

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

***THIRD QUARTER: 1 JANUARY – 31 MARCH 2019***

# 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.

During 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

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

### Our Prosperity

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

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

### Our Places

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

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

### Our Community

Colac Otway Shire sustains a mixed population of tourists, businesses, farmers, retirees and families, some of whom settled in the Shire recently and some who can trace their families' history back to 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 bushfire and floods impact on the community and draw a significant amount of organisational resources, both in emergency response but also in longer term planning and support to the community. It is expected that such events will be more common as climate change accelerates.

## Chief Executive Report

The first quarter of 2019 started with a continued focus on advocacy in the lead up to the Federal Election and a concerted effort to accelerate Colac Otway's campaign for a State commitment to fund the Port of Apollo Bay renewal.

Among the significant achievements for our Council of the past three months have been the State Government's signing of the City Deal to secure \$12million for Apollo Bay Harbour Precinct, \$1.9 million for parking and infrastructure improvements at Kennett River and \$5million for the Skenes Creek-Apollo Bay Walk.

Council received a further \$725,000 in Federal Government Building Better Regions funding for the Colac Memorial Square play space upgrade and the completion of the Colac Central Reserve Master Plan, including upgraded netball courts, lighting and tiered seating for the courts and oval lighting.

The Federal funding, which adds to the State Government funding previously received for the projects allows Council to reduce its contribution and make the allocated funding available for other projects in the 2019-20 Budget.

A round table with Deputy Prime Minister Michael McCormack brought together Council representatives from across the south-west, resulting in the Federal commitment of \$80 million for Princes Highway West Upgrade, with Colac Otway continuing its advocacy for Blue Church corner improvements.

Colac Otway was also able to operate through the SKM closure without having to send recycling to landfill, saving money and reducing its environment impact.

Council's waste contractor had an existing agreement with another recycling contractor which was willing to accept Colac Otway's recycling until SKM's Geelong plant reopened.

Residents also responded to the temporary but widespread recycling issues collection by keeping their recycling from their normal kerbside collection until the SKM service resumed.



Colac Otway has also been fortunate to have been well prepared for a hot, dry conditions and high fire danger without facing a major fire incident over summer.

Significant ongoing work continues regarding Council's emergency management response planning and business continuity procedures including the development of an IT disaster recovery plan.

Colac Otway hosted an Australia Day event in Apollo Bay where five local residents became Australian citizens, and citizenship awards went to Graham Shinnars, Rachel Wood and Michael Melville.

Council was also represented at Panggooteekeeya weeng malangeepa ngeeye at Red Rock on January 26.

Community engagement has continued to be a focus during the quarter across the shire.

Together with the Mayor and/or other Councillors and Council officers, I have met with residents and a broad range of groups and organisations representing Apollo Bay, Kennett River, Wye River, Pennyroyal and shire-wide focus groups such as Road Safe Otway

The Mayor, GM Tony McGann and myself met with the Colac trucking industry to discuss the practicalities of a trucking curfew and alternative truck route options, along with various other business owners at individual meetings to understand where Council can provide more support to our local industries or manufacturers.

## Chief Executive Report

Council also hosted a meeting with local businesses and individuals who access Council's planning, building and health departments to work through any issues and opportunities for improvements.

Meetings with the Colac and District Chamber of Commerce have kept Council up to date with the introduction of QR codes and other Colac retailer issues, while a meeting with the Apollo Bay Alliance provided an opportunity to talk to representatives of the four coastal member groups.

We have also taken Colac Otway's priorities, particularly the roads and the urgent need for Port of Apollo Bay, to various State Government Department representatives, Ministers and MPs including:

- Minister for Roads Jaala Pulford;
- Minister for Ports Melissa Horne;
- Shadow Minister for Rural Roads and Ports and Freight Roma Britnell;
- Polwarth MP Richard Riordan;
- Great Ocean Road Management Reform Project Manager Jason Borg and;
- Regional Roads Victoria's Mark Koliba.

The Mayor and I joined the G21 Canberra Delegation in February, which provided an opportunity for the five member councils to push for bipartisan support for the Geelong City Deal and an opportunity for us to meet with Member for Wannon Dan Tehan.

Federal advocacy during the first three months of the year has also included priority project presentations to Corangamite MP Sarah Henderson and Greens candidate for Corangamite Simon Northeast

Meetings will continue to be arranged with Federal candidates as they nominate in the lead-up to the election and other state MPs who can assist our State advocacy.

The Victorian Electoral Commission has continued its representation review process and has put forward three options for Colac Otway, with the preferred option to retain the present unsubdivided status but publicised coastal support for wards.

Council has appointed two apprentices to its Services and Operations team and is in the process of seeking two trainees for positions in Customer Service and Information Management Services, as it looks to address staff retention.

