

***QUARTERLY
PERFORMANCE REPORT
2018-2019***

SECOND QUARTER: 1 OCTOBER – 30 DECEMBER 2018

Introduction

How to read this report

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

Measuring Our Progress

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

Strategic Vision

'Towards a prosperous future'

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

Council Direction set in the Council Plan 2017-2021

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

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

Community Engagement in the Development of the Council Plan

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

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

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

Council Plan Strategic Themes

Council Direction set in the Council Plan 2017-2021

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

Our Prosperity

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

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

Our Places

Infrastructure assets such as roads, drainage and foot-paths are important because they help deliver services to the community. Roads and footpaths provide the ability for people to access work, education and recreation. Drainage provides protection to properties and allows for safe transport. It is important for us to manage assets in a rational way so that we can ensure they are sustainable over the long term so that those services are provided to future generations.

Our Community

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

Our Leadership & Management

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

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

Chief Executive Report

The October-December 2019 quarter has been significant from a range of perspectives, particularly Council's advocacy and grant application efforts resulting in more than \$20-million in funding commitments.

Funding announcements started in October with the State Government's Pick My Projects initiative which saw \$858,316 shared between six projects in Colac Otway including an upgrade of Simpson Speedway; new basketball courts at Birregurra Primary School; new public toilets with disability access and changing tables for Birregurra; heating and enclosure of the Apollo Bay Pool; an Apollo Bay community food-to-waste project; and cinema facilities for the community centre.

Western Victoria MP Gayle Tierney visited Colac in October to announce \$500,000 to upgrade Western Oval, as the home of the district's women's football teams and \$160,504 for a new playground at Wyndinia Kindergarten.

Ms Tierney also made a surprise announcement that Council had been successful with a grant application for \$250,000 for a new play space at Colac Memorial Square's upgrade \$250,000

The next funding commitment just two weeks later was from the Federal Government with three Colac Otway projects included in the Geelong City Deal package: \$12million for Apollo Bay Harbour Precinct, \$1.9 for parking and infrastructure improvements at Kennett River and \$5million for the Skenes Creek-Apollo Bay Walk.

The launch of the Great Ocean Road Action Plan endorsed Colac Otway's advocacy for one authority to manage the iconic road, with the GOR task-force's final report detailing numerous issues which Colac Otway had raised with the State Government.

We will continue to advocate for the formation of the GOR Authority as soon as possible, while also prioritising the urgent need for funding for the Port of Apollo Bay to ensure its ongoing operations. There have been opportunities for myself and new Mayor Jason Schram to continue Colac Otway's strong advocacy for priority projects through meetings with State and Federal representatives.

We met with Polwarth MP Richard Riordan, along with the ALP and Greens candidates before the State Election, and have met with Corangamite



ALP candidate Libby Coker and provided priority project documents to Sarah Henderson MP ahead of a meeting with her in January.

I have also met with local industry, business and community partners including Bulla, ALC, AKD, Rhys Evans and Colac Area Health.

During the October-December quarter the Victorian Electoral Commission announced a review of the municipality's electoral representation. Council welcomed the appointment of Ian Seuren to the position of Development and Community Services General Manager, replacing Gareth Smith in the role.

Colac Otway has expanded its social media presence through Facebook and Instagram, providing an opportunity to promote the positive services and achievements, while engaging with the community on any potentially negative issues.

Challenges from a community relations perspective have included the cleaning contract change-over and Christmas decorations in Colac.

The auditing of the new cleaning contractor aims to address performance concerns and the Economic Development team will be continuing investigations into decoration options and requesting increased funding for its Christmas decoration budget for 2019-20.

We have also begun to address the number of contract employee staff at Council. The focus will shift to engage apprentices and trainees as one mechanism over the next couple of years.

Community Satisfaction Survey 2018 - Action Plan

The 2018 Community Satisfaction Survey (CSS) results highlighted 3 main areas of concern to the Community, these being

- Condition of sealed roads
- Condition of unsealed roads
- Planning & Building Permit application process

In response to the 2018 CSS results, Council has developed an action plan to address these areas of concern and identified strategies to improve these services and the community's perception of these services.

Action Plan Service Area: Sealed and Unsealed Roads

Area to be addressed:	Service delivery on Council managed sealed and unsealed roads; advocacy on behalf of the Community for VicRoads managed sealed roads.
Objective and rationale:	Raise the standard of our sealed and unsealed roads. Proactively maintain roads to reduce the cost of maintenance. Do repairs and reconstruction using best practice using quality materials with a view to increase the longevity of the assets.
What will be done (initiative):	<p>Strategies developed to ensure the condition of our sealed and unsealed road networks aligns with our communities expectations</p> <ul style="list-style-type: none"> • Base line the current standards of the Colac Otway Shire Roads rating from one to five; five being in very poor condition. • Establish best practice as defined by Australian Road Research Board (ARRB). • Program work to ensure lifecycle management of the roads are maintained to agreed standards ie unsealed roads have a lifecycle of 8 years and sealed roads of 13 years. • Put in place a quality assurance function to ensure that best practice is learnt and adhered to.
Who will be responsible:	Manager Service and Operations (Lead)
This is what success looks like:	Improved condition of Council managed sealed and unsealed roads, improved satisfaction within in the Community.
This is how we will measure success:	The success will be measured by the rating of the roads i.e. 1-5 with a target 1.5. The cost to meet these standards will be another measure of success as doing the maintenance to best practice increases the lifecycle duration as such reduces the overall cost.
Due Date:	Commencing October 2018. In full practice by November 2019.

Community Satisfaction Survey 2018 - Action Plan

Action Plan Service Area: Planning and Building

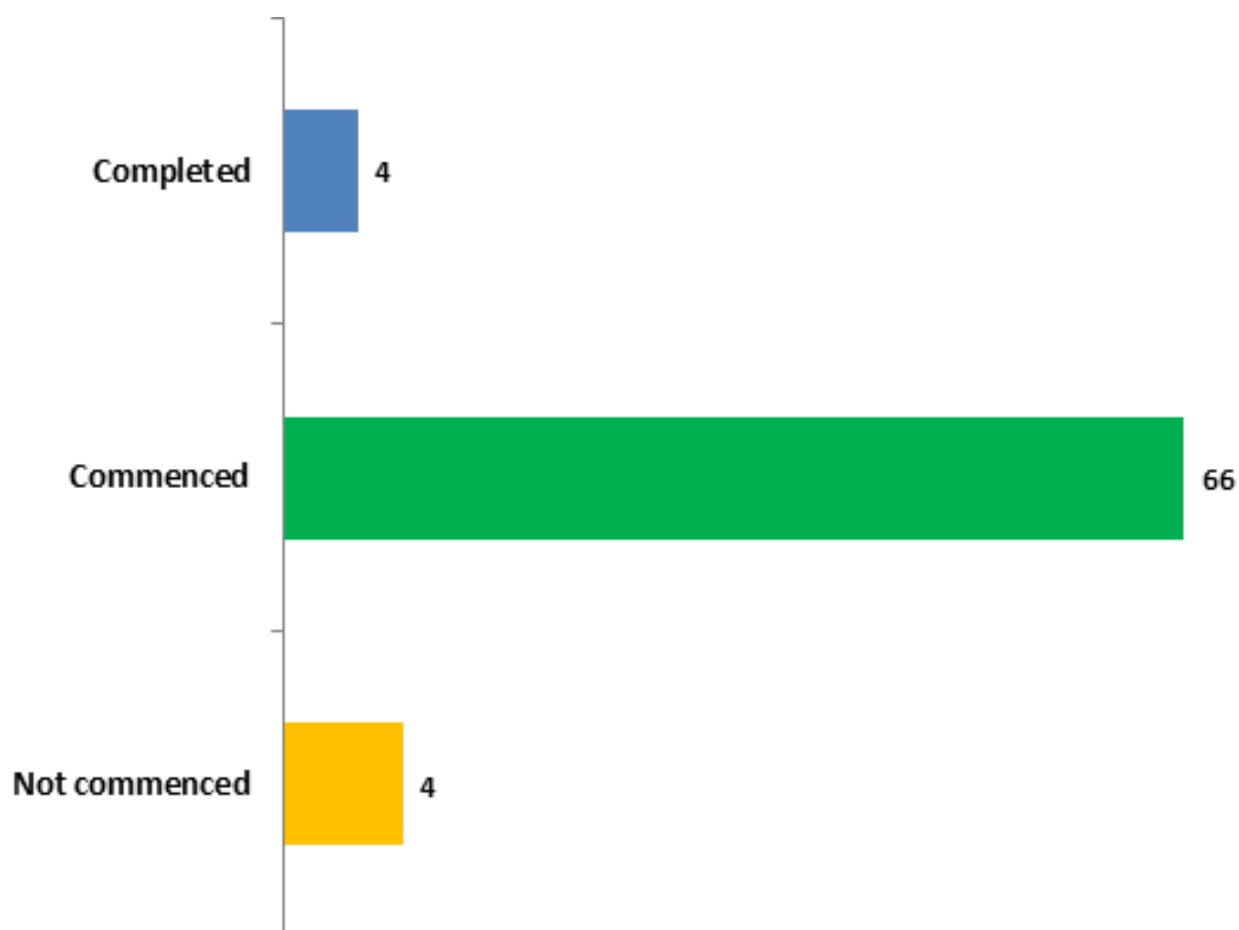
Area to be addressed:	Time taken to process planning and building applications. The Planning and Building service area rated 39 in 2018, the highest contributor to the negative responses being the time taken to process an application.
Objective and rationale:	To reduce the processing time for planning applications to be within the statutory 60 days. To reduce the processing time for building applications, including the time taken to register applications.
What will be done (initiative):	<p>Initiate key actions identified in the independent planning service review, placing priority on increased customer satisfaction and processing time for planning and building permit applications.</p> <ul style="list-style-type: none"> • A Building Surveyor has been engaged with the aim, inter alia, of helping to improve customer service and processing times. Council has also appointed, within budget, two new junior staff in the Building Unit to ensure a more efficient and effective service is provided. • Council is in the process of purchasing and implementing new software to provide improved efficiencies in the planning permit and building application processes, by allowing digital assessment and electronic approval of permits and plans. This will also assist in improving the timeliness of processing planning and building permit applications. • Options for having an online presence that allows applicants to follow the progress of their applications, and to submit information and contact the case officer online, are being explored. • Work is being done to improve the times for referral responses on planning applications from other Council departments. • The admin section has been restructured, with emphasis on improving admin processes to help expedite planning and building applications, and improve customer service. The restructure will also ensure that all members of the admin team have knowledge of both planning and building processes, ensuring continuity of service standards even during times of staff leave. • Consultants have been engaged to undertake a review of the planning scheme (completed March 2018), and to draft a planning scheme amendment aimed at 'cutting red tape' (currently in progress). This project aims to reduce the extent of planning controls, where appropriate, and provide additional exemptions from the requirement for a permit. In addition, Council has adopted Amendment C86 which implemented a number of site specific re-zonings and planning control changes aimed at streamlining processes for major businesses in Colac.
Who will be responsible:	Manager Planning, Building & Health Protection (Lead)
This is what success looks like:	Improved perception of performance for processing planning and building permits. Improved performance of processing planning permits.
This is how we will measure success:	Planning and Building service area achieving a rating improvement in the 2019 Community Satisfaction Survey. The Local Government Performance Reporting Framework (LGPRF) reflecting an increase in planning permits processed within the statutory 60 days.
Due Date:	30 June 2019

Council Strategic Themes

As the following report shows, the majority of actions are underway at the end of the second quarter of the 2018/19 financial year. Of the four actions not commenced, three are not due to commence this financial year and one is awaiting additional information or resources before it can commence. Four actions have been completed.

