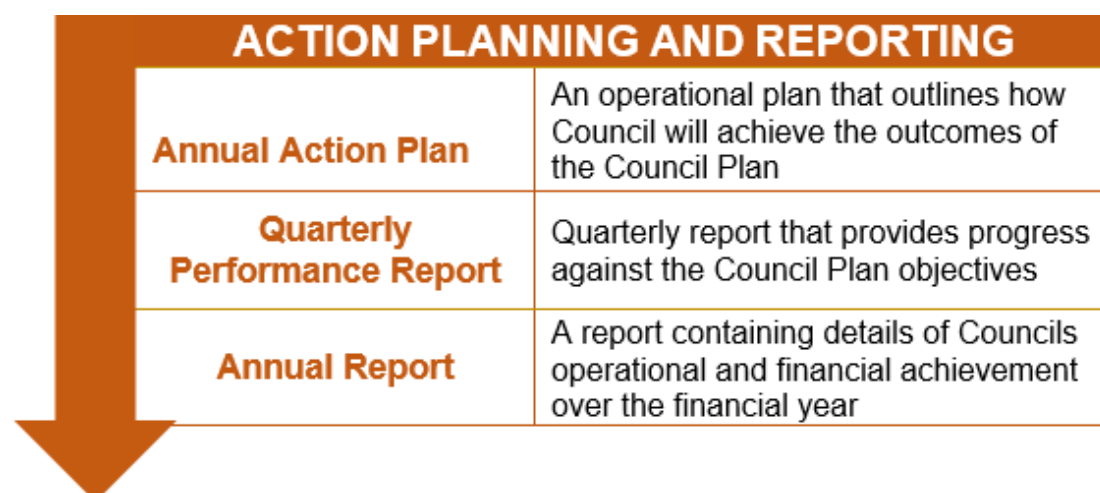
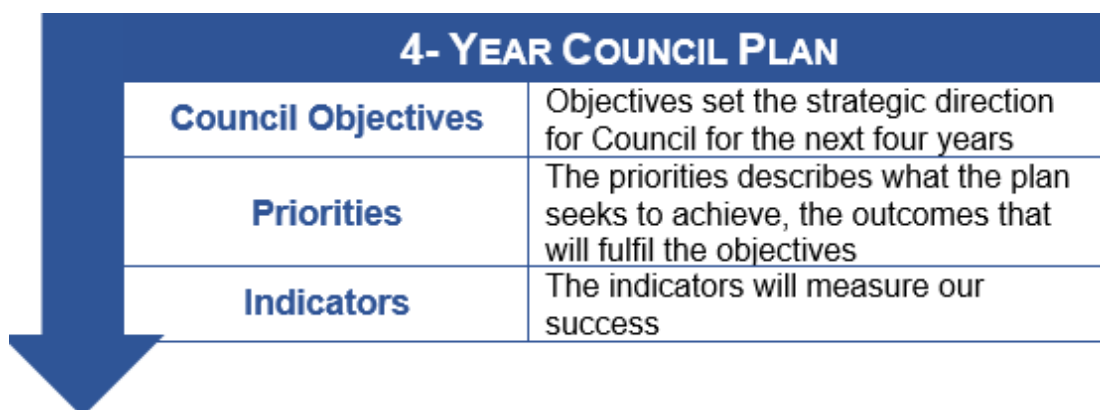
The Annual Plan 2023-24 is an operational plan that outlines how Council will work towards achieving the the outcomes of the Council Plan 2021-25.

As part of the Council Plan 2021-25, Council commits to generating an annual action plan to demonstrate how we will deliver on our commitments, evaluating our own performance, and publishing results within the annual report each October.

In addition, the development and implementation of the annual plan is informed by ongoing partnerships with agencies, community and other levels of government.

Each quarter, Council will produce a quarterly report showing progress against each of the actions in the annual plan, in addition Council produces an Annual Report, which outlines the work undertaken for the financial period.

Integrated Planning Framework



Theme 1 – STRONG AND RESILIENT ECONOMY

	Four-year Priorities	Indicators	Year 3 Annual Actions	Progress Against Quarter 1 (July to September)	% Complete	Status (Not started, In progress or Completed)
1.1 Affordable and available housing will support our growing community and economy						
1.1.1	Deliver a strategic growth plan for the shire and settlement strategy for all small towns and rural living areas ●	<ul style="list-style-type: none"> Strategic Growth Plan and Settlement Strategy developed Relevant Planning Scheme Amendments adopted 	Commence Birregurra structure plan review ●	Project planning completed and request for quote process commenced to appoint a consultant	25%	In progress
			Commence Northern Towns Growth Plan projects ●	Project planning completed and request for quote process commenced to appoint a consultant	25%	In progress
1.1.2	Deliver a refreshed Apollo Bay Structure Plan ●	<ul style="list-style-type: none"> Refreshed Apollo Bay Structure Plan delivered by 2022-23 Relevant Planning Scheme Amendments adopted 	Prepare information for Council to consider funding this as a 2024-25 project	Development of budget business case to commence in Quarter 2.	0%	Not started
1.1.3	Facilitate the delivery of more diverse housing stock in Colac and Apollo Bay ●●	<ul style="list-style-type: none"> Increase land supply by 200 new lots annually Increased availability of affordable housing Levels of housing stress including rental and mortgage stress 	Continue to work with Developers to promote greater diversity in housing stock, particularly developers of Great Ocean Road subdivision at Apollo Bay, Bruce Street in Colac and the two sites being rezoned at Elliminyt in Irrewillipe Road and Harris Road/Colac Lavers Hill Road ●●	<p>Negotiations have occurred with developers of land being rezoned at Elliminyt for provision of social housing within new developments.</p> <p>Officers have worked with the developer of the Bruce Street subdivision to finalise arrangements for provision of social housing in accordance with the contract of sale obligations.</p>	25%	In progress

Theme 1 – STRONG AND RESILIENT ECONOMY

	Four-year Priorities	Indicators	Year 3 Annual Actions	Progress Against Quarter 1 (July to September)	% Complete	Status (Not started, In progress or Completed)
1.1.4	Increase residential land supply in Colac ●●	<ul style="list-style-type: none"> • Number of hectares rezoned • Number of residential lots approved by planning permits 	Continue to progress the Deans Creek Precinct Structure Plan ●●	<p>Technical assessments are continuing to take place prior to the co-design phase early in 2024. Consultants have been engaged to undertake a cultural heritage assessment, land capability assessment and integrated water management plan (including stormwater and flooding).</p> <p>Nominations have been sought for establishment of a Community Reference Group for the project, and progress made in reaching an agreement with a major landowner for third party funding to complete the project.</p>	25%	In progress
			Finalise the Colac West Development Plan ●●	<p>A private landowner has submitted a new Development Plan for review after acquiring a significant portion of land in the precinct and is finalising technical assessment of stormwater and cultural heritage. Work has progressed in respect of a Shared Infrastructure Funding Plan. These are expected to be placed on public exhibition early in 2024.</p>	25%	In progress

Theme 1 – STRONG AND RESILIENT ECONOMY

	Four-year Priorities	Indicators	Year 3 Annual Actions	Progress Against Quarter 1 (July to September)	% Complete	Status (Not started, In progress or Completed)
			Progress Planning Scheme Amendments for rezoning land to residential in Colac ●●	An amendment to rezone land for residential purposes at Irwillipe Road in Elliminyt was approved by the Minister for Planning and gazetted in August. A second amendment to rezone land on Colac Lavers Hill Road is close to being finalised by the Minister.	50%	In progress
1.1.5	Deliver a Social Housing Strategy ●● ●	<ul style="list-style-type: none"> Number of dwellings made available for social housing Social Housing Strategy completed and implemented 	Continue to work with Homes Victoria to advocate for social housing projects in the Shire	As part of its Housing Statement released in September 2023, the Victorian Government announced that they are undertaking detailed due diligence, feasibility and design work for at least 50 new public housing dwellings on government land in Pound Road, Colac.	25%	In progress
1.1.6	Increase access to affordable accommodation for essential workers ●●	<ul style="list-style-type: none"> Level of rental and mortgage stress More accommodation options are available in towns including Apollo Bay, Birregurra, Forrest and Colac, specifically for workers 	Commence Stage 1 exploration of Key Worker Housing Feasibility on Council owned land at Nelson Street Apollo Bay' ●●	Discussions have taken place with State Government representatives to identify potential funding streams.	25%	In progress



Theme 1 – STRONG AND RESILIENT ECONOMY

	Four-year Priorities	Indicators	Year 3 Annual Actions	Progress Against Quarter 1 (July to September)	% Complete	Status (Not started, In progress or Completed)
			Continue to advocate to State and Federal Government for funding support towards provision of key worker accommodation	Discussions have taken place with State Government representatives to identify potential funding streams.	25%	In progress
1.2 Attract, retain and grown business in our Shire						
1.2.1	Deliver Economic Development Strategy	<ul style="list-style-type: none"> At least 80% of actions from Strategy completed Community satisfaction with business and tourism increases annually from current result of 59% Increased level of investment in the region by 2025 Number of commercial and industrial lots approved by planning permits 	Prepare targeted accommodation investment prospectus for Colac and present to industry stakeholders	Information prepared and provided to potential accommodation developers.	50%	In progress

Theme 1 – STRONG AND RESILIENT ECONOMY

	Four-year Priorities	Indicators	Year 3 Annual Actions	Progress Against Quarter 1 (July to September)	% Complete	Status (Not started, In progress or Completed)
1.2.2	Attract and retain a diverse range of businesses and industries, particularly those with green credentials ●●	<ul style="list-style-type: none"> Gross Regional product increased Greenfield industrial land in Colac developed 	No year 3 action planned			
1.2.3	Deliver City Deals project in Colac Otway Shire's coastal towns ●	<ul style="list-style-type: none"> All three City Deals projects delivered on time and on budget 	NOTE: Council no longer has a delivery responsibility but will continue to support the implementation of the City Deals projects to achieve the community's aspirations			
1.2.4	Develop the Apollo Bay Harbour precinct for community activity, commerce and tourism ●●	<ul style="list-style-type: none"> Doubled berthings for recreational and commercial boats (currently 33 combined) Funding secured from private sector or government for commercial development of the harbour waterfront 	Support GORCAPA/s delivery of Great Ocean Road City Deal projects ●●	Council has supported GORCAPA in the delivery of the City Deals projects by attending Project Control Group meetings and providing information and feedback where requested.	25%	In progress
1.3 Key infrastructure investment supports our economy and livability						

Theme 1 – STRONG AND RESILIENT ECONOMY

	Four-year Priorities	Indicators	Year 3 Annual Actions	Progress Against Quarter 1 (July to September)	% Complete	Status (Not started, In progress or Completed)
1.3.1	<p>Attract investment to implement key master plans and projects that will drive economic growth including but not limited to Lake Colac Foreshore Masterplan, Public Toilet Strategy, CBD and Entrances Plan, Apollo Bay, Marengo and Skenes Creek CIP, Murray Street upgrades, township masterplans, Colac Civic Health and Rail Precinct, Memorial Square Masterplan Tourism Traffic and Parking Strategy </p>	<ul style="list-style-type: none"> Number of projects that have attracted funding \$ funding received 	<p>Complete Memorial Square Toilets project </p>	<p>Tender awarded for the construction of the Memorial Square toilets at the September 2023 Council meeting.</p>	10%	In progress
1.3.2	<p>Deliver improvements to Colac and Apollo Bay CBD's to support their role as a hub for commerce, tourism and the community</p>	<ul style="list-style-type: none"> Grant funds secured for Colac and Apollo Bay CBD streetscape upgrades 	<p>Finalise the Colac Civic Precinct Master Plan</p>	<p>Negotiations have occurred with the project consultant to refine the scope of works, with a draft plan to be finalised for public exhibition early in 2024.</p>	25%	In progress