Challenges faced during the first quarter have included high enterococci levels at Lake Colac during the summer peak; management options regarding bats roosting in large numbers at Colac Botanic Garden.

**Peter Brown**  
Chief Executive

### Australia Day 2019, Apollo Bay








*Photo courtesy of Andrew Currie*

## Understanding the Quarterly Performance Report

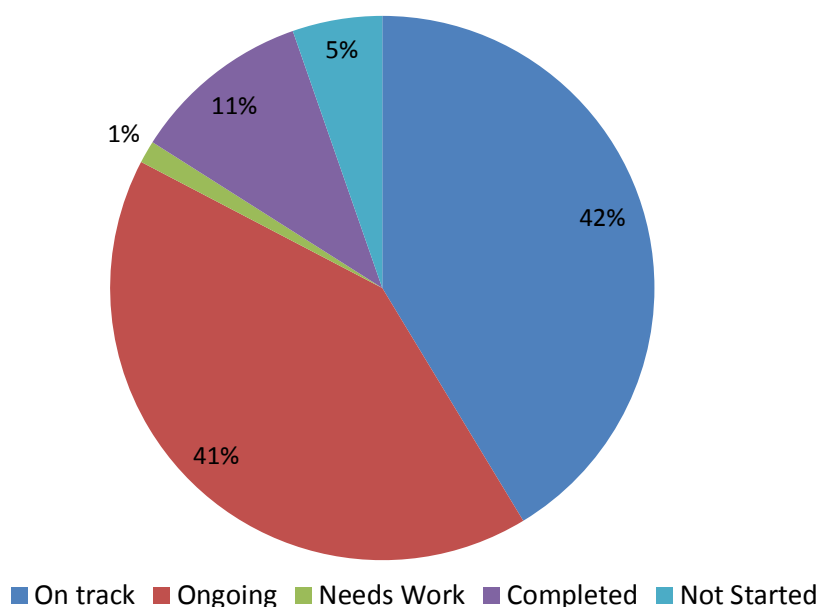
The Quarterly Performance Report provides council and the community with information on the progress of Council Plan actions, Planning and Building activities, Capital Works and Major Projects and the status of Council's finances.

The following icons are used to quickly identify the **status** of an Action.

 ON TRACK	<b>Project has commenced and on track</b>
 COMPLETED	<b>Action has been completed</b>
 MONITOR	<b>Action is Ongoing, will be monitored for the duration of the Council Plan</b>
 NEEDS WORK	<b>Project has commenced, actions is on hold</b>
 No TARGET	<b>Work has not commenced</b>

The following pie chart shows the majority of actions are now underway, with 41% of actions to remain active for the duration of the four-year Council Plan. 11% of actions have been completed, some of which may have been in development stage, and will progress to implementation in 2019/20.

### Progress Status





The following pages provide information about the status of each Council Plan Action, % **Complete** is the progress made against the action, whilst comments have been included against each action to provide greater clarity.


## Chief Executive Office


### Chief Executive


#### Governance & Communications

Action	% Complete	Status
4.5.1.1 Review the Community Engagement Policy to guide council decision making		 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	% Complete	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	75.00	 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	% Complete	Status
2.1.1.2 Conduct an ongoing program of service reviews to guide planning for infrastructure	75.00	 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	% Complete	Status
1.4.1.1 Advocate for the establishment of a Great Ocean Road Authority	100.00	
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	% Complete	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	Ongoing	 MONITOR
Council will continue to work with key stakeholders for the duration of the Council Plan. 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.		


## Chief Executive Office

Action	% Complete	Status
4.1.1.1 Identify new income opportunities	Ongoing	
<p>Council will continue to identify new income opportunities for the duration of the Council Plan. 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.</p>		

Action	% Complete	Status
2.1.1.1 Develop and maintain constructive partnerships to access appropriate levels of funding, coordination, infrastructure and services.	Ongoing	
<p>Council will continue to maintain constructive relationships for the duration of the Council Plan. 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.</p>		

Action	% Complete	Status
1.1.1.1 Strengthen partnerships with employers in the Shire.	Ongoing	
<p>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.</p>		

Action	% Complete	Status
1.3.1.1 Develop and maintain regional partnerships and joint advocacy.	75.00	
<p>Council will continue to maintain strong partnerships with key stakeholders for the duration of the Council Plan. Council is represented on the following organisations:</p> <ul style="list-style-type: none"> <li>• G21</li> <li>• Great Ocean Road Taskforce</li> <li>• Great Ocean Road Regional Tourism</li> <li>• Barwon Regional Partnership</li> </ul>		