Performance against the actions in the Council Plan commences on the following page, where a progress column is included, containing comments where relevant to provide greater clarity on individual actions.


Status	Our Prosperity	Our Places	Our Community	Our Leadership & Management	Total
Completed	1	1	1	1	4
Commenced	17	27	11	11	66
Not commenced	2	0	1	1	4
Total	20	28	13	13	74




Chief Executive Office

Chief Executive


Governance & Communications

Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
4.5.1.1 Review the Community Engagement Policy to guide council decision making	Manager Governance & Communications	Not Started	01/07/18	30/06/19			 No TARGET


Likely adoption of the new Local Government Act has been delayed until 2019. This will have implications for the content of the Engagement Policy and subsequent procedures.

Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
4.4.1.1 Implement a program of ongoing service reviews to ensure our services are efficient and effective and are valued by the community	Chief Executive	Ongoing	01/07/18	30/06/19	Ongoing	50.00	 ON TRACK


Council has adopted a program of detailed service reviews for the next three years. The program will be reviewed on an annual basis and will be implemented subject to budget being available.

Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
2.1.1.2 Conduct an ongoing program of service reviews to guide planning for infrastructure	Chief Executive	Ongoing	01/07/18	30/06/19	Ongoing	50.00	 ON TRACK


Council has adopted a program of detailed service reviews for the next three years. The program will be reviewed on an annual basis and will be implemented subject to budget being available. Included in the second year is a full review of service and operations. Council is also undertaking detailed planning in relation to asset management and is expected that asset management plans and a long term financial plan will be adopted in 2019.

Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
1.4.1.1 Advocate for the establishment of a Great Ocean Road Authority	Chief Executive	Completed	01/07/18	30/06/19	100.00	100.00	 ON TRACK


The establishment of a Victorian Great Ocean Road Authority has been adopted as policy by Victorian State Government. Council has begun advocating that the Authority be located in Apollo Bay as it is centrally located to the area of the proposed Authority.

Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
2.1.1.3 Council to work with key stakeholders such as the Otway Coast Committee, the Apollo Bay Chamber of Commerce and Council with the aim of aligning strategic planning and advocacy efforts for Apollo Bay	Chief Executive	Ongoing	01/07/18	30/06/19	Ongoing	50.00	


The Mayor and Chief Executive meet monthly with the Chamber of Commerce and Otway Coast Committee (OCC) to ensure open dialogue. Key collaborations in 2018/19 include support for Apollo Bay Boat Harbour renewal and development, response to coastal erosion and preparation for development of Community Infrastructure Plans.

Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
4.1.1.1 Identify new income opportunities	Chief Executive	In progress	01/07/18	30/06/19	60.00	50.00	


Council has been successful in receiving substantial grant funds towards improvements at Memorial Square, Central Reserve and the Western Reserve in Colac. Council has also been successful for funding of \$19 million to undertake the City Deal Program, fund Harbour improvements at Apollo Bay, a walking/cycling trail between Wild Dog Creek and Skenes Creek, and toilet and parking improvements at Kennett River.

Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
2.1.1.1 Develop and maintain constructive partnerships to access appropriate levels of funding, coordination, infrastructure and services.	Chief Executive	Ongoing	01/07/18	30/06/19	Ongoing	50.00	

Strong relationships established with G21, Regional Development Victoria, VicRoads, Barwon Water, Southern Rural Water, GORRT, Great Ocean Road Taskforce, Parks Victoria, State and Federal Government Members of Parliament.


Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
1.1.1.1 Strengthen partnerships with employers in the Shire.	Chief Executive	Ongoing	01/07/18	30/06/19	Ongoing	50.00	

CE has continued to meet with significant businesses in the Shire. The Mayor and CE propose a series of meetings with real estate agents and local trucking companies to discuss Colac specific issues in 2019. Council meets monthly with action for Apollo Bay which comprises representatives of the Apollo Bay Chamber of Commerce the Skenes Creek community and the Otway Coast Committee.

Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
1.3.1.1 Develop and maintain regional partnerships and joint advocacy.	Chief Executive	Ongoing	01/07/18	30/06/19	Ongoing	50.00	

Council is represented on the following organisations:

- G21
- Great Ocean Road Taskforce
- Great Ocean Road Regional Tourism
- Barwon Regional Partnership


Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
4.2.1.1 Ensure where ever possible decision are debated and made in open Council meetings.	Manager Governance & Communications	Completed	01/07/18	30/06/19	100.00	100.00	


The Governance team actively encourages all officers to list items for consideration in open Council except when s89 of the *Local Government Act 1989* must be applied for legitimate reasons of confidentiality. This is the ongoing philosophy of the organisation in the interests of transparency, openness, best practice and good governance.


Corporate Services


General Manager Corporate Services
People Performance & Culture
Customer Service


Financial Services
Information Services
Contracts & Procurement

Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
4.2.1.1 Develop and implement a program of regular reporting on key activities to ensure they are focused on implementing priorities.	Manager People, Performance & Culture	Ongoing	01/07/18	30/06/19	Ongoing	25.00	
Conducted a review of the collection process and implemented improved templates for ongoing reporting purposes.							


Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
4.3.1.2 Manage our risk exposure, including providing a safe working environment where "Work Health and Safety is everyone's business"	Manager People, Performance & Culture	Ongoing	01/07/18	30/06/19	Ongoing	60.00	
Year 2 actions of the OHS Strategic Plan 2018-2020 have now commenced, with departmental safety audits continuing across the organisation.							

Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
4.3.1.1 Support organisational development to ensure key organisational capability areas support the organisation to deliver on Council priorities.	Manager People, Performance & Culture	Ongoing	01/07/18	30/06/19	Ongoing	50.00	
The People and Culture Strategic Plan 2019-2021 has been completed and was circulated to all staff on 13 Dec 2018.							
Year 1 actions have commenced and progress of the strategic plan will regularly reported to the EMT and staff on an ongoing basis.							


Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
1.3.1.1 Seek regional funds from State and Federal Governments.	General Manager Corporate Services	Ongoing	01/07/18	30/06/19	Ongoing	50.00	
This is an ongoing task with every opportunity being assessed.							

Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
4.2.1.1 Maintain the 10 year long term financial plan.	General Manager Corporate Services	In progress	01/07/18	30/06/19	5.00		


The development of service plans for all the services provided by Colac Otway Shire are well under way for inclusion in the Long Term Financial Plan.

Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
4.4.1.1 Develop partnerships to procure services and materials on a regional basis.	General Manager Corporate Services	In progress	01/07/18	30/06/19	0.00		


Investigation and review required – MAV LEAP data available to assist in investigation.

Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
4.4.1.2 Enhance opportunities for increased local spending of Council expenditure.	General Manager Corporate Services	In progress	01/07/18	30/06/19	0.00		


Part of the G21 GROW Program and MAV LEAP program – further investigation/review required.

Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
4.4.1.1 Maintain low risk audit rating for financial sustainability.	Manager Financial Services	Ongoing	01/07/18	30/06/19	Ongoing	50.00	

As detailed in the Annual Report, Council's 2017/18 financial result is consistent with a low risk rating in relation to financial sustainability.

Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
4.1.1.1 Manage the short and long-term financial sustainability of the shire through prudent financial management.	Manager Financial Services	Ongoing	01/07/18	30/06/19	Ongoing	100.00	




Current Financial Sustainability indicators are strong. Results of 2017-18 VAGO Audits rated Colac Otway low risk in 5 of the 6 indicators. Low risk in Net Result, Liquidity, Internal Financing, Indebtness and Capital Replacement. Adjusted Underlying Result was rated as medium risk. These ratings are consistent with the 2017-18 Local Government Performance results. Once the Long Term Financial Plan is completed, it will provide a much better perspective of the long term sustainability challenges for Colac Otway Shire Council.


Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
4.1.2.1 Organisational development and legislative compliance	Manager Information Services	In progress	01/07/18	30/06/19	35.00		
<p>The development of the draft four-year ICT Strategy is complete.</p> <p>The renewed Telstra Telecommunication Contract has been adopted providing less expensive mobile, landline, and internet services.</p> <p>The Major upgrade of our EDRMS (Electronic Document and Records Management System) has been successfully completed and training provided to all staff.</p> <p>The collaborative intra-Shire Tender for digital mail services has been finalised and rollout has begun.</p> <p>The review of our Wide Area Network (WAN) facilities has been initiated, with work scoped to provide faster and more resilient network links to our site offices. A redesigned network link to our Disaster Recovery facility is also within this scope of work.</p> <p>Meetings have been held with prospective vendors in the wholesale replacement and upgrade of our incumbent GIS software suite(s). *Per enablement of mobile workforce.</p> <p>Several initiatives delivered, i.e. Planning Dept. Infrastructure Dept. COPACC.</p> <ol style="list-style-type: none"> 1. Completed launch of online bill payments (phase 1). 2. Conducting a proof of concept (PoC) online public CRM <p>The redesign of our SOE (Standard Operating Environment) from Windows 7/Microsoft Office 2010 -> to Windows 10/ Microsoft Office 2016 is 75% complete. Provision of mobile devices has resulted in greater external/mobile access by outdoor officers.</p>							


Development & Community Services


General Manager Development & Community Services Economic Development & Tourism Community Services


Planning, Building & Health Protection Environment & Community Safety


Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
2.4.1.5 Implement emission reduction programs for Council operations.	Manager Environment & Community Safety	In progress	01/07/18	30/06/19	65.00		
<p>Investigations continue into the potential of installing a solar array on the Joint use library.</p> <p>A report is being developed for endorsement by Council for the use of funding for the upgrading of street lights with more efficient globes to undertake energy saving measures in COPACC and Bluewater.</p>							
Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
2.4.1.7 Implement Council's Climate Adaption Strategy.	Manager Environment & Community Safety	Ongoing	01/07/18	30/06/19	Ongoing	0.25	
<p>Work is being undertaken to seek further funding from the State Government to develop management plans for high risks identified in the local Coastal Hazard Assessment. Once completed these plans will inform Council and other relevant agencies on how best to manage these areas under different climate change scenarios.</p>							
Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
2.4.1.6 Enhance and protect biodiversity through weed control and revegetation.	Manager Environment & Community Safety	Ongoing	01/07/18	30/06/19	Ongoing	0.30	
<p>Council obtained \$30,000 from the State Government to undertake a strategic weed control program on high conservation roadsides.</p> <p>Works to date have been targeting Broom, Gorse and Hemlock across the region.</p>							

Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
2.4.1.1 Ensure best practice guides planning and management of the natural environment and associated assets, and Council's response to climate change.	Manager Environment & Community Safety	Ongoing	01/07/18	30/06/19	Ongoing	0.25	
<p>Work is being undertaken to seek further funding from the State Government to develop management plans for high risks identified in the local Coastal Hazard Assessment. Once completed these plans will inform Council and other relevant agencies on how best to manage these areas under different climate change scenarios.</p>							


Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
2.2.1.1 Ensure best practice guides planning and management of the natural environment and associated assets.	Manager Environment & Community Safety	Ongoing	01/07/18	30/06/19	Ongoing	0.25	
<p>Environmental advice is provided on planning permit applications, timber harvesting plans and a wide range of projects and services being delivered by Council to ensure the impact on the natural environment is minimised.</p>							

Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
2.4.1.2 Minimise coastal erosion in partnership with other stakeholders and implement measures to assist climate adaption.	Manager Environment & Community Safety	Ongoing	01/07/18	30/06/19	Ongoing	0.25	
<p>Council continues to work closely with DELWP and the Otway Coast Committee on the management of coastal erosion in the Apollo Bay area where a significant erosion event took place recently. Council is also considering the implications of this erosion for future plans for Apollo Bay, and is seeking funding to do more detailed management plans for high risk areas along the entire coastal area.</p>							


Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
2.4.1.3 Improve the health and sustainability of the natural environment through structured planning with our partners.	Manager Environment & Community Safety	Ongoing	01/07/18	30/06/19	Ongoing	0.25	
<p>Council continues to work closely with DELWP, Barwon Water, Parks Victoria, the Corangamite CMA and other relevant agencies to improve sustainability. For example Council has worked with other partner agencies to develop an environment action list for Lake Colac.</p>							

Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
2.4.1.4 Deliver localised planning to communities to reduce fire risk.	Manager Environment & Community Safety	In progress	01/07/18	30/06/19	57.00	0.30	


Community Based Bushfire Planning is being undertaken in Wye River, Separation Creek, Kennett River, Grey River and Forrest. A large number of community events were held in November to help prepare these communities for the coming fire season. In Forrest a new evacuation kit, developed through community based planning process, was decimated and will be looked at as a model for use in other towns in the future.

Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
2.6.1.1 Community based planning to build local understanding and preparedness for emergency events.	Manager Environment & Community Safety	In progress	01/07/18	30/06/19	25.00	0.35	


Community Based Bushfire Planning is being undertaken in Wye River, Separation Creek, Kennett River, Grey River and Forrest. This process will help the community identify local solutions to local problems and also allows fire experts to explain the latest science about bushfire risk to people in a local context.


Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
2.6.1.2 Education, joint planning and preparations undertaken to prepare for climate related threats and emergencies.	Manager Environment & Community Safety	In progress	01/07/18	30/06/19	75.00	0.52	


Colac Otway Shire staff, in collaboration with Surf Coast and Corangamite Shires, have undertaken a large Emergency Relief Centres (ERC) exercise. This exercise involved over 100 people and provided an opportunity for staff to experience directly what working in an ERC would be like, particularly the processes for activating and deactivating.


Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
3.4.1.1 Participate in the G21 Healthy Eating and Active Living regional priority project.	Manager Community Services	In progress	01/07/18	30/06/19	50.00	25.00	

Providing support for the Choose Change project and their first activity 'Choose Water this Summer'. Participating in the Incidental Activity working group that focuses on incidental activity, being the exercise we get during daily activities, this is done in bite-sized chunks that may improve physical fitness. The working group has the key goals of, building the capacity of regional organisations and services to increase opportunities for people over 55 to engage in incidental activity. ncreasing awareness of the health benefits of incidental activities for people over 55.


Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
3.2.1.1 Support community clubs, groups and associations to provide welcoming and inclusive environments for all members of our community within council facilities.	Manager Community Services	In progress	01/07/18	30/06/19	50.00	25.00	
<p>Meetings with Positive Ageing Ambassadors, Senior groups in Birregurra, Colac and Apollo Bay, Colac Special Needs Group, and Barwon Child Youth and Family regarding kindergartens they operate within and the support for vulnerable children.</p> <p>Council's new 2018 community grants included promotion of gender equality. The review of the 2019 grants program will look at opportunities to provide grants to support facilities and services that actively encourage gender equity and cultural diversity.</p> <p>Meetings with Section 86 Committees and discussed inclusive environments.</p>							


Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
3.5.1.1 Increase advocacy in partnership with our community to enhance cultural awareness, inclusiveness, safety and health, community, family and education.	Manager Community Services	In progress	01/07/18	30/06/19	50.00	25.00	
<p>Supporting an arts project being undertaken by students from Turning Point and with support from the Gathering Place and Department of Health and Human Services. The project will develop a cultural arts trail throughout the Colac CBD. This project is to be completed by NAIDOC week 2019.</p> <p>A spear presented to Council at NAIDOC Week 2018 will be mounted in the reception area of Councils Rae Street offices, with wording provided by members of the local Aboriginal community.</p> <p>Council supported a community soccer match and BBQ between members of various ethnic communities and local emergency services to raise awareness and create links. Support was also provided for an all abilities bowls event at the lake Colac Bowls Club. The event was attended by over 50 bowlers of all abilities from across the shire and the broader south west of Victoria.</p>							


Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
3.1.1.1 Support community organisations through the community grants program.	Manager Economic Development & Tourism	In progress	01/07/18	30/06/19	95.00	100.00	
<p>Work is underway for the implementation of an online community grants application process. It is anticipated that all COS grants should be available online through Smarty Grants in the next round released in early 2019 for the 19/20 financial year.</p>							

Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
3.2.1.1 Provide grant programs to involve local people in activities that facilitate their health, wellbeing and enjoyment.	Manager Economic Development & Tourism	Completed	01/07/18	30/06/19	100.00	100.00	 ON TRACK
<p>The 2018/19 Grants Program decision making process was completed with the second round of grants approved by Council in September 2018. Grants have been approved to 100 individual groups and officers will work with these groups to successfully implement their projects.</p> <p>The next step will be the implementation of Smarty Grants which will provide an online process for grants. It is anticipated that all COS grants should be available online through Smarty Grants in the next round released in early 2019 for the 19/20 financial year.</p>							


Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
1.1.1.1 Develop and implement a Colac Otway Economic Development Strategy.	Manager Economic Development & Tourism	In progress	01/07/18	30/06/19	90.00	100.00	 ON TRACK
<p>The draft strategy was released for public exhibition for 6 weeks, ending 7 December. Submissions have been considered and a report will be presented at Council Briefing 6 February 2019, with the final draft going to Ordinary Council Meeting 27 February for endorsement.</p>							

Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
1.1.3.1 Identify and support employment in tourism.	Manager Economic Development & Tourism	In progress	01/07/18	30/06/19	50.00	25.00	 ON TRACK
<p>Activity in several areas is ongoing, such as advocating for local products and showcasing the broad natural beauty and attractions of the Shire. Mentoring local business operators to develop greater skills to enable them to capitalise on the existing growing market.</p>							


Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
1.2.1.2 Facilitate the attraction of investment in the development of high standard accommodation in Colac and Apollo Bay, complemented by high yielding nature based experiences.	Manager Economic Development & Tourism	In progress	01/07/18	30/06/19	75.00	100.00	 MONITOR
<p>Council formed a position on a planning application for a new high end resort in Apollo Bay and resolved to not support the proposal. The Minister appointed Panel hearing was held in September and October and a final decision now rests with the State Minister, with a decision expected in first quarter 2019.</p>							

Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
1.2.1.3 Encourage and support existing owners of accommodation to upgrade, refurbish and develop new infrastructure to meet visitor demand.	Manager Economic Development & Tourism	Not started	01/07/18	30/06/19	0.00	0.00	 No TARGET


No commenced – project postponed until 2019/2020

Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
1.1.1.3 Attract investment to implement key master plans that will drive economic growth such as the Lake Colac Foreshore Master Plan.	Manager Economic Development & Tourism	In progress	01/07/18	30/06/19	50.00	25.00	 ON TRACK


Forrest Mountain Bike Strategy Implementation – grant from Sport and Recreation Victoria of \$100,000 obtained for design work September 2018 – project underway. The Forrest Mountain Bike Strategy will be ready for one final application to secure funding to implement the whole strategy following this design work.

Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
1.3.1.1 Seek to influence education providers to match local job opportunities with available skills training.	Manager Economic Development & Tourism	In progress	01/07/18	30/06/19	40.00	50.00	 MONITOR


An application was submitted to RDV for assessment in September 2018, the application was unsuccessful. Officers are working with GORRT on a Workforce Development project which will be completed in mid-2019. Work locally will increase in early 2019 with the endorsement of the Strategy.

Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
1.2.1.1 Review the Shire Events Strategy and partner with event organisers to assist them preserve the amenity of residents while running successful events.	Manager Economic Development & Tourism	In progress	01/07/18	30/06/19	90.00	75.00	 ON TRACK

This activity will be completed with the endorsement of the Economic Development Strategy in February 2019.

Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
1.3.1.2 Support programs to reduce youth unemployment and promote employment for disadvantaged groups in partnership with employers, G21 and the GROW initiative.	Manager Economic Development & Tourism	In progress	01/07/18	30/06/19	50.00	25.00	


Grant application was lodged in conjunction with GROW and Deakin University through RDV and was unsuccessful. A business case was submitted to Council and funding received, work has commenced on a local project with GROW.

Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
1.1.1.2 Identify and improve tourism assets across the Shire	Manager Economic Development & Tourism	In progress	01/07/18	30/06/19	60.00	25.00	

Grant application was lodged in conjunction with GROW and Deakin University through RDV and was unsuccessful. A business case was submitted to Council and funding received, work has commenced on a local project with GROW.


Several projects are currently underway which include:


- The Colac Produce Hub concept – if implemented this project will provide a retail outlet for producers within the Shire to display and sell product, therefore expanding their markets and product exposure. A grant application has been submitted to State Government seeking funding assistance to develop a Governance model for the Hub.
- The Tourism Traffic and Parking Study being conducted along the Coastal strip is investigating the issues around traffic and parking along the Great Ocean Road.
- Master Planning is also happening at Kennett River in an effort to solve the traffic and parking issues at the small village.


Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
1.2.1.4 Review the Great Ocean Road Closure Policy.	Manager Economic Development & Tourism	In progress	01/07/18	30/06/19	55.00	50.00	


The review of the guidelines has commenced which is being led by VicRoads in consultation with Colac Otway and Surf Coast Shires and the Victorian Police.

Due to the State Government going into caretaker during the State election process, no further meetings have been held. However some additional work was achieved during this period and progress will resume in early 2019 to complete the initiative.


Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
1.2.1.5 Identify and promote Tourism pathways between attractions across the whole shire.	Manager Economic Development & Tourism	Not started	01/07/18	30/06/19	0.00		 No TARGET
Not commenced project postponed until 2019/20.							

Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
1.1.1.3 Remove unnecessary planning triggers to streamline planning processes.	Manager Planning, Building & Health Protection	In progress	01/07/18	30/06/20	30.00	30.00	 ON TRACK
Council adopted its four yearly Planning Scheme Review in March 2018. Consultant, Glossop has drafted proposed changes to Councils Planning Scheme which give effect to this Review, and to streamline planning provisions where possible. The process of exhibiting an amendment has been delayed due to State Government reforms implemented in August 2018 which will require a translation of the current Municipal Strategic Statement in the Planning Scheme in the new State Planning Policy Framework (PPF), before Council can exhibit changes to its policy framework and change overlay provisions. The translation is expected to occur in the first quarter of 2019, followed by exhibition of a Council Amendment mid-2019. Officers will continue to refine the proposed local overlay changes whilst the State Government led translation occurs.							


Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
1.2.1.1 Explore options to facilitate new tourism accommodation	Manager Planning, Building & Health Protection	In progress	01/07/18	30/06/20	10.00	10.00	 ON TRACK
A future budget allocation is required to engage consultants to investigate appropriate means by which tourism development can be encouraged in appropriate locations in the Shire.							
Council Officers have facilitated a process for consideration of a proposed 5 star hotel on land to the rear of Apollo Bay, which was called in by the Planning Minister in January 2018, and was considered by an independent Panel appointed by the Minister in October. The result is expected to be announced early in 2019.							

Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
2.3.1.1 Develop and implement a prioritised program to review and implement master plans, community infrastructure plans and structure plans for small towns across the shire.	Manager Planning, Building & Health Protection	In progress	01/07/18	30/06/19	50.00	25.00	


Officers have commenced preparation of a prioritised list of Master Plans for Council consideration, this work will be finalised early in 2019. Council funded the development of a Community Infrastructure Master Plan for Apollo Bay, Skenes Creek and Marengo in its 2018/19 budget, Officers have worked collaboratively with the Otway Coast Committee (OCC), Department of Environment, Land Water & Planning and other stakeholders to define the project scope, resulting in the project being amended to include the OCC's Foreshore Master Plan and a draft Development Plan for the harbour precinct. It is expected that tenders will be called prior to Christmas, with the project commencing early 2019.

Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
2.2.1.1 Update the Planning Scheme to reflect changing community needs and priorities.	Manager Planning, Building & Health Protection	In progress	01/07/18	30/06/19	35.00	30.00	

Council adopted its four yearly Planning Scheme Review in March 2018. Consultant, Glossop has drafted proposed changes to Councils Planning Scheme which give effect to this Review, and to streamline planning provisions where possible. The process of exhibiting an amendment has been delayed due to State Government reforms implemented in August 2018 which will require a translation of the current Municipal Strategic Statement in the Planning Scheme in the new State Planning Policy Framework (PPF) before Council can exhibit changes to its policy framework. The translation is expected to occur in the first quarter of 2019, followed by exhibition of a Council Amendment mid-2019. The draft Colac 2050 Growth Plan was placed on exhibition with Amendment C97 to implement its findings in November 2018. This will facilitate planning for expansion of residential zoned land to accommodate growth of Colac.


Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
1.1.1.1 Provide direction on how growth across the shire should proceed and ensure adequate land is provided for industrial and residential use.	Manager Planning, Building & Health Protection	In progress	01/07/18	30/06/19	50.00	50.00	

Draft Colac 2050 Growth Plan reported to the July 2018 Council meeting, with a resolution to place it on public exhibition along with Amendment C97 to the Planning Scheme to implement the policy outcomes. Exhibition was delayed due to recent State Government planning reforms, but occurred for 6 weeks over November and December 2018. Submissions will be considered early in 2019. Amendment C86 was approved and gazetted by the Planning Minister in October 2017, implementing the key outcomes of the Colac Economic Development, Commercial Land Industrial Land Use Strategy. The amendment rezoned 68ha of land for new industrial development.

Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
1.1.1.2 Conduct a review of the housing stock in Colac and establish a Residential Housing Strategy to ensure current and future stock is suitable to attract new residents.	Manager Planning, Building & Health Protection	In progress	01/07/18	30/06/20	20.00	20.00	 ON TRACK

Preparation of the draft Colac 2050 Growth Plan involved a basic analysis of housing needs in Colac. This informed the development of the Plan, however a more comprehensive Housing Needs Assessment is required to be completed that includes consideration of affordable housing needs, an ageing population, etc.

This project requires dedicated Council funding, and will be considered in the 2019/20 budget process. Consideration will also be given to expand this proposed project to include Apollo Bay with consideration to an ageing population and providing housing for workers within seasonal tourism sector.

Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
1.1.1.4 Prepare an Infrastructure Master Plan for Apollo Bay and Coastal Townships, covering categories including roads, car parking, bus parking, footpaths and storm water drainage.	Manager Planning, Building & Health Protection	In progress	01/07/18	30/03/20	15.00	20.00	 MONITOR

Council funded the development of a Community Infrastructure Master Plan for Apollo Bay, Skenes Creek and Marengo in its 2018/19 budget. Officers have worked collaboratively with the Otway Coast Committee (OCC), Department of Environment, Land Water and Planning (DELWP) and other stakeholders to define the project scope, resulting in the project being amended to include the OCC's Foreshore Master Plan and a draft Development Plan for the harbour precinct. Tenders were called prior to Christmas, with the project commencing early in 2019.


Infrastructure & Leisure Services

General Manager Infrastructure & Leisure Services


Service & Operations

Assets & Project Delivery

Arts & Leisure Services

Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
2.1.1.1 Develop and implement a Property Strategy.	Manager Assets & Property Delivery	In progress	01/07/18	30/06/19	20.00	20.00	


Strategic Plan to manage Councils properties covering issues such as valuation, service provision, future investment and disposal of assets, is due to commence 2018/19.

Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
2.3.1.2 Incorporate treatments into infrastructure standards that enhance community perceptions of safety.	Manager Assets & Property Delivery	In progress	01/07/18	30/06/19	40.00	10.00	

Improvements to third party development works processes.

Improvements to standards based on learnings following Wye River/Separation Creek fires.


Public lighting improvements. Light-up Memorial Square project.

Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
2.3.1.1 Enhance the attractiveness of towns in the shire for both residents and tourists/visitors.	Manager Assets & Project Delivery	In progress	01/07/18	30/06/19	50.00	20.00	


Continued advocacy for improvements to the Eastern entrance to Colac is being completed as part of VicRoads duplication.

Development of concept plans for Johnstone's Lane Improvement is underway.


Installation of western entrance signage.

Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
2.5.1.1 Develop a system of capital allocations based on Asset Management Plans.	Manager Assets & Project Delivery	In progress	01/07/18	30/06/19	22.00	10.00	

Develop designs for all 2019/20 renewal projects.


Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
2.5.1.2 Develop a project management framework, covering proposals, planning and delivery.	Manager Assets & Project Delivery	In progress	01/07/18	30/06/19	50.00	10.00	

Project planning process to examine external impacts project proposals to measure strategic alignment.


Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
2.5.1.3 Develop a capital works reporting framework.	Manager Assets & Project Delivery	In progress	01/07/18	30/06/19	90.00	60.00	


Dedicated software package to track projects.


Formal monthly project reporting.


Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
2.5.1.4 Deliver the annual capital works program.	Manager Assets & Project Delivery	In progress	01/07/18	30/06/19	42.00	40.00	


Deliver 80% of the 2018/19 works program.


Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
3.4.1.1 Consider health of the community when formulating policy for Council's Property Strategy.	Manager Assets & Project Delivery	In progress	01/07/18	30/06/19	20.00	10.00	 ON TRACK
<p>Include reference to community health in Council's property management framework.</p> <p>Develop a process to cohesively work with service Managers.</p>							


Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
3.2.1.1 Supports community activities through information dissemination and planning information.	Manager Arts & Leisure	Ongoing	01/07/18	30/06/19	0.00	0.00	 ON TRACK
<p>Relevant information is communicated to our community organisations on a regular basis through a range of communication mediums. In recent times, a number of grant opportunities have been forwarded to our community organisations database for consideration.</p>							


Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
3.6.1.1 Update social infrastructure planning on a continuing basis to guide asset planning.	Manager Arts & Leisure	In progress	01/07/18	30/06/19	10.00	25.00	 NEEDS WORK
<p>Recent discussions with local communities including Apollo Bay and Cressy about future requirements for social infrastructure. The Apollo Bay Infrastructure Study will commence in 2018/19 which will provide strategic direction for current and future social infrastructure needs.</p>							


Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
3.3.1.2 Support for community groups.	Manager Arts & Leisure	Ongoing	01/07/18	30/06/19	0.00	0.00	 ON TRACK
<p>Support for community groups continues through direct contact, workshops and forums and information provision. Officers meet and talk with a variety of community organisations on an ongoing basis.</p>							


Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
3.3.1.1 Provide opportunities for lifelong learning and community connections through library programs.	Manager Arts & Leisure	Ongoing	01/07/18	30/06/19	0.00	0.00	
The provision of library services and programs continues to be delivered by the Corangamite Regional Library Corporation. Attendances at library programs have been maintained. Council officers continue to support the Corporation to promote the opportunities through library services.							


Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
3.4.1.1 Deliver programs through the Bluewater Centre that promote physical activity in the shire.	Manager Arts & Leisure	Ongoing	01/07/18	30/06/19	0.00	0.00	
Bluewater Leisure Centre provides a range of programs and services for all members of the community. Recently the implementation of 24/7 gym operations and on-demand virtual programming has resulted in increased attendance. The recent development of the Walking Water Polo program in partnership with U3A is an exciting initiative providing a different experience to our community.							


Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
2.3.1.1 Advocate for improvements to public open space where the State Government is the land owner/manager.	Manager Arts & Leisure	Ongoing	01/07/18	30/06/19	0.00	0.00	
Continue to advocate for funding to improve our public open space network. Improvements to the Lake Colac Foreshore continue. The Apollo Bay Foreshore Master Plan will commence in 2018/19 in partnership with the Otway Coast Committee.							


Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
2.3.1.2 Continue to support the Apollo Bay community's advocacy for the development of a public indoor heated swimming pool in Apollo Bay.	Manager Arts & Leisure	Ongoing	01/07/18	30/06/19	0.00	0.00	
Funding has been secured from the Federal Government to enclose the existing pool. Council has committed to the annual operating costs to run the facility. Council will support the community to work through the planning and construction process.							

Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
3.4.1.2 Build capacity of local sports groups in promoting healthy eating and physical activity.	Manager Arts & Leisure	Ongoing	01/07/18	30/06/19	0.00	0.00	
A number of workshops and forums are held annually with the sports clubs. Officers work with clubs and associations on a daily basis assisting with building capacity to increase participation.							


Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
2.3.1.3 Support enjoyment of outdoor experiences through the provision of a network of quality open spaces, including paths and trails.	Manager Arts & Leisure	Ongoing	01/07/18	30/06/19	0.00	0.00	
Council continues to improve our open space networks through a range of projects. Improvements to the Lake Colac Foreshore continue in 2018/19, the Rex Norman Park play space has been completed whilst the Queen Street Colac shared pathway was recently completed. Council continues to focus on an improved maintenance regime for our parks and reserves through better defined service levels.							

Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
3.4.1.3 Encourage more people to participate and be inclusive of others.	Manager Arts & Leisure	Ongoing	01/07/18	30/06/19	0.00	0.00	
Continue to work with community organisations to increase participation through inclusive facilities and programming. Recent funding applications submitted in partnership with sporting clubs aimed at facility upgrades to increase inclusive participation outcomes, including the Western Reserve oval and lighting upgrade and the Central Reserve court and lighting redevelopment.							
In addition, Council is partnering with Leisure Networks to have five Colac Otway Shire sporting clubs participate in a Building Gender Equality Pilot Project, 'The Barwon Game Changer'. The project is aimed at building the capacity of women and girls involved in community sport and recreation clubs in the Barwon region and will run from September 2018 to June 2019.							

Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
2.1.1.1 Evaluate the feasibility of a regional wet waste facility to manage waste from road and drainage maintenance.	Manager Services & Operations	In progress	01/07/18	30/06/19	80.00	80.00	
A regional wet waste facility has been investigated and initially appears to not be viable. Further detail will be sought before closing this initiative.							

Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
2.4.1.1 Enhance the level of resource recycling and reuse across the shire.	Manager Services & Operations	Completed	01/07/18	30/06/19	100.00	100.00	 ON TRACK

Opportunities to recycle or reuse material are continually being explored. Materials recovered from works is saved and used where possible. Examples of this is the top soil from central reserve being used to level holes on the lake foreshore and bluestone rocks from footpaths being used in drainage works.