Theme 1 – STRONG AND RESILIENT ECONOMY

	Four-year Priorities	Indicators	Year 3 Annual Actions	Progress Against Quarter 1 (July to September)	% Complete	Status (Not started, In progress or Completed)
1.3.3	Advocate to relevant authorities for new and upgraded infrastructure to support business growth e.g. roads, utilities, NBN	<ul style="list-style-type: none"> Priority upgrades are achieved (e.g. mobile black spots) 	Seek grant funding to upgrade Mooleric Road	Funding application is ready to be submitted to Heavy Vehicle Safety and Productivity Program funding.	75%	In progress
1.3.4	Advocate for implementation of the Forrest Wastewater scheme	<ul style="list-style-type: none"> Funding secured to deliver Wastewater Scheme in Forrest 	Support efforts by Barwon Water to introduce reticulated wastewater to Forrest ●	Planning and Health Protection staff have provided ongoing support to Barwon Water through advice on the design and location of various facilities forming part of the proposed sewer network.	25%	In progress
1.3.5	Include consideration of arts and culture in strategic processes and projects	<ul style="list-style-type: none"> Arts and culture groups are actively engaged as part of consultation processes for relevant strategic projects 	Engage with arts groups as the Civic Precinct Plan progresses ●	Arts groups have been engaged earlier in the project and will be further engaged when the plan is placed on public exhibition early in 2024.	25%	In progress
1.4 Colac Otway Shire is a destination to visit						






Theme 1 – STRONG AND RESILIENT ECONOMY

	Four-year Priorities	Indicators	Year 3 Annual Actions	Progress Against Quarter 1 (July to September)	% Complete	Status (Not started, In progress or Completed)
1.4.1	Promote the Shire as a destination, not a gateway ●	<ul style="list-style-type: none"> Increased visitor spend and stay 	Continue to participate with GORRT promotions ●	Council continues to work with GORRT and our regional partners on promotion of the region.	25%	In progress
1.4.2	Maximise our key tourist attractions	<ul style="list-style-type: none"> Increased total visitor overnight stays 	Forrest Mountain Bike trails ●●●	<p>Trail works complete and preparation for a launch event well progressed.</p> <p>New merchandise to promote Forrest Mountain Bike Trails has been developed.</p>	90%	In progress
1.4.3	Work with our community to promote our towns as places to stop, visit and explore	<ul style="list-style-type: none"> Delivery of Destination Actions Plans In partnership with GORA, achieve Ecotourism Certification 	Consult with community stakeholders to complete the visitor servicing review ●	A local business and community survey for the visitor servicing review has been created and is scheduled to be released in Quarter 2.	25%	In progress

Theme 1 – STRONG AND RESILIENT ECONOMY

	Four-year Priorities	Indicators	Year 3 Annual Actions	Progress Against Quarter 1 (July to September)	% Complete	Status (Not started, In progress or Completed)
1.4.4	Facilitate development of sustainable visitor infrastructure and accommodation	<ul style="list-style-type: none"> Increased availability of visitor accommodation Public Toilet Strategy completed and 60% of actions delivered by 2025 	No year 3 action planned			
1.5 Grow the Colac Otway Shire's permanent population by at least 1.5%						
1.5.1	Support business growth through population attraction and retention ●	<ul style="list-style-type: none"> Increase total population of working-aged people and young families 1.5% annual population growth achieved Reduced seasonality impacts on businesses by having stable permanent population 	NOTE: Council is not actively promoting population growth as this is currently self-driven but constrained by accommodation access			

Theme 2 – VALUING THE NATURAL AND BUILT ENVIRONMENT

	Four-year Priorities	Indicators	Year 3 Annual Actions	Progress Against Quarter 1 (July to September)	% Complete	Status (Not started, In progress or Completed)
2.1 We mitigate impacts to people and property arising from climate change						
2.1.1	Deliver a Climate Change Action Plan in partnership with other organisations 	<ul style="list-style-type: none"> Action Plan completed by 2022 	Finalise the Climate Change Action Plan for Council Adoption 	Climate Change Action Plan finalised for consideration at October Council meeting.	95%	In progress
2.1.2	Green our streets and public places 	<ul style="list-style-type: none"> Number of trees planted in public spaces (open space and streetscape) Development of an urban cooling strategy and canopy target as part of the reviewed environmental strategy Review the quality of street trees and streetscapes when planting appropriate trees in the future 	Deliver Council's Street Tree planting program to identified candidate streets 	The planting program for 2023-24 is planned, candidate streets identified, appropriate species have been selected and this is to be delivered in autumn 2024.	25%	In progress
			Complete the Colac Botanic Gardens Master Plan 	The review of the Colac Botanic Masterplan commenced in September 2023, scheduled for completion in 2024.	25%	In progress

Theme 2 – VALUING THE NATURAL AND BUILT ENVIRONMENT

	Four-year Priorities	Indicators	Year 3 Annual Actions	Progress Against Quarter 1 (July to September)	% Complete	Status (Not started, In progress or Completed)
2.1.3	Minimise the effects of climate change and extreme weather events on our community ●●	<ul style="list-style-type: none"> Emergency Management Plan regularly reviewed Community satisfaction with emergency and disaster management increases annually from current result of 71% Upgrades completed in vulnerable locations 	Finalise the Climate Change Action Plan for Council Adoption ●●●	Climate Change Action Plan finalised for consideration at October Council meeting.	95%	In progress
2.2 We operate sustainably with a reduced carbon footprint						

Theme 2 – VALUING THE NATURAL AND BUILT ENVIRONMENT

	Four-year Priorities	Indicators	Year 3 Annual Actions	Progress Against Quarter 1 (July to September)	% Complete	Status (Not started, In progress or Completed)
2.2.1	<p>Improve Council's sustainability practices through the reduction of Council's carbon emissions and/or need to pay for carbon offsets ●●●</p>	<ul style="list-style-type: none"> Maintain Council's net zero carbon emissions and reduce dependence on carbon offsets through implementation of emission education projects Community satisfaction with environmental sustainability increases annually from current result of 61% 	<p>Investigate further the electrification of heat pumps and other plant at Bluewater Leisure Centre including exploration of external funding programs ●●</p>	<p>Yet to commence.</p>	<p>0%</p>	<p>Not started</p>
2.2.2	<p>Council supports the community to reduce carbon emissions ●●</p>	<ul style="list-style-type: none"> Raised awareness of whole-of-community climate change mitigation/adaptation focused activities Reduction in CO2 emissions for Colac Otway (Source: Victorian Greenhouse 	<p>Progress actions prioritised in the adopted Climate Change Action Plan (duplicate of action against priority 2.1.1) – will be subject to funding ●●●</p>	<p>Climate Change Action Plan finalised for presentation to the October 2023 Council meeting.</p>	<p>25%</p>	<p>In progress</p>

Theme 2 – VALUING THE NATURAL AND BUILT ENVIRONMENT

	Four-year Priorities	Indicators	Year 3 Annual Actions	Progress Against Quarter 1 (July to September)	% Complete	Status (Not started, In progress or Completed)
		Gas Emissions Report) <ul style="list-style-type: none"> Council has considered opportunities for regional partnerships in relation to climate change 	Support community initiated environmental projects through the Colac Otway Shire Grant Program	For the 2023-24 financial year, Council's community grants program funded approximately \$65,000 for a number of environmental, sustainability and climate change related programs and projects (under its three existing streams - events, environmentally sustainable business grants and general community grants). The funded projects include: solar installations; energy efficient appliance upgrades; environmental education, events and forums; invasive species reduction and biodiversity protection enhancement.	100%	Completed
2.2.3	Educating and assisting our community to act on climate change by reducing waste, emissions and water usage ●	<ul style="list-style-type: none"> Reduced waste to landfill, emissions and water usage in the community 	No year 3 action planned			
2.3 Protect and enhance the natural environment						

Theme 2 – VALUING THE NATURAL AND BUILT ENVIRONMENT

	Four-year Priorities	Indicators	Year 3 Annual Actions	Progress Against Quarter 1 (July to September)	% Complete	Status (Not started, In progress or Completed)
2.3.1	Environment Strategy reviewed ●	<ul style="list-style-type: none"> Reviewed Environment Strategy adopted by Council and implementation commenced by 2022 	Finalise and adopt an Environmental Sustainability Strategy 2023-2033 ●	Environmental Sustainability Strategy finalised for presentation to the October 2023 Council meeting.	95%	In progress
2.3.2	Protect native vegetation, ecosystems, flora and fauna ●	<ul style="list-style-type: none"> Number of community activities and education initiatives that promote stewardship of the natural environment 	Finalise and adopt an Environmental Sustainability Strategy 2023-2033 ●	Environmental Sustainability Strategy finalised for presentation to the October 2023 Council meeting.	95%	In progress
2.3.3	Undertake pest plant and animal management control programs and community education to target and reduce invasive species in natural systems ●	<ul style="list-style-type: none"> Connecting and supporting Landcare and environmental interest groups Kilometres or hectares of roadside weed control conducted 	No Year 3 actions planned beyond BAU			

Theme 2 – VALUING THE NATURAL AND BUILT ENVIRONMENT

	Four-year Priorities	Indicators	Year 3 Annual Actions	Progress Against Quarter 1 (July to September)	% Complete	Status (Not started, In progress or Completed)
2.4 We will satisfy our community's reasonable expectations to reduce waste going to landfill, increase resource recovery and minimise waste charges						
2.4.1	Increase community satisfaction by community education, phone apps, reducing waste to landfill, pursuing joint waste contracts and other innovative approaches in partnership with our community and business sectors ●	<ul style="list-style-type: none"> Community satisfaction survey (waste management components) Waste management charges 	Support the roll out of the Victorian Government reforms including the Container Deposit Scheme	From July to September, waste dashboards are showing a reduction in waste to landfill by 3.6% from same time last year. Organics have increased by 15.2% with an additional 636 tonnes received from same time last year.	On going	In progress
2.4.2	Reduce the % of food and organic (FOGO) waste in the landfill waste stream (red bin) by awareness raising and innovative approaches ●	<ul style="list-style-type: none"> % of FOGO waste diverted from landfill stream and composted 	Finalise the Events in a Public Place Policy	Draft Events Policy placed on public exhibition seeking feedback from event organisers and the community. The feedback is currently being reviewed, with the final Policy to be presented to the November 2023 Council meeting.	90%	In progress
2.4.3	Reduce the % of contamination of the recycling waste stream (yellow bin) by awareness raising and innovative approaches ●	<ul style="list-style-type: none"> % of contamination in recycling stream 	No year 3 action planned			

Theme 2 – VALUING THE NATURAL AND BUILT ENVIRONMENT

	Four-year Priorities	Indicators	Year 3 Annual Actions	Progress Against Quarter 1 (July to September)	% Complete	Status (Not started, In progress or Completed)
2.4.4	Divert glass from landfill by rollout of glass recycling bins (purple bin) and public awareness raising and innovative approaches ●	<ul style="list-style-type: none"> % of glass diverted from landfill stream 	No year 3 action planned			
2.4.5	Trial a hard waste collection service	<ul style="list-style-type: none"> Trial conducted, evaluated and recommendations made to Council 	No year 3 action planned			
2.5 Provide and maintain an attractive and safe built environment						
2.5.1	Maintain road and drainage assets to ensure they are safe and reliable	<ul style="list-style-type: none"> Community satisfaction with sealed roads increases annually from current result of 50% Community satisfaction with unsealed roads increases annually from current result of 44% Development of a Road Safety Strategy Road safety funding attracted and priority improvements implemented 	No Year three actions planned beyond BAU			