Action	% Complete	Status
4.2.1.1 Ensure where ever possible decision are debated and made in open Council meetings.	Ongoing	
<p>The Governance team actively encourages all officers to list items for consideration in open Council except when s 89 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. The Manager, Governance &amp; Communications considers the rationale for every officer report to be considered in a closed session meeting. This is an ongoing task with ongoing assessment, as required.</p>		





## Corporate Services


**General Manager Corporate Services**  
**People Performance & Culture**  
**Customer Service**


**Financial Services**  
**Information Services**  
**Contracts & Procurement**


Action	% Complete	Status
4.2.1.1 Develop and implement a program of regular reporting on key activities to ensure they are focused on implementing priorities.	65.00	 ON TRACK
A review of reporting documents has regularly occurred throughout this financial year based upon feedback from a number of stakeholders, this has included a number of improvements to the reporting documents. Progress is on schedule on a year to date basis.		

Action	% Complete	Status
4.3.1.2 Manage our risk exposure, including providing a safe working environment where “Work Health and Safety is everyone’s business”	75.00	 ON TRACK
Year two actions of the OHS Strategic Plan 2018-2020 have now commenced, with departmental safety audits continuing across the organisation. The Plan is on schedule with time frames proposed at the start of the financial year.		


Action	% Complete	Status
4.3.1.1 Support organisational development to ensure key organisational capability areas support the organisation to deliver on Council priorities.	70.00	 ON TRACK
The People and Culture Strategic Plan 2019-2021 has been completed and was circulated to all staff on 13 Dec 2018. The proposed Year one actions are being implemented on a timely basis and progress of the strategic plan actions are being regularly reported to the EMT and staff. Actions are on schedule.		


Action	% Complete	Status
1.3.1.1 Seek regional funds from State and Federal Governments.	Ongoing	 MONITOR
This is an ongoing task with every opportunity being assessed.		


Action	% Complete	Status
4.2.1.1 Maintain the 10 year long term financial plan.	10.00	 ON TRACK
Service plans for all the services provided by Colac Otway Shire have been extensively reviewed and updated for inclusion in the Long Term Financial Plan.		


Action	% Complete	Status
4.4.1.1 Develop partnerships to procure services and materials on a regional basis.	5.00	 ON TRACK
Under consideration by the Procurement Coordinator who is establishing regional partnerships and who will utilise MAV LEAP data.		

## Corporate Services

Action	% Complete	Status
4.4.1.2 Enhance opportunities for increased local spending of Council expenditure.	5.00	 ON TRACK
Under consideration by the Procurement Coordinator who is investigating local spending opportunities.		

Action	% Complete	Status
4.4.1.1 Maintain low risk audit rating for financial sustainability.	Ongoing	 MONITOR
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	% Complete	Status
4.1.1.1 Manage the short and long-term financial sustainability of the shire through prudent financial management.	Ongoing	 MONITOR
<p>This action will be ongoing throughout the life of the 2017-2021 Council Plan. 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.</p>		

Action	% Complete	Status
4.1.2.1 Organisational development and legislative compliance	50.00	 ON TRACK
<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. The Disaster Recovery facility equipment replacement program is underway.</p> <p>The redesign of our SOE (Standard Operating Environment) from Windows 7/Microsoft Office 2010 - &gt; to Windows 10/ Microsoft Office 2016 is 75% complete.</p> <p>The major upgrade of the Civica Authority software suite is underway, scheduled to be delivered mid May 2019.</p> <p>A new software and hardware solution has been installed at Alvie and Apollo Bay landfill/transfer stations. This includes new CCTV equipment.</p> <p>The remote access solution is being refined and will be rolled out to all remote office sites over the next several months.</p> <p>The incumbent document/report drafting solution InfoCouncil will shortly be replaced with the complimentary products Doc Assembler with Docs on Tap for mobile devices. Go live is April 2019.</p> <p>Remediation of the asset management software modules will reconvene following a prior deferment. This work will provide greater accessibility and accuracy of Council information, and provide mobile device access for inspections and reporting from the field.</p> <p>A new Intranet ecosystem has been developed, with the project team scoping detail within the next few weeks. This new system is highly integrated with existing software, including the records</p>		

## Corporate Services

management system, and will replace a 15 year old limited product.

Updated aerial imagery has been ordered and partially flown. This facility provides insight and allows for accurate business decisions to be made in the areas of Planning, Building, and capital works.

The digital mail-house project has been 90% completed, with training for many staff scheduled to occur in the coming month. The digital archive facility project is awaiting recruitment of vacant resources in the department to proceed.

Freedom of Information (FOI) training is being delivered to IMS staff early April 2019.