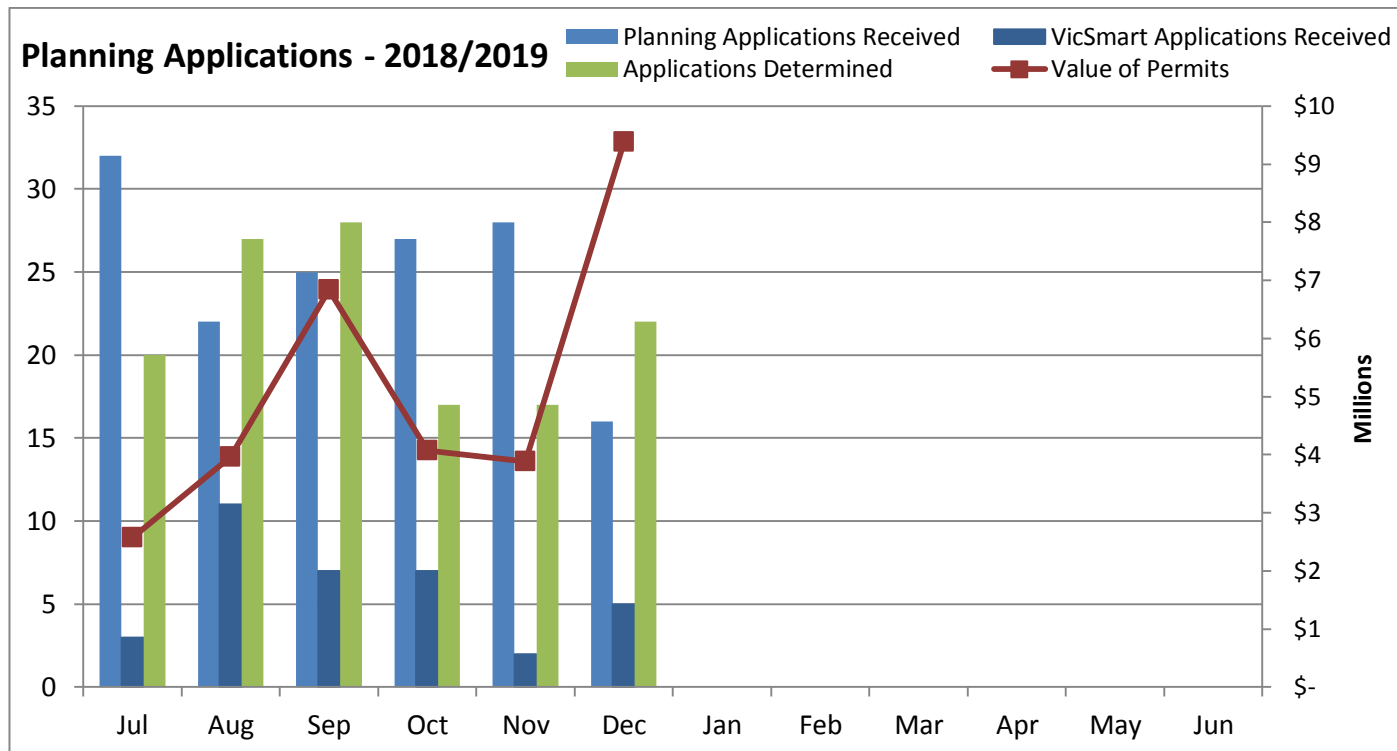
Action	Responsibility	Action Status	Start Date	End Date	% Complete	Target	Status
2.3.1.1 Maintain parks and gardens, sports reserves and streetscapes.	Manager Services & Operations	In progress	01/07/18	30/06/19	80.00	40.00	 ON TRACK

Maintenance to parks, gardens, reserves and streetscapes is an ongoing task. Work load and work type varies from season to season and with various demands on the facilities.

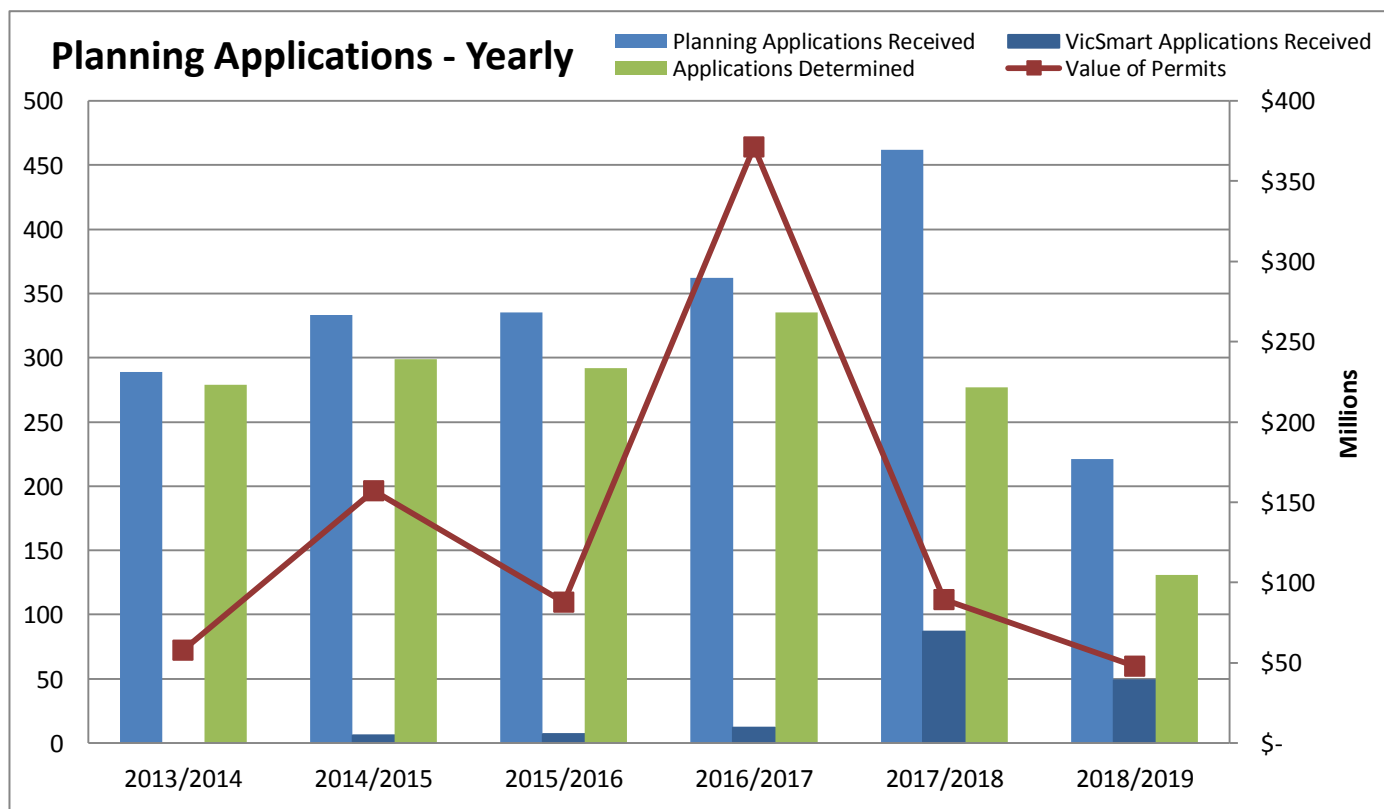
Recently the open space team has developed service levels that are a guide for the Service and Operations team.

Planning & Building Performance Report

The bar graph below represents the numbers of planning permit applications lodged with Council (all applications –blue; VicSmart applications – dark blue), and the number of decisions issued (green) by month. The economic value of lodged planning permit applications is shown in red.

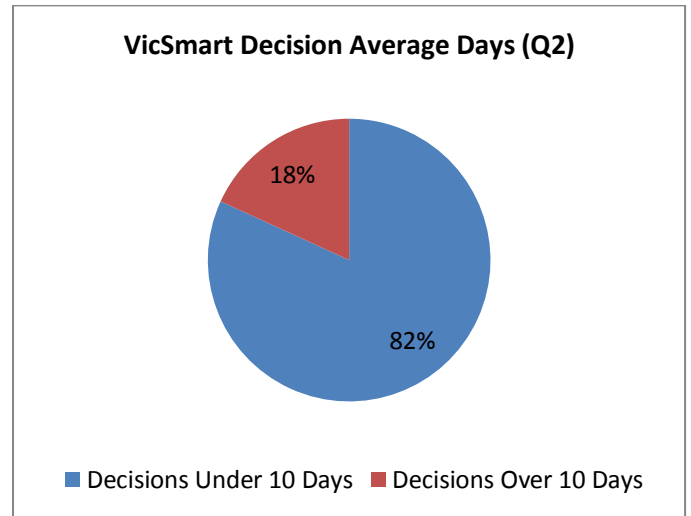
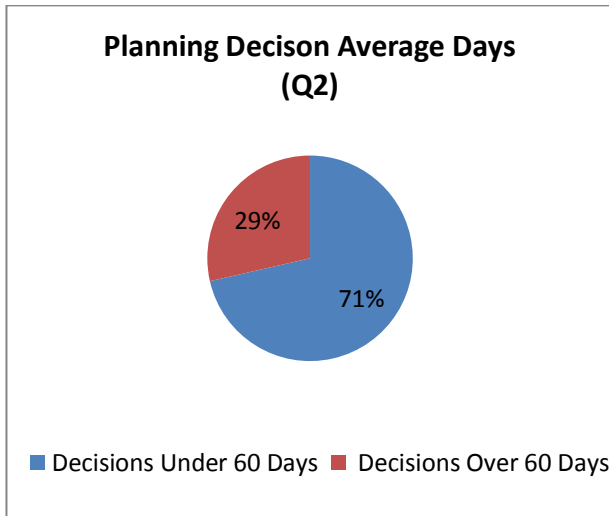


The graph below shows the same information, comparing the number of received planning permit applications and planning decisions issued across different financial years, as well as value of permits. This indicates a reasonably consistent upward trend in building activity year on year.

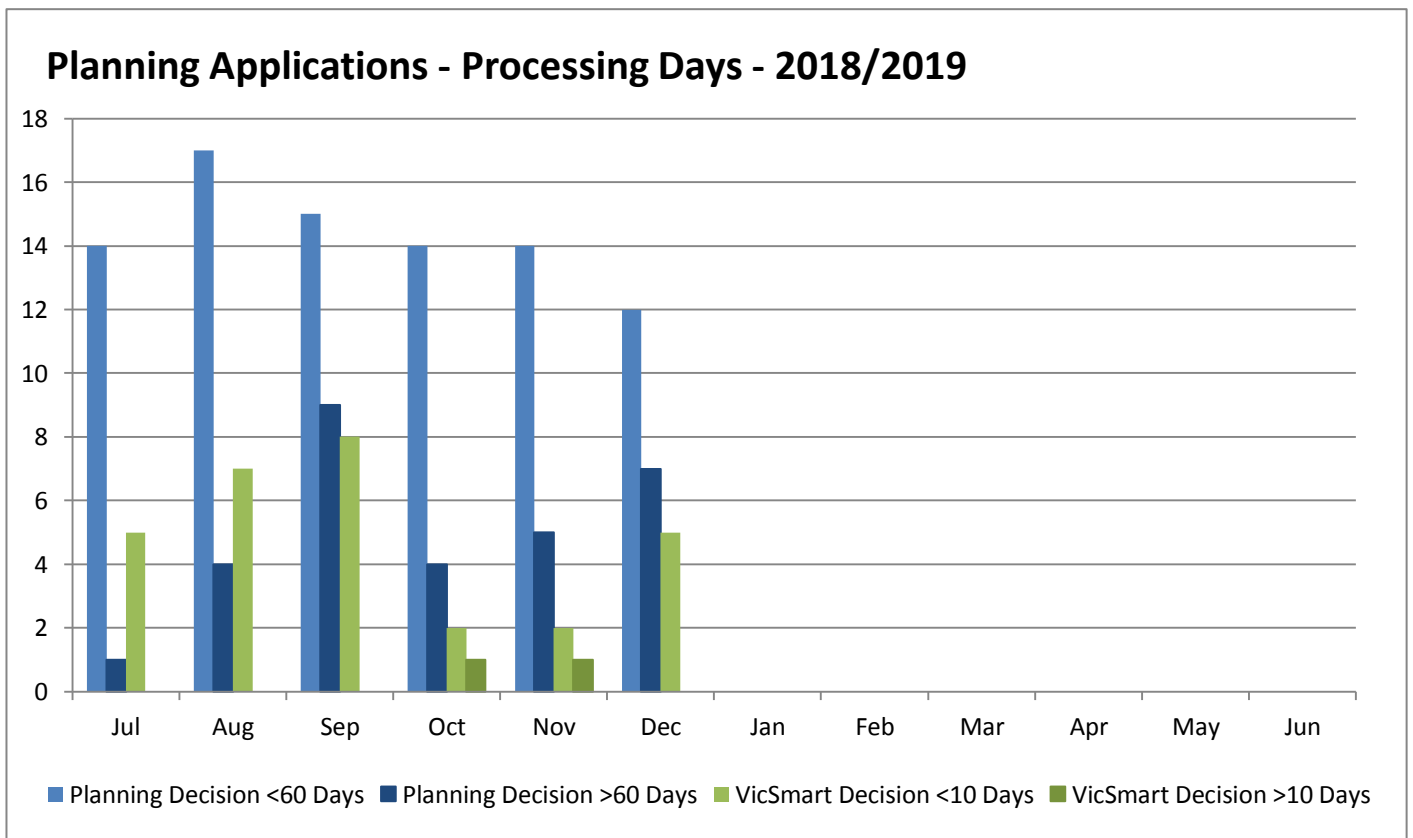


Planning & Building Performance Report

The following graphs show the average days taken to determine planning permit applications in the reported quarter, with decisions issued in the statutory timeframe in blue and decisions issued outside the statutory timeframe in red.