Theme 2 – VALUING THE NATURAL AND BUILT ENVIRONMENT

	Four-year Priorities	Indicators	Year 3 Annual Actions	Progress Against Quarter 1 (July to September)	% Complete	Status (Not started, In progress or Completed)
		<ul style="list-style-type: none"> Road Management Plan compliance 100% 				
2.5.2	Deliver a relevant Capital Works Program	<ul style="list-style-type: none"> Complete 85% or more of capital projects annually against allocated budget Greater than 85% of renewal work for sealed and unsealed roads annually 	<p>No Year 3 actions planned beyond BAU</p> <p><i>(Note, Capital Works progress is reported separately)</i></p>			
2.5.3	Council meets annual infrastructure renewal gap	<ul style="list-style-type: none"> Asset Management Plans completed Capital funding allocated annually in accordance with levels identified in AMPs 	Update Buildings AMP based on new condition data	The procurement process is to be commenced to select a building assessor to undertake condition assessments for each building that the Council owns and manages and the valuations of the buildings.	5%	In progress
2.5.4	Ensure planning processes and policies for new developments meet the intent of this objective	<ul style="list-style-type: none"> Landscape Guidelines for developers completed Conditions relating to quality landscape, open space, streetscape and urban design outcomes developed and enforced 	Consider the principles of the Safer Design Guidelines for Victoria and other relevant guidance documents when assessing planning application for new developments	Guidelines being considered in the assessment of planning permit applications	25%	In progress

Theme 3 – HEALTHY AND INCLUSIVE COMMUNITY

	Four-year Priorities	Indicator	Year 3 Annual Actions	Progress Against Quarter 1 (July to September)	% Complete	Status (Not started, In progress or Completed)
3.1 All people have the opportunity to achieve and thrive in our Shire						
3.1.1	Advocate for access to and provision of education, employment and lifelong learning opportunities ●●●	<ul style="list-style-type: none"> Reduced youth unemployment rate Reduced total unemployment rate Links facilitated between employers and educators to ensure workforce skills meet community needs Increase Year 12 or equivalent completion rate to at least the Victorian average (43.5% as at the 2016 census) 	No year 3 action planned			
3.1.2	Create environments where children can be happy, healthy, supported, educated and safe ●●●●	<ul style="list-style-type: none"> Funding for early years infrastructure secured (\$) Increased childcare options/availability Partner with agencies to decrease 23.3% children developmentally vulnerable in more than one domain Increase in 3 and 4-year-old kindergarten participation rates 	Continue to work towards securing long-term childcare solutions for Apollo Bay and Colac ●	Council continues to advocate to the Victorian Government for a State-run childcare centre in Apollo Bay.	25%	In progress
			Complete Early Years Infrastructure Plan to guide facility maintenance and investment decisions across the shire ●	Council is working with the Department of Education to develop Colac Otway Shire's Kindergarten Infrastructure Services Plan. The data and outcomes from this plan will feed	10%	In progress

Theme 3 – HEALTHY AND INCLUSIVE COMMUNITY

	Four-year Priorities	Indicator	Year 3 Annual Actions	Progress Against Quarter 1 (July to September)	% Complete	Status (Not started, In progress or Completed)
				into Council's Early Years Infrastructure Plan.		
3.1.3	<p>Provide services to enable lifelong health and wellbeing from the early to senior years ●</p> <p>● ●</p>	<ul style="list-style-type: none"> Community satisfaction for Family Support Services increases annually from current result of 66% Community satisfaction for Elderly Support Services increases annually from current result of 68% Participation rates in Maternal and Child Health checks 	<p>Complete Community Care Best Value Review</p>	<p>Review on track. Progress report developed. Councillors briefed on progress of review.</p>	70%	In progress
<p>3.2 People are active and socially connected through engaging quality spaces and places</p>						





Theme 3 – HEALTHY AND INCLUSIVE COMMUNITY

	Four-year Priorities	Indicator	Year 3 Annual Actions	Progress Against Quarter 1 (July to September)	% Complete	Status (Not started, In progress or Completed)
3.2.1	<p>Provide safe, inclusive, accessible and integrated transport networks that support active transport</p> <p>● ● ●</p>	<ul style="list-style-type: none"> New or upgraded priority footpath, trail and cycling connections and improvements delivered annually (meters) Review strategic footpath plans for Apollo Bay and Colac 	No Year 3 actions planned beyond BAU			
3.2.2	<p>Plan for and supply quality public open space to meet community needs ● ●</p> <p>●</p>	<ul style="list-style-type: none"> Council-managed open space provision aligns with standards for development outlined in the Public Open Space Strategy 	<p>Complete Birregurra Play Space redevelopment project ● ●</p>	Project plan completed, community engagement to commence in Quarter 2.	5%	In progress
			<p>Complete Donaldson's Play Space renewal works ● ●</p>	Project plan completed, community engagement to commence in Quarter 2.	5%	In progress
3.2.3	<p>Provide fit for purpose accessible and well-utilised recreation, arts and community facilities and services</p> <p>● ● ● ●</p>	<ul style="list-style-type: none"> Colac Otway Playspace Strategy developed and adopted Community satisfaction for recreation facilities 	Undertake Birregurra Hall and streetscape works ●	Works to be completed in Quarter 3 as agreed with the Community Asset Committee.	5%	In progress

Theme 3 – HEALTHY AND INCLUSIVE COMMUNITY

	Four-year Priorities	Indicator	Year 3 Annual Actions	Progress Against Quarter 1 (July to September)	% Complete	Status (Not started, In progress or Completed)
		<p>increases annually from current result of 68%</p> <ul style="list-style-type: none"> Community satisfaction for arts, centres and libraries increases annually from current result of 73% Increased participation rates at libraries; and increased visitation to COPACC programs All new and upgraded Council facilities are universally accessible 	<p>Undertake Kitchen renewal at Colac Central Bowling Club ●●</p>	Project plan completed. Works to commence in Quarter 2.	0%	In progress
			<p>Undertake key renewal works at Lavers Hill Hall ●</p>	Project to be scoped in Quarter 2, with works to be undertaken in Quarters 3 and 4.	0%	Not started
3.2.4	<p>Plan, design and maintain attractive and safe public spaces in partnership with our community and key agencies ●●●</p>	<ul style="list-style-type: none"> Community satisfaction for appearance of public spaces increases annually from current result of 70% Perceptions of safety during the day greater than 97.6% and after dark greater than 65.5% 	<p>No year 3 action planned</p>			




Theme 3 – HEALTHY AND INCLUSIVE COMMUNITY

	Four-year Priorities	Indicator	Year 3 Annual Actions	Progress Against Quarter 1 (July to September)	% Complete	Status (Not started, In progress or Completed)
3.2.5	<p>Increase participation in physical activity throughout the shire through direct service provision and partnerships with health services and the wider community</p> 	<ul style="list-style-type: none"> Increased visitation and memberships at Bluewater Leisure Centre and Apollo Bay Aquatic Centre Level of community grants funding directed to projects that encourage physical activity 	<p>Community grants process scheduled for review in 2024-25, to encourage projects that encourage physical activity</p> 	Commence scoping review in Quarter 4 for the 2024-25 year.	0%	Not started
3.2.6	<p>Promote and demonstrate gender equity</p> 	<ul style="list-style-type: none"> Gender Equity Plan for Council adopted and implemented New and upgraded community facilities accommodate gender neutral design principles Community facility fees and charges structures encourage facility users to embrace gender equity 	<p>Report GEAP implementation to Gender Equality Commissioner</p> 	Discussions held with Leisure Networks to partner in the roll out of the State Government's Fair Access Policy Roadmap. Colac Otway Shire Council Draft Fair Access Policy developed and to be released for public exhibition in Quarter 2. Sporting club information sessions relating to Fair Access (Gender Equity) to be conducted in Quarter 2.	5%	In progress
<p>3.3 We are a safe, equitable and inclusive community</p>						

Theme 3 – HEALTHY AND INCLUSIVE COMMUNITY

	Four-year Priorities	Indicator	Year 3 Annual Actions	Progress Against Quarter 1 (July to September)	% Complete	Status (Not started, In progress or Completed)
3.3.1	Support stakeholders such as Colac Area Health, Great Ocean Road Health, Barwon Health, Hesse Rural Health, Headspace and other community groups to improve mental health and wellbeing in our community ●	<ul style="list-style-type: none"> • Accessibility of services that lead to reduced rates of: <ul style="list-style-type: none"> ➢ Suicide and self-inflicted injuries (101 per 100,000 people) ➢ Psychological distress (20.3%) ➢ Anxiety or depression (31.7%) 	No year 3 action planned			
3.3.2	Support relevant stakeholders to improve healthy eating and living in our community ●	<ul style="list-style-type: none"> • Reduced rates of diet-related chronic disease • Community facility fees and charges structures encourage facility users to embrace healthy eating, reduced tobacco, alcohol and other drug use • Increased partnerships and advocacy with relevant organisations 	No year 3 action planned			

Theme 3 – HEALTHY AND INCLUSIVE COMMUNITY

	Four-year Priorities	Indicator	Year 3 Annual Actions	Progress Against Quarter 1 (July to September)	% Complete	Status (Not started, In progress or Completed)
3.3.3	Diversity is embraced 	<ul style="list-style-type: none"> Greater than 45% of residents support multiculturalism as measured by Department of Health data Contribute to greater than 57% of residents feel valued by society Key council documents and communications are provided in accessible formats and multiple languages Increase in number of community events that celebrate diversity 	Install Ceremonial/ Recognition Flagpole at Civic Precinct Colac 	Project to be scoped in Quarter 2.	0%	Not started
3.3.4	Deliver a Reconciliation Action Plan in consultation with Eastern Maar Aboriginal Cooperative 	<ul style="list-style-type: none"> Reflect level Reconciliation Action Plan delivered by 2022 	No year 3 action planned			

Theme 3 – HEALTHY AND INCLUSIVE COMMUNITY

	Four-year Priorities	Indicator	Year 3 Annual Actions	Progress Against Quarter 1 (July to September)	% Complete	Status (Not started, In progress or Completed)
3.3.5	Provide community safety services that enhance the liveability of our shire ●●●	<ul style="list-style-type: none"> Community satisfaction for enforcement and local laws increases annually from current result of 64% Local Law reviewed by 2023 	Complete General Local Law review ●●●●	The General Local Law was completed and adopted by Council on 23 August 2023.	100%	Completed
3.3.6	Support health, enforcement and other services to support initiatives to reduce all forms of violence ●●●	<ul style="list-style-type: none"> Decrease family violence incident rates 	No year 3 action planned			
3.3.7	Reduce gambling-related harm in the Colac Otway Shire ●●	<ul style="list-style-type: none"> Gambling Policy developed for inclusion in the planning scheme 	No year 3 action planned			

Theme 4 – STRONG LEADERSHIP AND MANAGEMENT

	Four-year Priorities	Indicators	Year 3 Annual Actions	Progress Against Quarter 1 (July to September)	% Complete	Status (Not started, In progress or Completed)
4.1 We commit to a program of best practice and continuous improvement						
4.1.1	Identify and embrace best practice and modernise systems to realise efficiencies	<ul style="list-style-type: none"> Community satisfaction for Councils overall performance increases annually from current result of 58% 	Undertake an internal audit relating to cybersecurity controls	A specification has been developed and has been released to the Victorian Auditor General's appointed Auditor or quote.	5%	In progress
4.1.2	Digital transformation to improve customer experience and interactions with community	<ul style="list-style-type: none"> Number of services that can be accessed by customers online 	No year 3 action planned			
4.1.3	Building and Planning services are customer and solution focussed	<ul style="list-style-type: none"> Community satisfaction for Planning and Building services greater than 50% by 2025 85% of planning applications, and 100% of Vic Smart applications determined in 60 days 	Undertake service specific feedback activity to identify opportunities to improve community perception	Survey responses from planning permit applicants are being used to source feedback on improvement opportunities, and this is informing service improvements.	25%	In progress
4.1.4	Undertake a rolling program of service reviews	<ul style="list-style-type: none"> Conduct at least two service reviews annually and implement decisions made by Council, with a view to 	Complete Best Value Review of Community Care Review	Review on track. Progress report developed. Councillors briefed on progress of review.	70%	In progress

Theme 4 – STRONG LEADERSHIP AND MANAGEMENT

	Four-year Priorities	Indicators	Year 3 Annual Actions	Progress Against Quarter 1 (July to September)	% Complete	Status (Not started, In progress or Completed)
		saving at least \$250,000 per year	Complete a service review of Colac Regional Saleyards	The service review is scoped and ready to commence.	5%	In progress
			Complete a service review of Services and Operations	Light Fleet Management is the first area to be reviewed from service and operations. The review is in the draft final report stage.	75%	In Progress
			Complete visitor servicing review	Benchmarking and background research commenced. A local business and community survey has been created and is scheduled for release in Quarter 2.	25%	In progress
4.2 We are a financially robust organisation						
4.2.1	Plan for sustainable portfolio of assets to deliver the services the community needs within our financial constraints ●	<ul style="list-style-type: none"> Asset Management Policy reviewed to address asset decommissioning and divestment Asset Management Strategy and Plans adopted 	Implement Asset Management Strategy actions ●	Terms and references for the Asset Management Steering Committee have been prepared and reviewed.	5%	In progress

Theme 4 – STRONG LEADERSHIP AND MANAGEMENT

	Four-year Priorities	Indicators	Year 3 Annual Actions	Progress Against Quarter 1 (July to September)	% Complete	Status (Not started, In progress or Completed)
4.2.2	Adopt a policy and approach to guide the disposal of assets no longer required ●	<ul style="list-style-type: none"> Asset Management Plans include strategic service planning recommendations Capital Funds Allocation and Prioritisation Policies adopted 	No year 3 action planned			
4.2.3	Manage procurement to get best value for the community	<ul style="list-style-type: none"> Agreed audit recommendations are implemented within defined timelines Rolling internal audit program implemented 	Implement Internal Audit into Procurement	Procurement training package has been developed and training is to be completed by the end of December 2023. A new draft Procurement Policy has been developed and is currently under review for comment prior to going to Audit and Risk Committee.	30%	In Progress
4.2.4	Council businesses maximise community utilisation and minimise council subsidy ratios	<ul style="list-style-type: none"> Reduced subsidy ratio for Council businesses (airports, saleyards, COPACC, Bluewater and Visitor Information Centres) 	Undertake strategic fee review for COPACC and Bluewater	To commence in Quarter 2.	0%	Not Started

Theme 4 – STRONG LEADERSHIP AND MANAGEMENT

	Four-year Priorities	Indicators	Year 3 Annual Actions	Progress Against Quarter 1 (July to September)	% Complete	Status (Not started, In progress or Completed)
4.2.5	Financial and risk management practices are responsible and sustainable	<ul style="list-style-type: none"> • Deliver ten-year financial plan • VAGO LGPRF financial sustainability measures 	Develop Statutory and Discretionary Reserve Policy	To commence in Quarter 2.	0%	Not Started
			Review Council's Borrowing Policy	To commence in Quarter 2.	0%	Not Started
			Review Council's Investment Policy	To commence in Quarter 2.	0%	Not Started

Theme 4 – STRONG LEADERSHIP AND MANAGEMENT

	Four-year Priorities	Indicators	Year 3 Annual Actions	Progress Against Quarter 1 (July to September)	% Complete	Status (Not started, In progress or Completed)
4.3 We provide exceptional customer service						
4.3.1	Council service delivery is efficient, accessible, solution-focused and responsive to the needs of the community	<ul style="list-style-type: none"> Community satisfaction for Customer Service increases annually from current result of 68% Seek to understand factors contributing to the community's perception of Council's performance in Apollo Bay and surrounds 	Establish Customer Experience improvement program	<p>Monthly reporting to the Executive Team analyses compliments and complaints received, as well as opportunities for improvement. Initiatives to have arisen from this work include a review of planning information on the Council website and development of improved content for Council's Intranet to enhance the capacity of staff to respond to customer enquiries.</p> <p>A Customer Experience Strategy is currently being developed, and a Customer Experience Core Team established from across key business functions.</p>	25%	In progress

Theme 4 – STRONG LEADERSHIP AND MANAGEMENT

	Four-year Priorities	Indicators	Year 3 Annual Actions	Progress Against Quarter 1 (July to September)	% Complete	Status (Not started, In progress or Completed)
			Review Complaints Policy	The Complaints Policy has been reviewed and is due for Audit and Risk Committee feedback prior to Council consideration. Work has also commenced on a review of the Complaints Handling Procedure.	25%	In progress
4.4 We support and invest in our people						
4.4.1	We respect and invest in our employees and continue to strengthen our workplace culture ●●	<ul style="list-style-type: none"> Employee satisfaction and engagement 	Develop action plan based on People Matters Survey results ●●	The key actions include further training in sexual harassment and bullying prevention to increase awareness and review and relaunching of policies to create awareness on processes and procedures if instances of unacceptable behaviour is experienced.	25%	In progress
4.4.2	We commit to safe work practices and take a positive approach to our work ●	<ul style="list-style-type: none"> Delivery of targets and measures as outlined in the OHS Strategic Plan 	Implement actions from Internal Audit into WHS systems ●	A proposed OHS Management System is planned to be implemented in early 2024. This system is a planned and structured flow of documented processes that creates and describes an intentional way	25%	In progress

Theme 4 – STRONG LEADERSHIP AND MANAGEMENT

	Four-year Priorities	Indicators	Year 3 Annual Actions	Progress Against Quarter 1 (July to September)	% Complete	Status (Not started, In progress or Completed)
				that Council will manage health and safety within our organisation.		
4.4.3	Develop a skilled and diverse workforce by investing in training and development ●●	<ul style="list-style-type: none"> • Attraction and retention of skilled workforce • Number of secondments within the organisation • Number of internal promotions • Number of hours of training • Number of traineeships/apprenticeships • Development of a Workforce Plan 	Develop an organisation wide training program for mandatory and compliance training ●●●	A blended learning approach to mandatory and compliance training is being progressed. This is a combination of traditional face-to-face training and e-learning. By adding online training, a scalable approach to compliance training that automates tracking and reporting is being utilised. The Council manages e-learning compliance training programs with Blueprint Learning Management System.	30%	In progress

Theme 4 – STRONG LEADERSHIP AND MANAGEMENT

	Four-year Priorities	Indicators	Year 3 Annual Actions	Progress Against Quarter 1 (July to September)	% Complete	Status (Not started, In progress or Completed)
4.4.4	Council provides clear, accessible communication and opportunities for the community to participate in decisions that affect them in line with the Community Engagement Framework	<ul style="list-style-type: none"> Community satisfaction for Consultation and Engagement increases annually from current result of 54% Rolling program of Community Conversations implemented 	Conduct two 'community conversations' in small towns	The first community conversation will be scheduled in Quarter 3.	0%	Not started
4.4.5	Council decisions are open and transparent and the public has access to relevant Council information	<ul style="list-style-type: none"> Number of decisions made in closed Council meetings Community satisfaction for Council's community decision making increases annually from current result of 54% Compliance with Public Transparency Policy 	Review decisions made in closed Council meetings and develop further guidance to maximise public decision-making	This action will commence in Quarter 3.	0%	Not started

Quarterly Budget Report for the quarter ending 30 September 2023

Executive Summary

The year-to-date (YTD) financial performance for the quarter ending September 2023 is favourable as compared to the adopted budget 2023-24 for the same period.

After taking the 2022-23 actual financial results into consideration (including the carry forward balances relating to incomplete works for projects funded in 2022-23), the following summary is provided in relation to the 2023-24 forecast financial results.

Council's total comprehensive result (**actual**) for the three months ended 30 September 2023 is a surplus of \$28.90 million.

The year-to-date operating surplus is \$281,000 favourable to the budgeted operating surplus for the same period, this is a reflection of timing variances:

- Operating grants revenue (**\$1.08**) million not yet received,
- Capital grants (**\$230,000**) not yet received,
- Additional Employee costs of (**\$500,000**) mainly in Aged Care Management Administration (\$105,000), Risk & Insurance Operations (\$103,000), and Services & Operations (\$99,000)
- Lower than budgeted spend in Materials and services of **\$944,000** seen in Contractors \$613,000, Consultants \$405,000, and Subscriptions and memberships \$231,000, offset by Insurances (\$617,000)
- Greater amount of user fees **\$243,000** received for the first three months than expected, mainly in aged care services.

Cash Position

The Annual Budget has a cash balance of \$25.34 million at end of financial year.

The YTD cash balance is \$16.14 million comprising an opening balance of \$21.07 million at 1 July 2023 and year to date net cash outflows of \$4.93 million.

The forecast year end cash balance is \$26.69 million, being \$1.35 million greater than the Annual Budget. This position is driven by the opening cash balance at 1st July 2022, being \$1.35 million higher than budget.

Capital Performance

The 2023-24 Annual Budget is \$24.51 million, comprising of \$9.71 million of Capital Works projects and \$14.80 million carried forward from the 2022-23 financial year.

YTD Capital Works actual expenditure is \$1.24 million against a budget of \$6.11 million. This is a variance of (\$4.87) million, driven mainly by Roads (\$1.38) million and Other Infrastructure (\$2.31) million.

Further detail of these results are provided in the following report.

OPERATING RESULT

Colac Otway Shire Council

Comprehensive Income Statement

For the period ended 30 September 2023

	Year-To-Date				Full Year			
	Actual \$'000	Budget \$'000	Variance \$'000	Variance %	Budget \$'000	Forecast \$'000	Variance \$'000	Variance %
Revenue								
Rates and charges	35,040	35,252	(212)	(1%)	35,365	35,365	-	0%
Statutory fees and fines	197	173	24	14%	917	917	-	0%
User fees	1,903	1,660	243	15%	6,745	6,745	-	0%
Other income	635	86	549	638%	333	379	46	14%
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	-	-	-	-	-	-	-	-
Share of net profits/(loss) of associates and joint ventures	-	(25)	25	(100%)	(100)	(100)	-	0%
Total own-sourced revenue	37,775	37,146	629	2%	43,260	43,306	46	0%
Grants - operating	2,021	3,099	(1,078)	(35%)	11,734	12,594	860	7%
Grants - capital	3,682	3,912	(230)	(6%)	4,389	15,650	11,261	257%
Contributions - monetary	72	49	23	47%	67	195	128	191%
Total grants and contributions	5,775	7,060	(1,285)	(18%)	16,190	28,439	12,249	76%
Total revenue	43,550	44,206	(656)	(1%)	59,450	71,745	12,295	21%
Expenses								
Employee costs	6,095	5,600	(495)	(9%)	24,271	24,377	(106)	(0%)
Materials and services	4,668	5,612	944	17%	20,527	22,039	(1,512)	(7%)
Depreciation and amortisation	3,623	3,623	(0)	(0%)	14,493	14,493	-	0%
Amortisation - right of use assets	25	25	(0)	(1%)	101	101	-	0%
Bad and doubtful debts	(29)	-	29	-	20	20	-	0%
Borrowing costs	-	-	-	-	-	-	-	-
Finance costs - leases	9	3	(6)	(200%)	12	12	-	0%
Other expenses	285	750	465	62%	1,457	1,537	(80)	(5%)
Total expenses	14,677	15,613	937	6%	60,881	62,579	(1,698)	(3%)
Surplus for the year	28,874	28,593	281	1%	(1,431)	9,166	10,597	(741%)

*The above table does not include project carry forwards in Budget columns.

Council's total comprehensive result (**actual**) for the quarter ended 30 September 2023 is surplus of \$281,000.

Council's adopted operating budget for the full year accounts for a net loss or deficit of (\$1.43) million.

The full year **forecast** reflects carry forward allocations for grant funding, including unspent funds received in a prior year for approved projects not completed at 30 June 2023. These funds were set aside in Council's working capital at 30 June 2023 and are forecast to be spent in 2023-24.