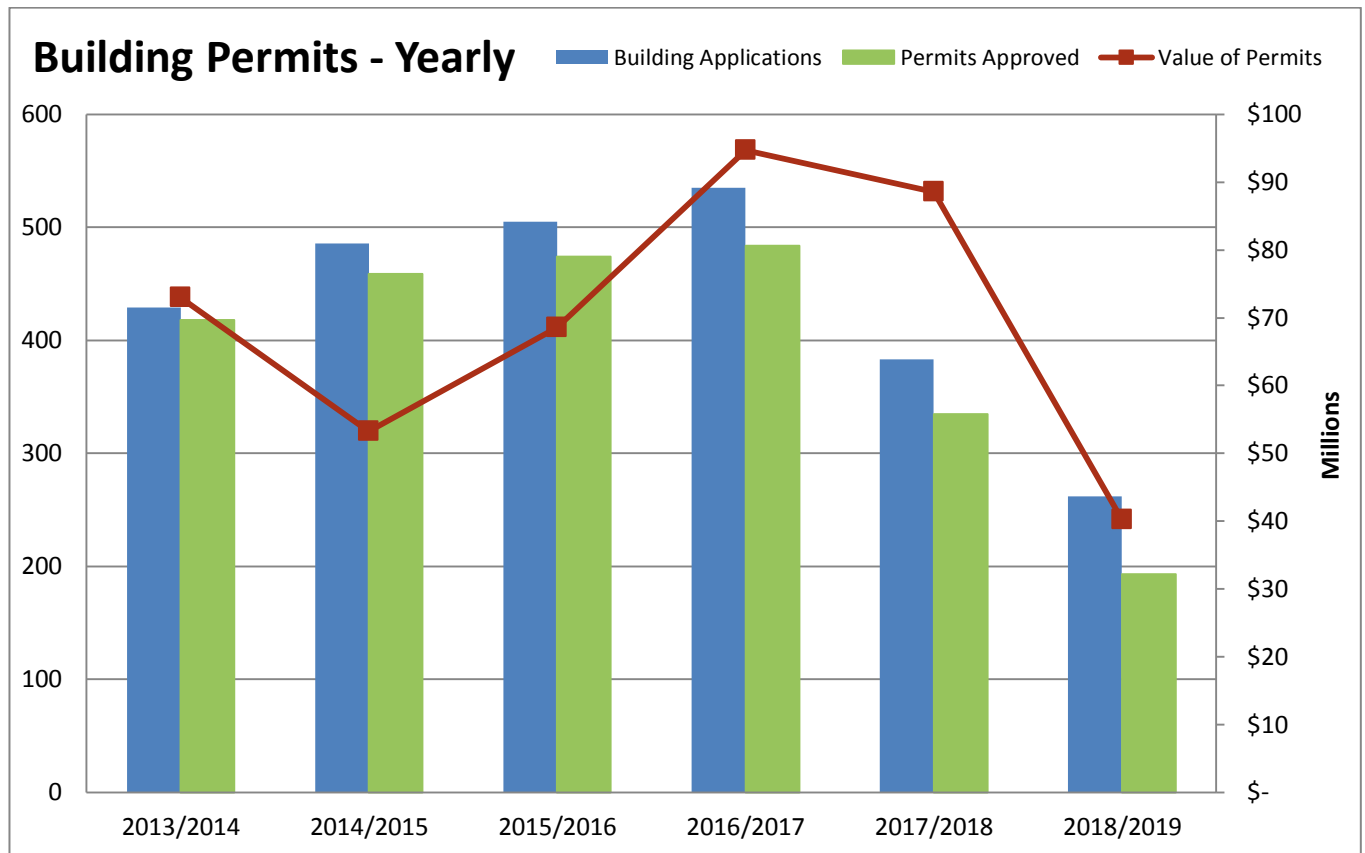


The following graph indicates the average days taken to determine planning permit applications in 2018/19, by month:

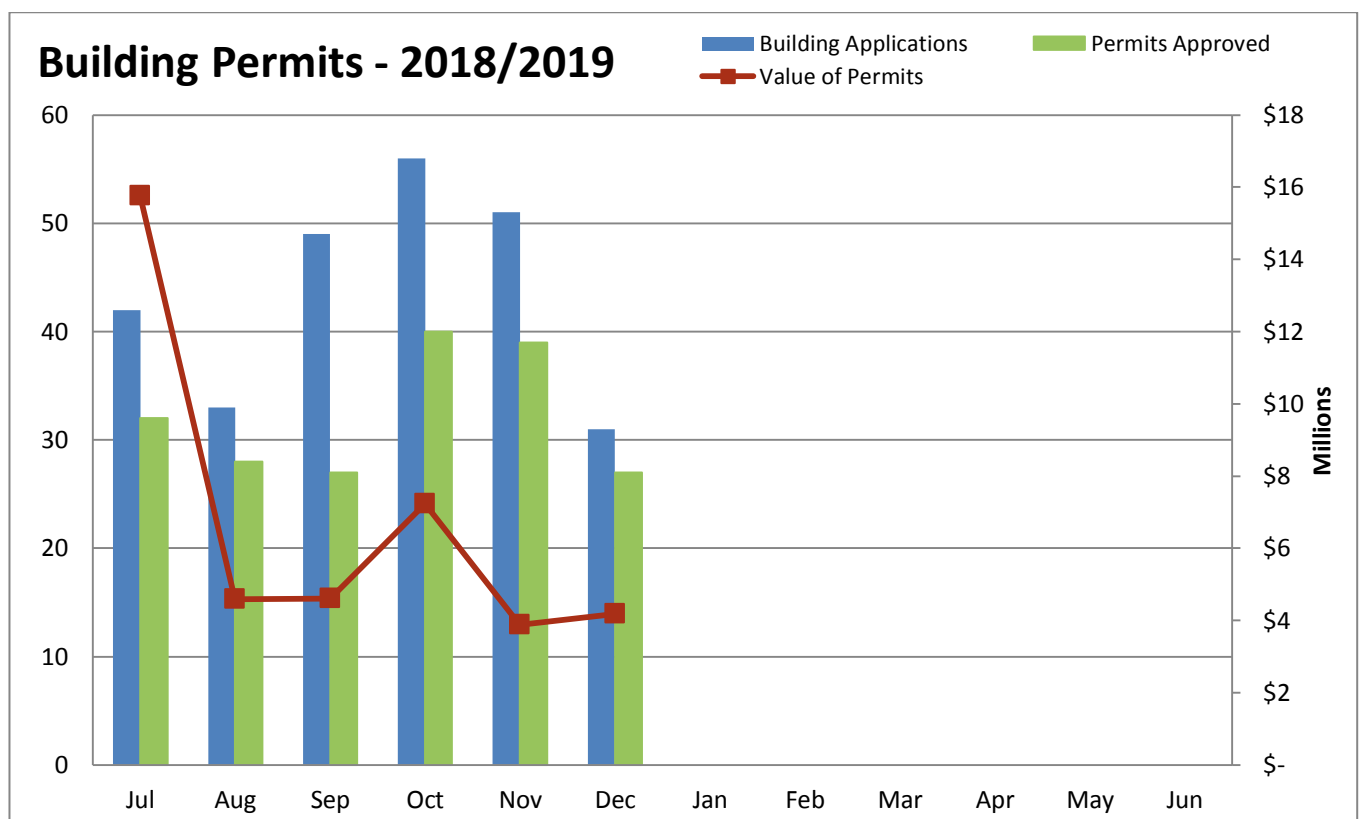


Planning & Building Performance Report

The following graph shows the number of building permit applications received (blue) and permits issued (green) by year, as well as the economic value of applications received (red line)



The following graph shows the number of building permit applications received (blue) and permits issued (green) by month, as well as the economic value of applications received (red line).



Major Projects Performance Report

1. Executive Summary

1.1 Summary

The Operating Projects program year-to-date (YTD) expenditure to 30/9/18, \$1,190,854, is 77% of the \$1,553,978 target and 29% spend of the annual budget.

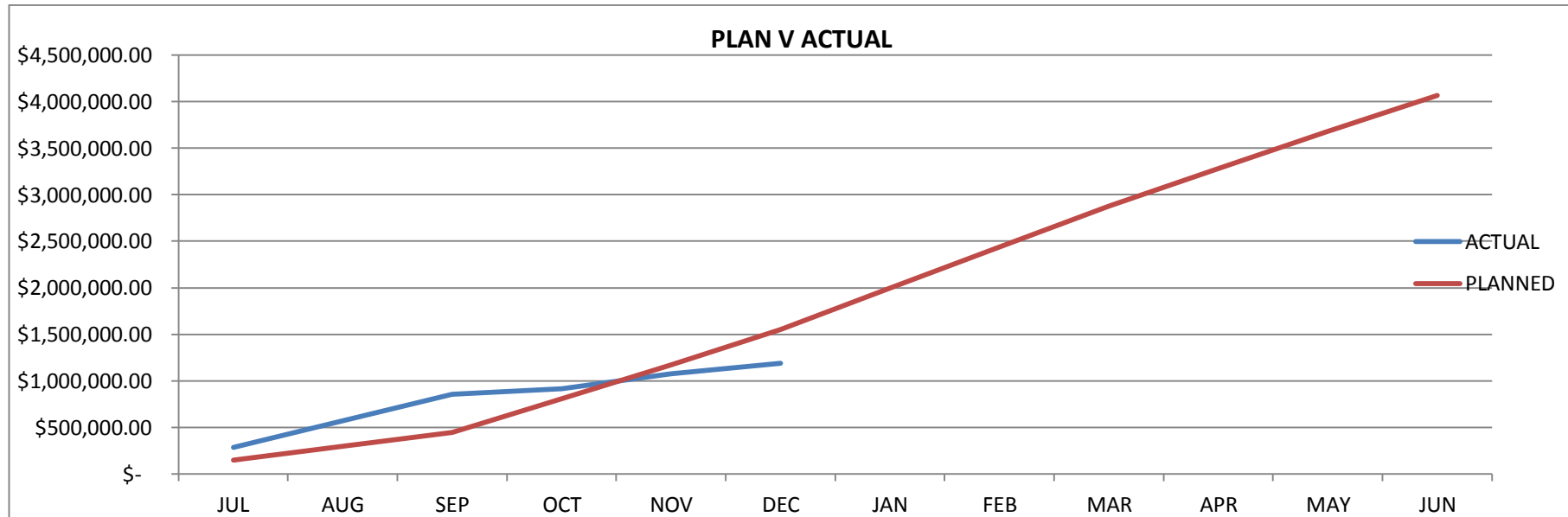
1.2 Planned Expenditure Forecast

Current Operating Program Percentage Summary as at 31 March 2018

Planned Expenditure for 1/7/18 - 31/12/18	\$1,553,978	Planned YTD Expenditure at end of the year	\$4,064,022
BIS - actual expenditure for month	\$1,190,854	YTD actual expenditure as at end of the December	\$1,190,854
Expenditure v Actual for 2nd Quarter %	77%	YTD expenditure of annual budget %	29%

Notes

1. The definition of expenditure has been changed to not include commitments as per previous reports



Major Projects Performance Report

1.3 Detailed Commentary

This report covers the Operating Projects Program, which includes the published 2018-19 Operating Project Budget Allocation and funds carried forward from 2017/18 included in the Revised Capital Budget Allocation.