Further information is provided below:

Income

Rates and charges

Rates and charges forecast no change to the adopted budget.

User fees

Greater amount of user fees \$243,000 received in the first 3 months than expected, mainly in aged care services \$290,000.

Grants - operating

Operating grants budgeted income not yet received as at end of September resulting in an unfavourable position of (\$1.08) million YTD. This unfavourable position is driven mostly by; Federal Assistance Grants (FAGs) (\$2.05) million and Port of Apollo Bay (\$220,000), off-set by favourable

results seen in Home Care \$265,000, Deans Creek Precinct Structure Plan \$369,000, and Forrest MTB Revitalisation \$139,000.

Grants – capital

Capital grants budgeted income not yet received (\$230,000), includes Local Roads Community Infrastructure (LRCI) and Roads to Recovery (R2R).

Other Income

The result in 'Other income' of \$635,000 YTD, is mostly made up of \$136,000 of Interest earned (\$131,000 favourable to YTD budget), and \$461,000 of Fire Services Levy yet to be transferred to state government (\$381,000 greater than YTD budget).

Excluding the Fire Services Levy component of 'Other income', our YTD position is \$168,000 favourable to YTD budget.

Expenses

Employee costs

The unfavourable variance of (\$495,000) to YTD budget is driven in the most part by the upfront payment of WorkCover (being \$490,000 of the YTD variance). WorkCover premium increased year on year, \$616,200 was paid in August 2023 being \$70,000 above full year budgeted premium. 2023-24 Budget assumed quarterly payments, however a full year payment was made in August 2023 as a discount was offered in doing so.

Material and Services

The favourable variance of \$944,000 to YTD budget is driven in the most part by material underspend in;

- Contractors \$614,000
- Consultants \$405,000
- Subscriptions and memberships \$231,000
- Plant and equipment maintenance \$116,000, and
- Training Costs \$102,000

Offset by YTD overspend in;

- Insurances (\$617,000), and
- Legal Costs (\$125,000)

Other expenses

The favourable variance of \$465,000 to YTD budget is driven in the most part by a net underspend in Community Grants (that are yet to be paid) \$377,000, Elected Members Allowances of \$26,000, Planning application fees \$21,000, and Professional Services \$15,000.

BALANCE SHEET

Colac Otway Shire Council
Balance Sheet
As at 30 September 2023

	Sept 2023	Full Year		
	Actual \$'000	Budget \$'000	Forecast \$'000	Variance \$'000
Assets				
Current assets				
Cash and cash equivalents	29,135	25,335	25,335	-
Trade and other receivables	36,777	1,607	1,607	-
Inventories	183	191	191	-
Non-current assets held for sale	570	570	570	-
Prepayments	91	-	-	-
Other assets	315	242	242	-
Total current assets	67,071	27,945	27,945	-
Non-current assets				
Right of use assets	2,983	2,959	5,917	2,958
Property, infrastructure, plant and equipment	479,612	442,566	454,759	12,193
Investments in associates, joint arrangements and subsidiaries	148	147	147	-
Total non-current assets	482,743	445,672	460,823	15,151
Total assets	549,814	473,617	488,768	15,151
Liabilities				
Current liabilities				
Trade and other payables	5,963	5,055	5,055	-
Trust funds and deposits	1,554	1,600	1,600	-
Lease liabilities	8	6	6	-
Provisions	4,335	4,226	4,226	-
Total current liabilities	11,860	10,887	10,887	-
Non-current liabilities				
Lease liabilities	9	9	9	-
Provisions	4,857	4,881	4,881	-
Total non-current liabilities	4,866	4,890	4,890	-
Total liabilities	16,726	15,777	15,777	-
Net assets	533,088	457,840	472,991	15,151
Equity				
Accumulated Surplus	169,463	147,480	162,631	(15,151)
Reserves	363,626	310,360	310,360	-
Total Equity	533,089	457,840	472,991	15,151

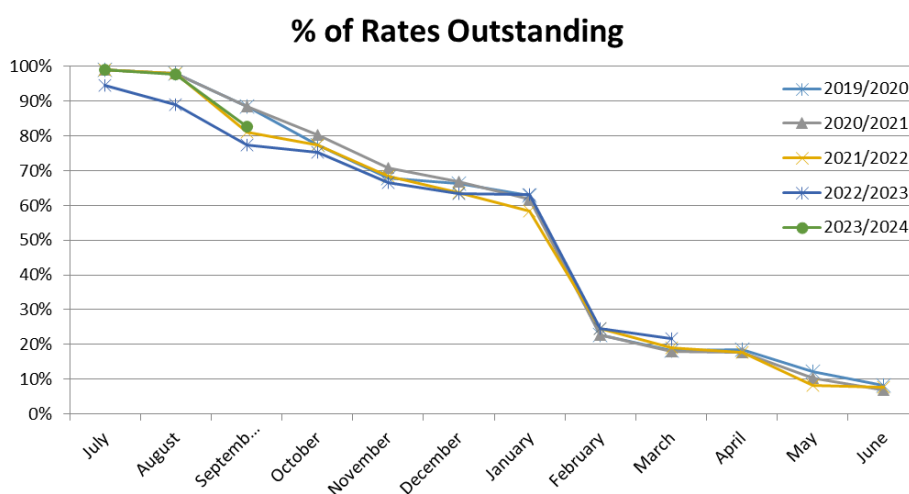
Rate Debtors

At 30 September 2023, \$35.04 million was raised in rates and charges including batches of supplementary valuations generated by changes to Council’s property base. At 30 September 2023 17% of rates and charges raised have been collected, which was similar to the collection rate for the same period in the 2021-22 and 2022-23 financial years of 19% & 23% respectively. The reason 100% of rates were not outstanding when rates were raised for 2023-24, is that a number of rate payers had a credit balance from the previous financial year which was rolled over into current financial year.

The due date for ratepayers opting to pay in full is 15 February 2024. The due dates for ratepayers opting to pay via instalments are 30 September 2023, 30 November 2023, 28 February 2024 and 31 May 2024.

The following ‘Graph 1’ shows that current collection rate is higher at the end of September than the reported collection for the prior year:

Graph 1: Outstanding rates



Borrowings

There were **no borrowings held** by Council at 30 September 2023.

STATEMENT OF CASH FLOWS

Colac Otway Shire Council
Statement of Cash Flows
For the period ended 30 September 2023

	Sep 2023	Full Year		
	Actual \$'000	Budget \$'000	Forecast \$'000	Variance \$'000
Cash flows from operating activities				
Rates and charges	2,384	35,624	35,624	-
Statutory fees and fines	197	924	924	-
User fees	1,903	6,794	6,794	-
Grants - operating	2,177	11,820	11,820	-
Grants - capital	3,682	4,421	4,421	-
Contributions - monetary	72	67	67	-
Trust funds and deposits received/(paid)	433	-	-	-
Other receipts	791	336	336	-
Payments for Employees	(6,095)	(23,374)	(23,374)	-
Payments for materials and services (Incl GST)	(5,323)	(19,768)	(19,768)	-
Other payments	(285)	(1,403)	(1,403)	-
Net cash provided by/(used in) operating activities	(65)	15,441	15,441	-
Cash flows from investing activities				
Payments for property, infrastructure, plant and equipment	(4,860)	(9,708)	(9,708)	-
Proceeds from sale of property, infrastructure, plant and equipment	-	(100)	(100)	-
Net cash provided by/(used in) investing activities	(4,860)	(9,808)	(9,808)	-
Cash flows from financing activities				
Finance costs	-	-	-	-
Proceeds from borrowings	0	-	0	-
Repayment of borrowings	-	-	-	-
Interest paid - lease liability	(9)	(12)	(12)	-
Repayment of lease liabilities	-	(3)	(3)	-
Net cash provided by/(used in) financing activities	(9)	(15)	(15)	-
Net increase (decrease) in cash and cash equivalents	(4,934)	5,618	5,618	-
Cash and cash equivalents at the beginning of the period	21,069	19,717	21,069	1,352
Cash and cash equivalents at the end of the period	16,135	25,335	26,687	1,352

Cash balance

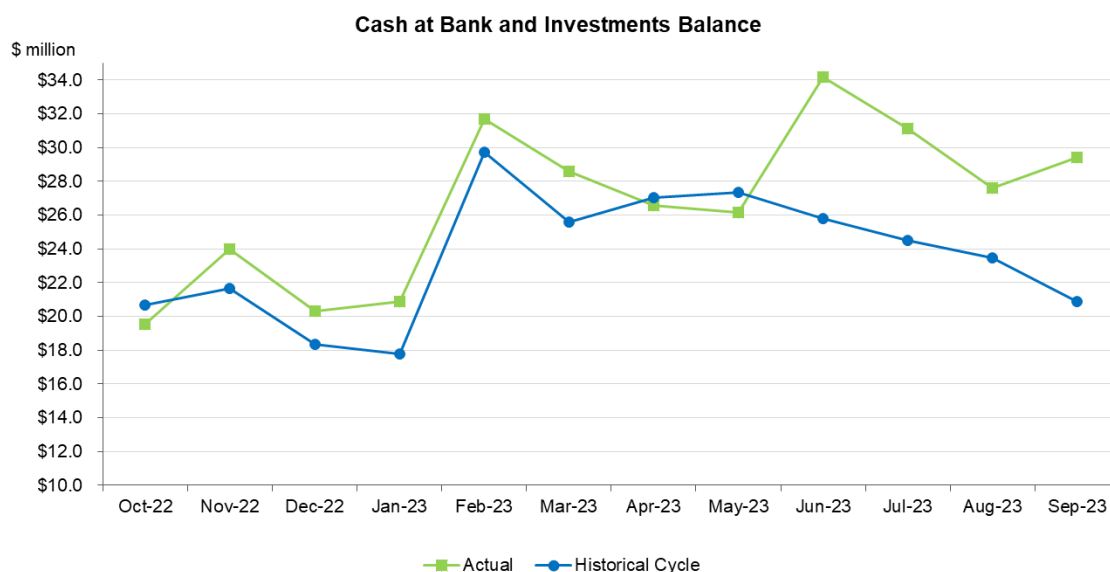
The current actual cash balance is \$16.14 million as at 30 September 2023.

The net increase in the forecasted cash flows from operating activities at end of year is \$2.62 million. Net decrease from the investing activities is forecasted to be \$9.81 million during the year.

Graph 2 below shows how the Council's cash balance has trended to 30 September 2023. The graph portrays:

- Historical Cycle – which is an estimation derived from 2022-23 actual cash balances that are expected to be achieved at the end of each month.
- The Actual – this is the actual balance at the end of each month from Oct'22 to Sep'23.

Graph 2: Cash balance performance



Every opportunity is taken to invest surplus cash to maximise investment returns in accordance with Council’s investment policy. Investment income (term deposits) received for the three months to 30 September 2023 was \$136,000 which has already exceeded the income budget for the year. Investment income is subject to availability of cash flow and has been steadily increasing as a result of successive interest rates rises announced by the Reserve Bank.

Our investments were within the investment and risk rating limits set-out in the investment policy.

Local Authorities Superannuation Fund - Defined Benefits

Local government councils have a potential financial exposure to the Local Authorities Superannuation Fund – the Defined Benefits Plan. Under the Australian Prudential Regulation Standards (SPS160) the Defined Benefits funds must meet strict funding requirements. This funding requirement is measured by the Vested Benefits Index (VBI), which shows as a percentage of 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 2019	107.10%
September 2019	107.30%
December 2019	107.70%
March 2020	102.10%
June 2020	104.60%
September 2020	104.50%
December 2020	109.60%
March 2021	111.50%
June 2021	109.70%
September 2021	109.90%
December 2021	111.20%
March 2022	108.50%
June 2022	102.20%
September 2022	101.50%
December 2022	101.70%
March 2023	104.20%
June 2023	104.10%
September 2023	TBA

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

A VBI must generally be kept above the nominated shortfall threshold of 97% when a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year.

At the time of preparing this report there was no information available regarding the final VBI estimations as at 30 September 2023.

At 30 June 2023, the updated VBI for the sub-plan increase to 104.10%, which presents an increase of 0.1% from prior quarter. 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 the CPI, which impacts the defined benefit liabilities of the sub-plan.

CAPITAL WORKS

Colac Otway Shire Council Statement of Capital Expenditure as at 30 September 2023

	Sep 2023		Full Year	
	Actual YTD \$	Budget YTD \$	Adopted Budget \$'000	Programme Allocation \$'000
Property				
Land	-	-	-	-
Building	69	769	1,126	3,076
Total Property	69	769	1,126	3,076
Plant and Equipment				
Plant, machinery and equipment	140	200	800	800
Fixtures, fittings and furniture	-	-	-	-
Computers and telecommunications	94	109	310	436
Total Plant and Equipment	234	309	1,110	1,236
Infrastructure				
Roads	739	2,122	4,479	8,558
Bridges	-	69	244	276
Footpaths and cycleways	7	135	40	540
Drainage	2	205	320	821
Other infrastructure	192	2,501	2,388	10,003
Total Infrastructure	939	5,032	7,471	20,198
Total	1,243	6,110	9,708	24,510

The Capital Works program has a variance of \$4.87 million against the year to date budget for the first three months to 30 September 2023.

The current programme allocation to the Capital Works program is higher than the adopted Budget due to projects carried forward from 2022-23.

CAPITAL WORKS PROJECTS 2023-24

'Project Name	Expenses							Income			Comments by exception
	Annual Original Budget	Annual Current Budget	YTD Actuals	Committed	Estimate to Complete	Total Estimated Project Cost	Estimated Variance to Budget	Annual Original Budget	Annual Current Budget	YTD Actuals	
ASSET RENEWAL PROGRAM											
2022 - 2023 Capital Works - Western Reserve Netball Court Resurfacing	0	45,000	17,900	0	27,100	45,000	0	0	0	0	Innovative approach has not succeeded. Acrylic surface to be applied.
2022 -2023 Capital Works - Bridge Replacement Program - Devondale Road Culvert Replacement	0	32,123	0	0	30,000	30,000	2,123	0	0		
2023 - 2024 Capital Works Bridge Renewal Program - Boundary Road	65,000	65,000	0	0	62,000	62,000	3,000	0	0	0	
2023 - 2024 Capital Works Bridge Renewal Program - De La Rues Rd	60,000	60,000	0	0	58,000	58,000	2,000	0	0	0	
2023 - 2024 Capital Works Bridge Renewal Program - Forrest Road South (0.5 from Woodrovale Rd)	55,000	55,000	0	0	53,000	53,000	2,000	0	0	0	
2023 - 2024 Capital Works Bridge Renewal Program - Hordern Vale Road	64,000	64,000	0	0	62,000	62,000	2,000	0	0	0	
2020-21 Capital Works - Building Renewal Programme - Bluewater Roof Replacement	0	1,028,092	0	0	1,028,092	1,028,092	0	0	0	0	Planned works expected to exceed budget. Scope to be reviewed pending structural advice.
2022 - 2023 Capital Works - Colac Otway Building Roof Compliance - OHS Renewal	0	27,050	0	0	27,050	27,050	0	0	0	0	
2022 -2023 Capital Works - Building Renewal Program - Bluewater Toddler Pool Tile Replacement	0	143,425	0	0	143,425	143,425	0	0	0	0	On Hold - waiting for resolution of roof
2022 - 2023 Capital Works - Building Upgrade Program - Winifred Nance Playground Project	0	282,200	4,148	0	278,052	282,200	0	0	-282,200	-12,200	
2022 - 2023 - Capital Works - Buildings Renewal Program - Bluewater, Resurface Concourse	0	222,000	0	0	222,000	222,000	0	0	0	0	On Hold - waiting for resolution of roof
2022 - 2023 - Capital Works - Buildings Renewal Program - Elliminyt Recreation Reserve Pavilion - Detailed Design	0	40,890	0	42,506	5,000	47,506	-6,616	0	0	0	Requires budget adjustment to address over-commitment
2022 - 2023 - Capital Works - Buildings Renewal Program - Reactive Building Renewal Works	0	4,000	0	0	4,000	4,000	0	0	0	0	
2023 - 2024 Capital Works Buildings Renewal Program - Colac Mallet Sports Club	75,000	75,000	0	0	75,000	75,000	0	0	0	0	
2023 - 2024 Capital Works Buildings Renewal Program - COPACC, replace auditorium chairs, phase 1	66,200	66,200	0	0	66,200	66,200	0	-66,200	-66,200	0	Scope being reviewed
2023 - 2024 Capital Works Buildings Renewal Program - COPACC, re-surfacing and painting of main stage	47,000	47,000	0	0	47,000	47,000	0	0	0	0	
2023 - 2024 Capital Works Buildings Renewal Program - Cororooke Maternal and Child Health Centre, plumbing renewal	7,500	7,500	3,360	0	0	3,360	4,140	0	0	0	Project complete. Unspent funds to be returned via motnhly transfer table.
2023 - 2024 Capital Works Buildings Renewal Program - Emergency Building renewal/compliance Works	40,000	40,000	0	0	40,000	40,000	0	0	0	0	
2023 - 2024 Capital Works Buildings Renewal Program - Kitchen renewal, Colac Central Bowling Club	48,500	48,500	0	0	48,500	48,500	0	0	0	0	
2023 - 2024 Capital Works Buildings Renewal Program - Rae Street Office - Top Level roof replacement	150,000	150,000	0	0	150,000	150,000	0	0	0	0	
2023 - 2024 Capital Works Buildings Renewal Program - Sale Yards Septic system	45,000	45,000	0	0	45,000	45,000	0	0	0	0	
2023 - 2024 Capital Works Buildings Renewal Program - Winifred Nance Kindergarten	85,000	85,000	0	0	85,000	85,000	0	0	0	0	On Hold - This verandah project wil be scheduled after playspace is complete
2023 - 2024 Capital Works Buildings Renewal Program - Wydinya Kindergarten roof replacement	91,000	91,000	0	0	91,000	91,000	0	0	0	0	
2023 - 2024 Capital Works - Repair works to the Apollo Bay Recourse Recovery Centre building	55,000	55,000	0	0	55,000	55,000	0	0	0	0	
2023 - 2024 Capital Works Buildings Renewal Program - Building Condition Assessments	30,000	30,000	0	0	30,000	30,000	0	0	0	0	
2022 - 2023 Capital Works - Asset Condition Assessment	0	133,171	0	0	133,171	133,171	0	0	0	0	Buildings are asset class for condition assessment in 2023-24. Methodology drafted.
Crack Sealing Programme Total	80,000	80,000	954	66,812	12,235	80,000	0	0	0	0	
Footpath Programme Total	28,000	28,000	180	30,036	0	30,217	-2,217	0	0	0	
2022 - 2023 Capital Works - Fixtures, Fittings and Furniture Replacement	0	6,947	0	0	6,947	6,947	0	0	0	0	consolidate onto one account
Budget Work Order - Fixtures, Fittings & Furniture - Renewals	20,000	20,000	0	0	20,000	20,000	0	0	0	0	consolidate onto one account

CAPITAL WORKS PROJECTS 2023-24

'Project Name	Expenses							Income			Comments by exception
	Annual Original Budget	Annual Current Budget	YTD Actuals	Committed	Estimate to Complete	Total Estimated Project Cost	Estimated Variance to Budget	Annual Original Budget	Annual Current Budget	YTD Actuals	
Capital Works - ICT Device Renewals	110,000	206,428	94,465	1,795	110,168	206,428	0	0	0	0	
2022 - 2023 Capital Works - CRM Replacement Renewal	0	29,104	0	10,354	18,750	29,104	0	0	0	0	
2023 - 2024 Capital Works Kerb & Channel Replacement Program - Hazel Court (Gerard Avenue to Court Bow)	25,000	25,000	0	0	25,000	25,000	0	0	0	0	
2023 - 2024 Capital Works Kerb & Channel Replacement Program - Carta Crescent (Gerard Avenue to Gibson Avenue)	47,346	47,346	0	0	47,346	47,346	0	0	0	0	
2023 - 2024 Capital Works Kerb & Channel Replacement Program - Gerard Avenue (Hawdon Avenue to Cartra Crescent)	10,000	10,000	0	0	10,000	10,000	0	0	0	0	
2023 - 2024 Capital Works Kerb & Channel Replacement Program - Gerard Avenue (Cartra Crescent to Dead End)	12,000	12,000	0	0	12,000	12,000	0	0	0	0	
2023 - 2024 Capital Works Kerb & Channel Replacement Program - Pound Road (Hart Street to Pound Road)	4,000	4,000	0	0	4,000	4,000	0	0	0	0	
2023 - 2024 Capital Works Kerb & Channel Replacement Program - Rae Street (Gellibrand Street to Hesse Street)	3,500	3,500	0	0	3,500	3,500	0	0	0	0	
2023 - 2024 Capital Works Kerb & Channel Replacement Program - Scott Street (Murray Street to Connor Street)	7,500	7,500	0	0	7,500	7,500	0	0	0	0	
Light Fleet Programme Total	200,000	502,270	608	0	501,662	502,270	0	0	0	0	
Major Plant Programme Total	600,000	1,685,104	139,325	423,088	1,122,691	1,685,104	0	0	0	0	
Budget Work Order - Other Infrastructure	40,000	40,000	0	0	40,000	40,000	0	0	0	0	
Open Space Programme Total	40,000	40,000	0	0	40,000	40,000	0	0	0	0	
Reseal Programme Total	1,000,000	1,000,000	0	0	1,000,000	1,000,000	0	0	0	0	
Resheet Programme Total	1,000,000	1,145,000	129,346	54,242	961,413	1,145,000	0	-500,000	-545,000	-45,000	
Road Reconstruction Programme Total	1,930,000	3,848,216	895	3,000	3,844,321	3,848,216	0	-1,202,996	-1,617,718	0	Includes \$300k major patching, \$850k Mooleric Rd, \$762k Strachan St, \$1,156k Forest St (Wallace-Colanda) and \$780k Forest St (J Barrys-Pound)
2023 - 2024 Capital Works - Public Street Litter Bin Replacement Program	120,000	120,000	0	0	120,000	120,000	0	0	0	0	
2023 - 2024 Capital Works Road Safety Program Guard Rail Replacement - Warncoort Cemetery Road	23,000	23,000	0	0	23,000	23,000	0	0	0	0	
2023 - 2024 Capital Works Road Safety Program Guard Rail Replacement - Irrewillipe Road	12,000	12,000	0	0	12,000	12,000	0	0	0	0	
2022 - 2023 Capital Works - Minor Culvert Renewals - Various	0	30,000	0	0	30,000	30,000	0	0	0	0	
2023 - 2024 Capital Works Drainage Renewal Program - 12 Murrell Street, Birregurra Strachan and Murrell corner	44,000	44,000	0	0	44,000	44,000	0	0	0	0	
2023 - 2024 Capital Works Drainage Renewal Program - 45 Scenic Drive, Apollo Bay	30,000	30,000	0	0	30,000	30,000	0	0	0	0	
2023 - 2024 Capital Works Drainage Renewal Program - Armstrong Street Outlet Renewal	125,000	125,000	0	0	125,000	125,000	0	0	0	0	
2023 - 2024 Capital Works Drainage Renewal Program - Kennett River Wetlands Sediment Removal Project	50,000	50,000	0	0	50,000	50,000	0	0	0	0	
2023 - 2024 Capital Works Drainage Renewal Program - Yacht club Pipe replacement	24,000	24,000	0	0	24,000	24,000	0	0	0	0	
ASSET RENEWAL PROGRAM - TOTAL	6,529,546	12,100,566	391,388	631,832	11,071,123	12,094,343	6,223	-1,769,196	-2,511,118	-57,200	