As per State Government reporting guidelines, the published 2018/19 Operating Programme allocation excludes the non-project components of projects, such as funding for operations carried out during the delivery of a Capital Works project, and includes only those funds carried forward from 2017/18 that were forecast at the time the budget was set.

1.4 Highlights – Projects/Programs of Interest

- Coastal Tourism and Parking Strategy. Draft completed and currently at exhibition
- Relocation Apollo Bay Kindergarten. Consultant appointed and concept design underway
- Forrest Mountain Bike Trail. Tender currently advertised for design works
- Apollo Bay Harbor Precinct Development Plan. Tender currently advertised
- Apollo Bay Township and Foreshore Masterplan. Tender currently advertised

Notes

1.5 Projects on Hold, Cancelled, or New Additions

Nil

Capital Works Performance Report

1. Executive Summary

1.1 Summary

The capital works program year-to-date (YTD) expenditure to 31/12/18, \$8,844,860 is 89% of the \$9,968,771 target and 40% spend of the annual budget. The planned figure includes \$7M for fire and flood recovery not yet in the COS financials (BIS) but included in this report

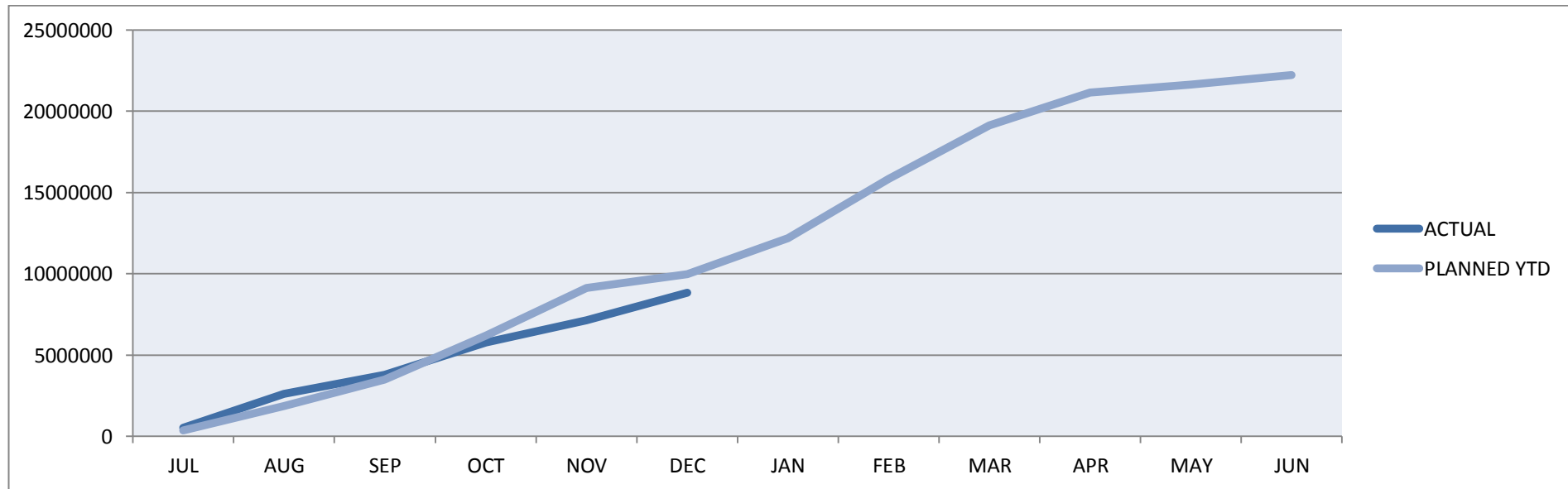
1.2 Planned Expenditure Forecast

Current Capital Works Program Percentage Summary as at 31 March 2018

Planned Expenditure for 1/7/18 - 31/12/18	9,968,771	Planned YTD Expenditure at end of the year	22,217,870
BIS - actual expenditure for month	8,844,860	YTD actual expenditure as at end of the September	8,844,860
Expenditure v Actual for 1st Quarter %	89%	YTD expenditure of annual budget %	40%

Notes

1. The definition of expenditure has been changed to not include commitments as per previous reports



Capital Works Performance Report

1.3 Detailed Commentary

This report covers the Capital Works Program, which includes the published 2018/19 Capital Budget Allocation and funds carried forward from 2017/18 included in the Revised Capital Budget Allocation.

As per State Government reporting guidelines, the published 2018/19 Capital Budget Allocation excludes the non-capital components of projects, such as funding for maintenance works carried out during the delivery of a Capital Works project, and includes only those funds carried forward from 2017/18 that were forecast at the time the budget was set.

1.4 Highlights – Projects/Programs of Interest

- Murray/Pascoe road reconstruction carried over from 17/18 commenced mid-October. Works put on hold over the busy holiday period and will resume at the beginning of February
- Queen Street Footpath completed in September 2018
- Road stabilisation programme commenced in September and was completed by October end
- Road crack seal programme completed in September
- Beach reclamation project to be completed
- Queens Avenue Footpath construction commenced late October and is 80% complete.
- Replacement bridge over Barongarook Creek completed in September
- Skenes Creek Footpath completed in October
- Footpath Renewal Programme (3 year contract) commenced in October

Notes

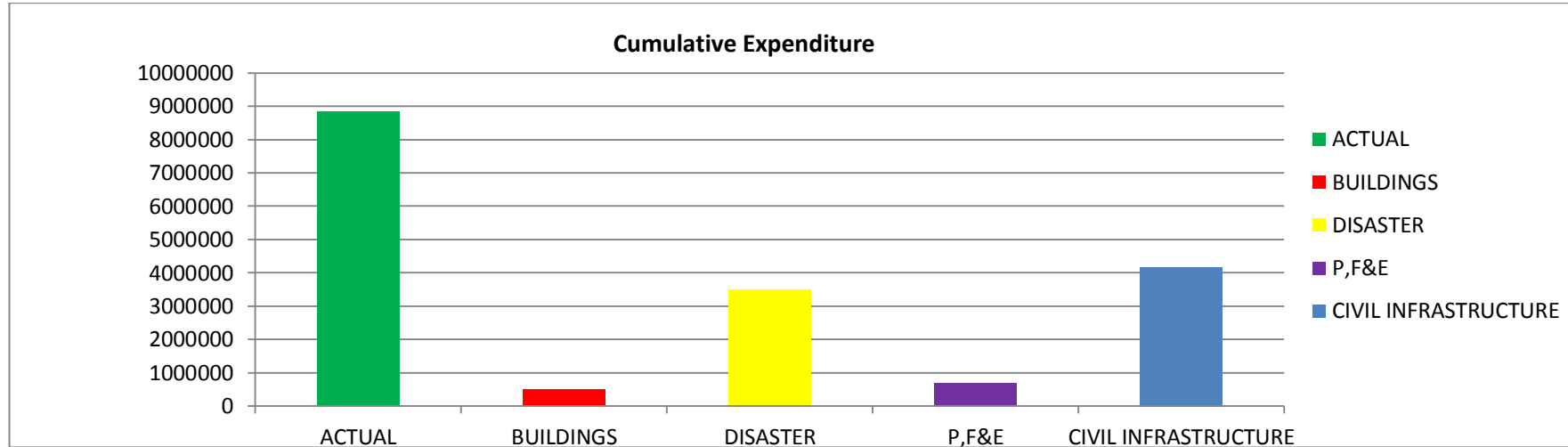
1.5 Projects on Hold, Cancelled, or New Additions

Welcome to Colac Sign on hold pending review of inclusion of electronic signs.

Capital Works Performance Report

2. Financial Overview

2.1 Summary



3. Financial Overview

3.1 Summary

- Road Resheet Programme
- Road Crack Seal Programme
- Reseal Programme
- Road Reconstruction Programme
- Road Stabilisation Programme
- Bridges Programme
- Footpath Renewal Programme
- Footpath Extension Programme
- Kerb & Channel Programme
- Guard Rail Programme
- Roadslips Programme
- Building Renewal Programme
- Major Roadside Drainage

N/A - Service & Ops to complete				
N/A - Service & Ops to complete				

Financial Performance Report

Overview

The year to date (YTD) actual result within the operating statement indicates a surplus of \$15.855 million compared to a budgeted surplus (YTD) of \$15.179 million.

Operating Statement

The information in the table below shows income and operating expenditure for the period ending 31 December 2018. The five (5) columns of data provide information on the following:

- YTD actual results to 31 December 2018
- YTD budget to 31 December 2018 (i.e. estimated timing of income and expenditure)
- Original budget as adopted by Council (As a result of the General Ledger Rebuild project, some minor reallocation between categories has occurred)
- \$ value variance YTD actuals compared to YTD budget
- % value variance YTD actuals compared to YTD budget.

Comprehensive Income Statement For Period Ended 31 December 2018

	December YTD Actual 2018-2019	December YTD Budget 2018-2019	Original Budget 2018-19 *	YTD Variance (\$) **	YTD Variance (%) **	
Income						
Rates and charges	30,247,731	30,281,488	30,382,990	(33,757)	(0.1%)	
Statutory fees and fines	355,152	387,992	844,000	(32,840)	(8.5%)	1
User fees	2,438,408	2,248,956	4,679,274	189,452	8.4%	2
Grants - operating	3,597,788	3,817,450	7,100,810	(219,662)	(5.8%)	3
Grants - capital	1,915,029	1,846,126	1,835,209	68,903	3.7%	
Contributions - monetary	157,376	91,790	35,000	65,586	71.5%	4
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	188,803	82,386	147,000	106,417	129.2%	5
Share of net loss/(gain) of associates and joint ventures	0	34,724	34,724	(34,724)	(100.0%)	
Other income	399,731	188,677	403,404	211,054	111.9%	6
Total income	39,300,018	38,979,589	45,462,411	320,429	0.8%	
Expenses						
Employee costs	9,136,388	9,084,142	19,216,910	(52,246)	(0.6%)	
Materials and services	8,596,147	9,014,370	16,300,327	418,223	4.6%	
Bad and doubtful debts	3,536	1,002	2,000	(2,534)	(252.8%)	7
Depreciation and amortisation	4,973,756	4,906,906	10,349,951	(66,850)	(1.4%)	
Borrowing costs	84,883	90,606	181,211	5,723	6.3%	8
Other expenses	650,280	703,119	1,354,218	52,839	7.5%	9
Total expenses	23,444,989	23,800,145	47,404,617	355,155	1.5%	
Surplus/(deficit) for the year	15,855,029	15,179,445	(1,942,206)	675,585	4.5%	

* Please note: Minor reallocations have been made to reflect the reporting in the Annual Statements and the new General Ledger structure.

** Guide to variances - Favourable / (Unfavourable)

Financial Performance Report

The report provides a year to date (YTD) summary of Council's financial performance and is a guide on the timing of receipts and payments. Timing differences can occur during the financial year and where variances occur on a YTD basis this does not necessarily imply that the annual budget will be affected.

A summary analysis of variances greater than 5% on a YTD basis have been prepared below.

Please note the following variance analysis has been collated based on the new general ledger structure. The categorisation of income and expenditure items is currently under review so there may be items that are recategorised. This review is being undertaken as part of the mid-year review process.

Operating Revenue – Variance Analysis to YTD Budget > 5%

- 1. Statutory fees and fines:** Under budget performance is largely due to lower than expected revenue from the local laws area. This isn't expected to be a permanent variance for the year.
- 2. User Fees:** The favourable performance is the net effect of a number of items that are favourable, as well as a number of unfavourable items. The main favourable variances relates to an increase in the Aged Care Services and Leisure Centre Fees, whereas the unfavourable variances include COPACC admission fees and Saleyard Fees.
- 3. Grants - operating:** Major variances include; \$228k Port of Apollo Bay funding from Transport for Victoria not yet paid. Council is currently working with Transport for Victoria to renew the management agreement.
- 4. Contributions - monetary:** This variance primarily relates to amounts received for Developer Open Space contributions (\$85.5k). This will be a permanent favourable variance for 2018/19.
- 5. Net gain/loss on disposal of assets:** This variance relates to the timing of disposal of motor vehicles and no permanent variance from budget is expected at this stage.
- 6. Other Income:** This variance relates to Worksafe reimbursements (\$87k), the receipt of scholarship funds from Equity Trustees (\$17k), receipt of grant funding to administer the Fire services levy (\$48k), additional Bin charges (\$20k) and other various items. These are predominantly timing differences and are not expected to impact the net result of Council.

Operating Expenses – Variance Analysis to YTD Budget >5%

- 7. Employee Costs:** This variance predominantly relates to timing differences between the actual expenditure and phasing of the budget, including timing of leave taken by employees. No material variance from budget is expected at this stage.
- 8. Borrowing costs: Materials and Services:** This favourable variance predominantly relates to timing differences between the actual expenditure and phasing of the budget. Permanent savings have been identified, however these are largely offset by legal costs associated with the Mooleric Road VCAT hearing and Barham River Road Hotel Panel hearing.
- 9. Bad and Doubtful Debts:** Some additional non-rates debts have been written off, mainly relating to planning and building application fees. These debts had a history of attempted collection and were not large enough to justify the cost of court action.

Financial Performance Report

10. **Borrowing costs:** This variance relates to a timing issue with interest payments. The full budget allowance of \$181k for 18/19 is expected to be fully expended.
11. **Other Expenses:** This variance relates to a number of small variances across the business. These are predominantly timing differences and are not expected to impact the net result of Council.

Material and Services

The following tables provide further detail, per service area, on the level of legal expenses and 'employee type' consultants and contractors included in the Material and Services category.

There was \$116k expended on legal fees for the quarter ending 31 December, compared to \$66k in the first quarter.

Legal Fees	Total
Arts & Leisure	\$ 5,166
Asset & Property Services	\$ 23,997
Corporate Services Management Department	\$ 6,342
Environment & Community Safety	\$ 629
People, Performance & Culture Department	\$ 27,052
Planning, Building & Health	\$ 113,723
Services & Operations	\$ 5,475
YTD Total – 31 Dec 2018	\$ 182,383

It must be noted that a large amount of contractor costs utilised to deliver the Capital Works program, has been incorrectly costed to Materials and Services, rather than the Capital Work program. Officers are currently reviewing these transactions which are expected to be approximately \$300k-\$400k.

According to the General Ledger, there was \$423k expended on employment agent contractors for the quarter ending 31 December, compared to \$440k in the first quarter. As mentioned above, a large part of this is expected to be reallocated to Capital Works project management.

Employment Agent Contractors	Total
Arts & Leisure	\$ 939
Asset & Property Services	\$ 410,141
Capital & Major Projects	\$ 25,648
Economic Development & Events	\$ 20,870
Planning, Building & Health	\$ 56,933
Port of Apollo Bay Operations	\$ 48,803
Services & Operations	\$ 253,902
Contracts and Procurement	\$ 46,244
YTD Total – 31 Dec 2018	\$ 863,480

In addition to the \$863k of consultants/contractors currently classified as Material and Services, there has been \$174k classified in the Capital Works program for project management

Financial Performance Report

Borrowings Analysis

The following is the current schedule of Debt held by Council at 31 December 2018:

Loan Description	Current Year Loan Liability	Non-Current Loan Liability	Meeting Schedule
9203 - Loan 7 - Roads, car parking etc (\$1.65m)	\$72,475	\$153,351	Y
9206 - Loan 10 - AB tfr statn, libra (\$2m)(NAB)	\$151,563	\$275,813	Y
9207 - Loan 11 - Lakeside, AB tfr s(\$1.1m)(NAB)	\$77,204	\$291,752	Y
9208 - Loan 12 - Saleyards roof (\$1.178m)(CBA)	\$40,176	\$824,210	Y
9209 - Loan 13 - Street light PV panels (\$416k)	\$40,007	\$176,024	Y
9210 - Loan 14 - Bluewater redevelop(\$1m)(Bond)	\$0	\$1,000,000	Y
TOTAL	\$381,424	\$2,721,149	

Principal repayments of \$267,200 have been made in 2018/2019.

Based on Current Levels of Borrowings the following are our current performance against key ratios:

Measure	Calculation	Explanation	30-Jun-18	31-Dec-18	Current Risk Rating
Indebtedness (%)	Non-current liabilities / own-sourced revenue	Comparison of non-current liabilities (mainly comprising borrowings) to own-sourced revenue. The higher the percentage, the less the entity is able to cover non-current liabilities from the revenues the own-sourced revenue is used, rather than total revenue, because it does not include grants or contributions.	30%	33%	Low
Borrowings % of rate Revenue (%)	Interest bearing loans and borrowings/rate revenue	Measurement of the proportion of borrowings against rate revenue raised. The higher the % the higher the proportion of available annual rate revenue is being used to back borrowings.	11%	10%	Low

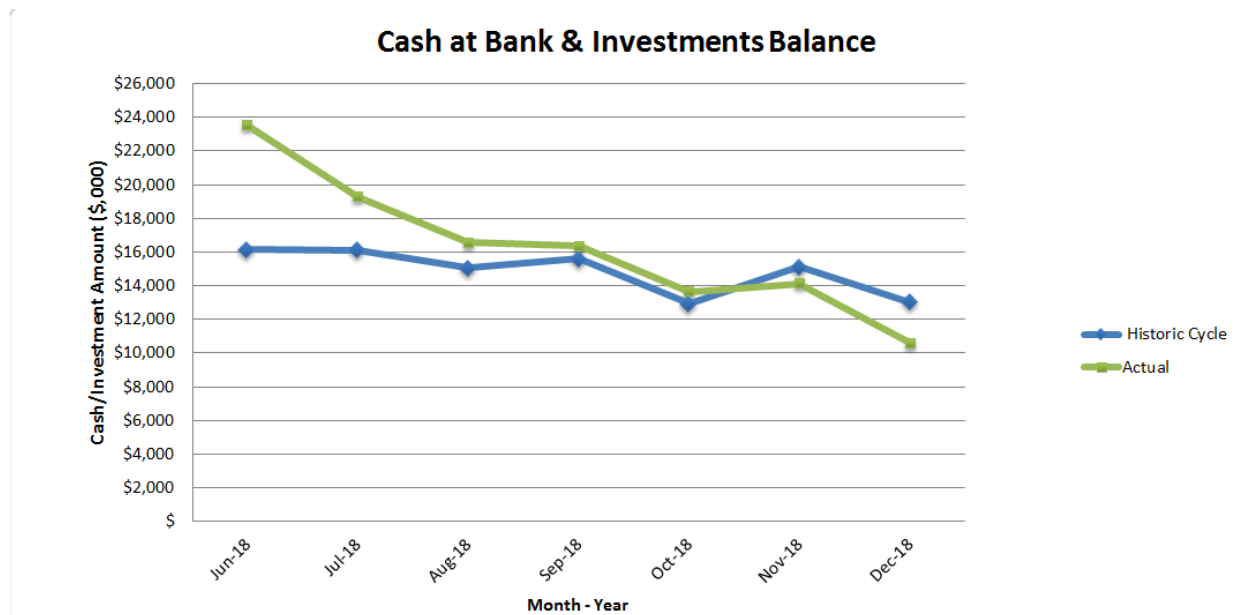
Cash Balance

The following graph shows projections of how Council's cash balance was expected to perform to 31 December 2018. The graph portrays:

- The Estimate – which is an estimation of what the cash balance is expected to be at the end of each month based upon historical averages. The estimate will reflect recent years which include one off major projects.
- The Actual – this is the actual balance at the end of each month of the year up to and including December 2018.

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

Financial Performance Report



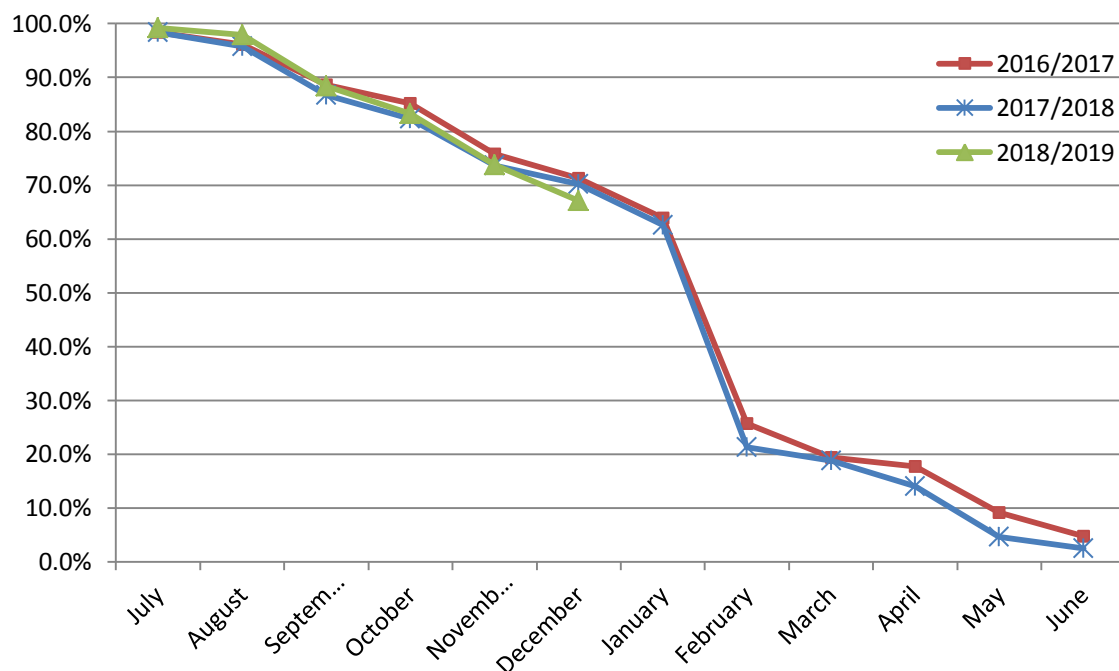
Rate Debtors

In the first half of the 2018-19 year, \$30 million was raised in rates and charges including batches of supplementary valuations generated by changes to council's property base. At 31 December 2018, 32.9% of the rates raised have been collected compared to the same period of the 2017-18 financial year of 29.8%.

The due date for ratepayers opting to pay in full is 15 February 2019. For ratepayers opting to pay via instalments the first instalment was due 30 September 2018. The next instalments are due 28 February 2019 and 31 May 2019. Any ratepayer who has not opted for instalment payments must make the full payment before 15 February 2019.

The following graph shows that current collection trends are closely following the 2017-18 collection trends:

% of Rates Outstanding



Financial Performance Report

Defined Benefits Call Expense

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

Date	Vested Benefits Index
June 2016	102.0%
September 2016	103.7%
December 2016	105.4%
March 2017	106.6%
June 2017	103.1%
June 2018	106.0%
September 2018	106.9%

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

As at 30 September 2018, the estimated VBI for the sub-plan was 106.9%. As at 30 June 2018, the actual VBI for the sub-plan was 106.0%. This represents an increase compared to that of 30 June 2017. The VBI is primarily impacted by:

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

No information is available regarding the VBI as at 31 December 2018.