CAPITAL WORKS PROJECTS 2023-24

'Project Name	Expenses							Income			Comments by exception
	Annual Original Budget	Annual Current Budget	YTD Actuals	Committed	Estimate to Complete	Total Estimated Project Cost	Estimated Variance to Budget	Annual Original Budget	Annual Current Budget	YTD Actuals	
LRCI											
2023 - 2024 Capital Works Buildings Renewal Program - Birregurra Hall Renewal - Painting	70,000	70,000	0	0	70,000	70,000	0	-70,000	-70,000	0	
2023 - 2024 Capital Works Buildings Renewal Program - Birregurra Hall (renewal works to support painting works)	20,000	20,000	0	0	20,000	20,000	0	-20,000	-20,000	0	
2023 - 2024 Capital Works Buildings Renewal Program - Street Furniture and Landscaping	20,000	20,000	0	0	20,000	20,000	0	-20,000	-20,000	0	
2023 - 2024 Capital Works Buildings Renewal Program - Lavers Hill Hall	70,000	70,000	0	0	70,000	70,000	0	-70,000	-70,000	0	
2023 - 2024 Capital Works Buildings Renewal Program - Small Halls program	190,000	190,000	0	0	190,000	190,000	0	-190,000	-190,000	0	
2020-21 Capital Works- LRCI Round 2 - Great Ocean Road Path. Stage 1 & 2	0	269,293	70,246	114,151	84,897	269,293	0	0	-344,383	0	
2021 - 2022 Capital Works - LRCI Fund Round 3 - Playground Program - Beeac Park Playground	0	32,106	2,058	0	30,048	32,106	0	0	-110,000	0	Majority of works were completed in 2022-23
2021 - 2022 Capital Works - LRCI Funding Round 3 - Western Oval Drainage Improvements	0	207,696	0	107,699	99,997	207,696	0	0	-207,696	-32,696	Commencing phase 2 works 4 December
2021 - 2022 Capital Works - LRCI Funding Round 3 - Road Reconstruction Colanda Street to Forest Road	0	283,419	0	0	283,419	283,419	0	0	-283,419	-137,219	
2021 - 2022 Capital Works - LRCI Funding Round 3 - Stormwater Program Elliminyt Wetlands Development	0	4,151,246	65,935	206,875	3,878,436	4,151,246	0	0	-4,151,246	-1,745,246	
2021 - 2022 Capital Works - LRCI Funding Round 3 - Open Space Cororooke Masterplan Implementation - New Picnic Area	0	117,423	12,859	42,803	61,761	117,423	0	0	-117,423	-57,423	
2022 - 2023 Capital Works - LRCI - Memorial Square Toilet Redevelopment	0	1,321,037	14,131	1,184,608	122,298	1,321,037	0	0	-1,211,037	-651,037	Need to have income for Changing Places grant recognised.
2022 - 2023 Capital Works - LRCI - COPACC Civic Hall Floor Renewal	0	302,454	228	0	302,226	302,454	0	0	-79,454	-33,454	
2022-2023 Capital Works - LRCI Funding Round 4	982,440	982,440	0	0	982,440	982,440	0	-982,440	-982,440	0	
Capital Works - Forrest Caravan Park Waste Water Upgrade	450,000	860,666	0	0	860,666	860,666	0	-450,000	-450,000	0	Scope being reviewed with Barwon Water and EPA, due to sewerage of Forrest
2023 - 2024 Capital Works Footpath Program - GOR footpath stage 3	120,000	120,000	0	0	120,000	120,000	0	-120,000	-120,000	0	
2023 - 2024 Capital Works Footpath Program - Walking connection from Old Coach Road to Hickeys Cutting, Skenes Creek	22,000	22,000	0	0	22,000	22,000	0	-22,000	-22,000	0	
2023 - 2024 Capital Works Open Space Upgrade - Birregurra play space redevelopment	275,000	275,000	0	0	275,000	275,000	0	-275,000	-275,000	0	
2023 - 2024 Capital Works Open Space Renewals - Donaldson's Reserve Play Space Redevelopment	100,000	100,000	0	0	100,000	100,000	0	-100,000	-100,000	0	
2023 - 2024 Capital Works Open Space Renewals - Elliminyt Tennis Court Resurfacing & Fence Repair	250,000	250,000	0	0	250,000	250,000	0	-250,000	-250,000	0	
2023 - 2024 Capital Works Open Space Renewals - Paradise Picnic Reserve Facility Improvements	50,000	50,000	0	0	50,000	50,000	0	-50,000	-50,000	0	
LRCI - TOTAL	2,619,440	9,714,780	165,457	1,656,135	7,893,188	9,714,780	0	-2,619,440	-9,124,098	-2,657,075	
EMERGENCY AND DISASTER RECOVERY PROJECTS											
Road Slip and emergency recovery works											
2022 - 2023 Capital Works - October 2022 Storm / Flood Recovery (Flood Support Funding)	0	500,000	0	0	500,000	500,000	0	0	-500,000	-500,000	State Govt grant.
Budget Work Order - Road Slip Renewal Program	150,000	150,000	0	0	150,000	150,000	0	0	0	0	
2020-21 Capital Works - Landslip Rehabilitation Program - Wild Dog Road 5323 Landslip	0	0	0	0	0	0	0	0	0	0	
2022 - 2023 Capital Works - October 2022 Storm / Flood Event Response	0	470,920	1,541	177,446	291,933	470,920	0	0	-500,000	0	NDRA claim will probably be \$471k
2021 - 2022 Emergency Response - Landslip (Storm Events)	0	607,554	580,546	160,421	0	740,968	-133,414	0	-1,270,000	0	NDRA claim (includes recovery of \$662k spent in 2022-23) NOTE - budget to be updated as Comm Govt negotiates funding
2022 - 2023 Capital Works - Landslip Treatment - Emergency Response Upgrade Works	0	190,000	0	0	190,000	190,000	0	0	0	0	
EMERGENCY AND DISASTER RECOVERY PROJECTS - TOTAL	150,000	1,918,474	582,087	337,868	1,131,933	2,051,888	-133,414	0	-2,270,000	-500,000	

CAPITAL WORKS PROJECTS 2023-24

'Project Name	Expenses							Income			Comments by exception
	Annual Original Budget	Annual Current Budget	YTD Actuals	Committed	Estimate to Complete	Total Estimated Project Cost	Estimated Variance to Budget	Annual Original Budget	Annual Current Budget	YTD Actuals	
NEW AND UPGRADE PROJECTS											
2022 - 2023 Capital Works - Irrewillipe Recreation Netball Courts Change Rooms & Amenities Upgrade - Detailed Design	0	86,165	0	71,360	14,805	86,165	0	0	-26,165	-23,165	
2021-22 Capital Works - Building Upgrade Programme - Colac East Kinder Toilet Upgrade	0	17,049	4,238	0	12,811	17,049	0	0	-27,460	0	
2022 - 2023 Capital Works - Building Renewal Program - Forrest Caravan Park Fire Services	0	98,785	51,247	35,467	12,071	98,785	0	0	0	0	Behind schedule. Waiting on Barwon Water tapping.
2023 - 2024 Capital Works Buildings Renewal Program - Essential Services Inspections and Reporting	16,000	16,000	0	0	16,000	16,000	0	0	0	0	
2023-2024 Capital Works - COPACC Auditorium Equipment Upgrade	0	200,000	0	79,202	120,798	200,000	0	0	-150,000	-150,000	
2023-24 Capital Works - Decommissioning and Installation of Landfill Gas Bores- Bruce Street	0	0	0	55,000	0	55,000	0	0	0	0	
Capital Works - ICT - Critical Infrastructure Improvement	200,000	200,000	0	0	200,000	200,000	0	0	0	0	
2020-21 Capital Works - Cororooke Open Space Master Plan Implementation - Stage 1 (Site Establishment and Path Network)	0	37,854	3,200	21,338	13,316	37,854	0	0	0	0	
2021-22 Capital Works - Open Space Programme - Community Sport Lighting Upgrades	0	3,000	0	500	2,500	3,000	0	0	-32,365	-32,365	
2022-2023 Capital Works - Open Space Renewal Program - Elliminyt Recreation Reserve Oval Lighting Replacement	0	480,898	0	306,114	174,784	480,898	0	0	-218,898	-178,898	
2022 - 2023 Capital Works - Colac Aerodrome RAP Round 2 Taxiway and Lighting	0	322,307	5,143	0	317,164	322,307	0	0	-282,307	-108,307	Two RAP projects still being negotiated with funding agency
2020-21 Capital Works - Colac Aerodrome - taxiway - earthworks - Grant Match	0	72,623	0	91	72,532	72,623	0	0	-56,250	0	Two RAP projects still being negotiated with funding agency
2023 - 2024 Capital Works Open Space Renewals - Fourth flagpole for Rae Street civic campus	6,000	6,000	0	0	6,000	6,000	0	0	0	0	
2023 - 2024 Capital Works Open Space Renewals - Lighting of existing three flagpoles to enable the Australian flag to f	13,000	13,000	0	0	13,000	13,000	0	0	0	0	
2023 - 2024 Capital Works Open Space Renewals - Street Planting Program 2023-24	60,000	60,000	0	1,758	58,242	60,000	0	0	0	0	
2022 - 2023 Capital Works - Road Improvement Program - Queen & Wilson Street Intersection Upgrade	0	345,712	24,400	0	321,312	345,712	0	0	-345,712	0	
Budget Work Order - Road Safety Devices Programme	55,000	55,000	0	0	55,000	55,000	0	0	0	0	
2022 - 2023 Capital Works - Road Safety Program - Murray Street Bus Shelter DOT Funded	0	0	0	0	0	0	0	0	-21,798	0	
2021-22 Capital Works - Pascoe Street Pedestrian Crossing - Analysis and Design	0	20,273	0	0	20,273	20,273	0	0	-20,273	-7,773	
2023 - 2024 Capital Works Stormwater Asset Upgrade Program - 12 Cruickshank Court, Elliminyt	22,000	22,000	0	0	22,000	22,000	0	0	0	0	
2023 - 2024 Capital Works Stormwater Asset Upgrade Program - 397 Murray Street, Unnamed Laneway 5	25,000	25,000	0	0	25,000	25,000	0	0	0	0	
NEW AND UPGRADE PROJECTS - TOTAL	409,000	2,093,666	86,682	245,629	880,673	1,212,984	0	0	-591,408	-180,938	
CAPITAL WORKS PROGRAM - TOTAL	9,707,986	25,827,486	1,231,733	2,871,464	20,970,798	25,073,995	-127,191	-4,388,636	-14,532,624	-3,714,782	

Notes

1. Financial reporting does not include expense or income transactions prior to 1 July 2023
2. Current balance of returned Asset Renewal funds Capital Projects (not on above report) = \$1,250,696

Legend

	On track and expected to deliver intended outcomes
	Recoverable through action or decision
	Requires intervention to recover or address issue
	On Hold

OPERATIONAL PROJECTS 2023-24

Project Name	Expenses							Income			Comments and actions
	Annual Original Budget	Annual Current Budget	YTD Actuals	Commitments	Estimate to Complete	Total Estimated Project Cost	Estimated Variance to Budget	Annual Original Budget	Annual Current Budget	YTD Actuals	
Chief Executive											
Roadside Weeds & Pests Management Project	0	21,153	0	9,782	11,372	21,153	0	0	-21,153	-21,153	Additional grant of \$47,823 not yet recognised in budgets
18-19 Mid Year - Operating Projects - Colac Civic Precinct Plan	0	109,279	0	106,397	2,882	109,279	0	0	-90,000	0	Project scope to be reviewed with Councillors
2019-20 Operating Projects - ICT - ePlanning - Public Portal	0	41,187	0	0	41,187	41,187	0	0	0	0	On Hold - Scope to be reviewed in light of new CRM system
2018-19 Major Project - Colac West Development Plan	0	29,410	0	5,841	23,569	29,410	0	0	-5,000	0	Developer-led work requiring Council role in road reserve transfer, as agreed through Council resolution
2018-19 Operating Project - Apollo Bay Community Infrastructure Plan	0	5,956	0	0	20,000	20,000	-14,044	0	-10,000	0	Final version to incorporate Council and GORCAPA positions underway and then project is complete
2019-20 Major Project - J Barrys Road Industry Development Plan	0	7,441	3,240	0	4,201	7,441	0	0	0	0	Draft Development Plan being finalised for Council consideration early in 2024
2021-22 Operating Project - Deans Creek Precinct Structure Plan (Multi-year Project)	0	791,317	37,228	467,923	286,166	791,317	0	0	-491,518	-491,458	Technical assessments progressing as planned.
2021-22 Operating Project - Planning Scheme Amendment - Irwillipie Road / Harris Road	0	19,583	0	0	19,583	19,583	0	0	0	0	Rezoning complete and Development Plans underway, Social housing provision pending Bruce St
2022 - 2023 Operating Projects - VicSmart Provisions - Planning Scheme Amendment	0	20,000	0	0	20,000	20,000	0	0	0	0	Proposed exemptions under review by DTP. Anticipate exhibiton in early 2024.
2023-24 Operating Project - Birregurra Structure Plan Review	80,000	80,000	0	0	80,000	80,000	0	0	0	0	Not commenced
2023-24 Operating Project - Key Worker Housing Feasibility, Nelson St, Apollo Bay	120,000	120,000	0	0	120,000	120,000	0	0	0	0	Not commenced at end September. Officers seeking funding opportunity
2023-24 Operating Project - Northern Towns Growth Plans	80,000	80,000	0	0	80,000	80,000	0	0	0	-3,275	Not commenced
2023 - 2024 Operating Projects - Carbon Offset Project	35,000	35,000	0	0	35,000	35,000	0	0	0	0	On Hold - Pending adoption of ESS and CCAP
Chief Executive Total	315,000	1,360,326	40,467	589,943	743,960	1,374,370	-14,044	0	-617,671	-515,886	
Community and Economy											
2017-2018 - Small Town Improvement Programme (STIP) - Apollo bay Memorial Options Plan	0	7,000	0	0	7,000	7,000	0	0	0	0	Original project not proceeding. Project scope to be reviewed with Councillors
2020-21 Operating Project - Local Planning & Change Management Grant	0	21,094	0	0	21,094	21,094	0	0	0	0	Budget represents residual grant funds. Scope still to be determined
2020-21 Operating Project - Eastern Reserve - Baseball Batting Cage	0	49,758	783	0	48,975	49,758	0	0	0	0	User group has State Govt grant and is leading project. Council's contribution will be paid when needed.
2021-22 Operating Project - RDV Digital Connectivity Program Grant Match	0	75,720	0	1,500	27,220	28,720	47,000	0	-47,017	-47,015	Estimated completion is November 2023 and unspent grant will need to be returned
2021-22 Operating Projects - Fit out of Apollo Bay Kindergarten	0	3,130	0	0	3,130	3,130	0	0	0	0	Compliant egress issue now close to resolved and project is nearly complete
2020-21 Operating Project - Forrest MTB Revitalisation DELWP	0	184,970	35,697	58,400	90,873	184,970	0	0	-184,970	-184,970	Entrance gateway contract signed and anticipate completion by end of 2023
Operating Projects - Family Day Care Marketing Campaign	0	12,772	313	0	0	313	12,460	0	-13,665	-11,165	Acquittal report submitted with potential to negotiate a return of unspent funds.
2021-22 Operating Project - Youth Film - VLGP	0	11,973	0	450	11,523	11,973	0	0	-13,398	-10,498	Film in final stages of production, planning underway for a premiere in January
2021 - 2022 Operating Project - Freeza	0	25,713	1,316	0	24,397	25,713	0	0	-25,713	-16,837	Council has decided to ext this program and is working through process with funding partner.
2021 - 2022 Operating Project - Engage	0	82,716	11,842	330	70,544	82,716	0	0	-82,716	-55,443	On track
2020 - 2021 Operating Project - Vocal, Young and Local (VYL)	0	142,512	10,890	0	131,622	142,512	0	0	-35,979	-35,979	On track
2022 - 2023 Operating Project - Positive Masculinities VLGP (Vic Health)	0	7,041	0	0	7,041	7,041	0	0	-7,041	-4,541	Project successfully completed. Budget represent residual of grant and being discussed with funding partner.
2022 - 2023 Grants Program - Category 4 Building Facade Improvement Program	0	0	0	0	0	0	0	0	0	-1,250	Returned funds. Transactions to be journalled to parent account and this work order will be closed.
2022 - 2023 Grants Program - Category 3 Small Grants	0	0	0	0	0	0	0	0	0	-214	Returned funds. Transactions to be journalled to parent account and this work order will be closed.
2022 - 2023 Grants Program - Category 1 Community Grants	0	0	709	0	-709	0	0	0	0	0	Returned funds. Transactions to be journalled to parent account and this work order will be closed.
2021-22 Operating Project - Bus Service from Apollo Bay to COPACC	0	1,474	0	0	1,474	1,474	0	0	-5,126	-5,125	Funding partner has confirmed COPACC can offer change of scope for unspent funds.
2023-24 Operating Project - Colac Library Return Room Safety	30,000	30,000	0	0	30,000	30,000	0	0	0	0	Project will be delivered by GRLC
2023-24 Operating Project - Replacement of obsolete fire safety panel and fire detectors	15,000	15,000	0	0	15,000	15,000	0	0	0	0	Project will be delivered by Colac Secondary College
2020-21 Operating Project - Grant Preparation / Detailed Design - Bike Park BMX Jump Path - Feasibility Study	0	10,000	0	0	0	0	10,000	0	0	0	Requires further discussion to resolve way forward.
2020-21 Operating Project - Grant Preparation / Detailed Design - Lake Colac Perimeter Pathway Feasibility Study	0	15,079	2,999	11,984	0	14,983	96	0	0	0	Preliminary work complete, consultation underway with state govt stakeholders

OPERATIONAL PROJECTS 2023-24

Project Name	Expenses							Income			Comments and actions
	Annual Original Budget	Annual Current Budget	YTD Actuals	Commitments	Estimate to Complete	Total Estimated Project Cost	Estimated Variance to Budget	Annual Original Budget	Annual Current Budget	YTD Actuals	
2023-2024 Operating Projects - Community Grants	0	0	95,206	0	0	95,206	-95,206	0	0	-133	Approved grants are being allocated when documentation requirements are met. Budgets still to be loaded to system.
2023-2024 Operating Projects - Events Grants	0	0	36,137	0	0	36,137	-36,137	0	0	0	Approved grants are being allocated when documentation requirements are met. Budgets still to be loaded to system.
2023-2024 Operating Projects - Business Grants	0	0	13,241	0	0	13,241	-13,241	0	0	0	Approved grants are being allocated when documentation requirements are met. Budgets still to be loaded to system.
2023 - 2024 Operating Project - Kindergarten Infrastructure Services Plan	0	42,000	6,000	12,100	23,900	42,000	0	0	-42,000	-42,000	On track
2022 - 2023 Grants Program - Consolidated Community Grants Carried Forward	0	21,016	0	0	21,016	21,016	0	0	0	0	On track
2022 - 2023 Grant Project - RDV Community Events Recovery Funds	0	5,542	0	0	5,542	5,542	0	0	0	0	Funding partner has confirmed these residual grant funds can be used as part of Christmas 'Light up the Tree' event
Community and Economy Total	45,000	764,510	215,132	84,764	539,642	839,538	-75,028	0	-457,625	-415,173	
Corporate Services											
2022 - 2023 Operating Projects - IT helpdesk supporter	0	23,030	0	0	23,030	23,030	0	0	0	0	Focus of work is roll-out of PC and helpdesk clearing.
2022 - 2023 Operating Projects - ICT - Intranet Drupal Upgrade	0	7,500	0	0	7,500	7,500	0	0	0	0	On track for completion early 2024
Operating Project - OPASS Service Review	45,000	45,000	10,100	0	34,900	45,000	0	0	0	0	On track for report to Council by end of 2023
Corporate Services Total	45,000	75,530	10,100	0	65,430	75,530	0	0	0	0	
Infrastructure and Operations											
2019-20 Operating Projects - ICT - Works Management System	0	30,000	0	0	30,000	30,000	0	0	0	0	On Hold - Pending delivery of complementary devices project for RMP
2019-20 Operating Project - City Deal Project - Apollo Bay Harbour Redevelopment	0	0	296	245,158	-245,454	0	0	0	0	0	Costs hitting incorrect account. Need to journal to Port and close these work orders. K20 contract to be novated
2019-20 Operating Project - City Deal Project - Great Ocean Walk Stage 1 Wild Dog to Skenes Creek	0	0	104	0	-104	0	0	0	0	0	Costs hitting incorrect account. Need to journal to Port and close these work orders
2019-20 Operating Project - City Deal Project - Infrastructure Improvements Kennett River	0	0	43	0	-43	0	0	0	0	0	Costs hitting incorrect account. Need to journal to Port and close these work orders
2021-22 Operating Project - Operational Devices, Licences and System Integration - Legislative Road Management Plan	0	7,419	0	0	7,419	7,419	0	0	0	0	On track. Remaining expenditure expected to be product licensing costs.
2020-21 Operating Project - Grant Preparation / Detailed Design - Hart Street Pedestrian Crossing	0	19,696	0	0	19,696	19,696	0	0	0	0	RFQ completed. Designer appointed. Scope to be reviewed - cost for design is well under budget
2022 - 2023 Operating Projects - Colac Otway Shire Botanical Gardens Masterplan Review	0	34,900	0	17,450	17,450	34,900	0	0	0	0	Consultant engaged and on track
2023-24 Operating Project - Local Law Review Project	25,000	25,000	32,633	0	-7,633	25,000	0	0	0	0	Legal costs exceeded budget. Will address through monthly adjustment table and then close the project.
2023-24 Operating Project - Lavers Hill Hall, investigate septic operations	5,000	5,000	0	0	5,000	5,000	0	0	0	0	Reviewing whether this project is still required or if EHOs have sufficient to guide solution
Infrastructure and Operations Total	30,000	122,015	33,075	262,608	-173,668	122,015	0	0	0	0	
Waste Management Services											
2021-22 Operating Project - Closed Landfill Aftercare Management Plan, Landfill Gas and Groundwater Investigation	0	26,150	653	62,422	30,000	93,075	-66,925	0	0	0	Scope and commitments require investigation. Funds transferred to landfill reserve and may need to be re-called.
2021-22 Operating Project - Kitchen Caddy and Liners	0	31,670	1,359	0	30,311	31,670	0	0	0	0	Education program to be delivered
2021-22 Operating Projects - Waste Transfer Station Upgrades for Glass Separation	0	59,495	8,081	9,089	42,325	59,495	0	0	0	0	Quotes being sought.
Waste Management Services Total	0	117,315	10,093	71,511	102,636	184,240	-66,925	0	0	0	
Total of Operational Projects	435,000	2,439,696	308,868	1,008,825	1,277,999	2,595,693	- 155,997	-	- 1,075,296	- 931,059	

Notes

1. Financial reporting does not include expense or income transactions prior to 1 July 2023
2. Adopted Budget 2023-24 includes \$70k for Youth Engagement Officer. This account is still be set up and costs will be journalled once done.
3. Current balance of returned funds from Operation Projects (not on above report) = \$107,025

Legend

	On track and expected to deliver intended outcomes
	Recoverable through action or decision
	Requires intervention to recover or address issue
	On Hold