## Development & Community Services


### General Manager Development & Community Services


#### Planning, Building & Health Protection


#### Environment & Community Safety


#### Economic Development & Tourism


#### Community Services

Action	% Complete	Status
2.4.1.5 Implement emission reduction programs for Council operations.	Ongoing	
<p>Emission reduction programs will be explored for the duration of the Council Plan. Investigations into the potential to install a solar array on the Joint Use Library has found that it is not currently a viable proposition for Council. Accordingly, an energy audit is going to be done on the facility to identify what upgrades could be done internally that have a better outcomes for Council. Funds have been allocated to match a \$100,000 grant from the State Government to implement energy saving actions in Bluewater and the Rae Street precinct. These actions will commence in the last quarter of the current financial year.</p>		


Action	% Complete	Status
2.4.1.7 Implement Council's Climate Adaption Strategy.	Ongoing	
<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 to best manage these areas under different climate change scenarios. Work will be ongoing for the duration of the Council Plan.</p>		


Action	% Complete	Status
2.4.1.6 Enhance and protect biodiversity through weed control and revegetation.	Ongoing	
<p>Council has completed works on Council's roadsides and reserves targeting Broom, Blackberry and Hemlock. Plans have been developed to remove large willows near the mouth of Barongarook Creek in the last quarter of the 2018/19 financial year. Work will be ongoing for the duration of the Council Plan.</p>		


Action	% Complete	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.	Ongoing	
<p>Council is collaborating with other municipalities in the South West of Victoria on the formation of an Alliance to help increase resilience to climate change. A grant application has been submitted by Council on behalf of the other 10 Council's to develop the business case for forming the new Alliance. Work will be ongoing for the duration of the Council Plan.</p>		


Action	% Complete	Status
2.2.1.1 Ensure best practice guides planning and management of the natural environment and associated assets.	Ongoing	
<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. This will continue for the duration of the Council Plan.</p>		


## Development & Community Services

Action	% Complete	Status
2.4.1.2 Minimise coastal erosion in partnership with other stakeholders and implement measures to assist climate adaption.	Ongoing	 MONITOR
Council continues to work closely with DELWP and the Otway Coast Committee on the management of coastal erosion, particularly in the Apollo Bay area where a significant erosion event took place in 2018. 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. Work will continue for the duration of the Council Plan.		


Action	% Complete	Status
2.4.1.3 Improve the health and sustainability of the natural environment through structured planning with our partners.	Ongoing	 MONITOR
Council continues to work closely with DELWP, Barwon Water, Parks Victoria, the Corangamite CMA and other relevant agencies to improve the health and sustainability of the natural environment. For example, Council has worked with other partner agencies to develop an environment action list for Lake Colac and the progressive implementation of the Colac Integrated Water Management Plan.		


Action	% Complete	Status
2.4.1.4 Deliver localised planning to communities to reduce fire risk.	Ongoing	 MONITOR
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 2018 to help prepare these communities for the upcoming fire season. Recent discussions have been held with the Principal of the Forrest Primary School to help develop a more effective place for managing emergency events and procedures, ensuring the safety of children on high fire danger days.		


Action	% Complete	Status
2.6.1.1 Community based planning to build local understanding and preparedness for emergency events.	Ongoing	 MONITOR
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	% Complete	Status
2.6.1.2 Education, joint planning and preparations undertaken to prepare for climate related threats and emergencies.	Ongoing	 MONITOR
The cross Council Relief and Recovery Committee has developed a joint training program to help staff in Surf Coast, Corangamite and Colac Otway Shire's to further build their capacity to run Emergency Relief Centre's and manage emergency events. Planning has commenced for the next major exercise which is being run in Winchelsea in October 2019.		


## Development & Community Services

Action	% Complete	Status
3.4.1.1 Participate in the G21 Healthy Eating and Active Living regional priority project.	50.00	
<p>Participation in G21 Health and Wellbeing Pillar Roundtable and discussions on emerging priorities for Colac Otway Shire and other members of the pillar.</p> <p>Participation in the realignment of the G21 Health and Wellbeing Pillar.</p> <p>Participation in the ongoing development and implementation of G21 Health and Wellbeing Pillar priority of Healthy Eating and Active Living.</p>		


Action	% Complete	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.	Ongoing	
<p>Continuing to work with Section 86 Committees and their move to incorporated associations with Management Agreements.</p> <p>Apollo Bay Seniors Centre redevelopment to commence in May.</p> <p>Community consultation and concept plan development for an Early Years Hub in Apollo Bay undertaken. Consultation, concept plan and costings delivered by end of March 2019.</p>		


Action	% Complete	Status
3.5.1.1 Increase advocacy in partnership with our community to enhance cultural awareness, inclusiveness, safety and health, community, family and education.	Ongoing	
<p>A Spear presented during NAIDOC Week is now mounted in the reception area of Council's Rae Street offices.</p> <p>Support provided to Red Rock Community event held on 26 January 2019.</p> <p>Support provided to the Multicultural Network in hosting events during Multicultural Week.</p> <p>Working with the Gathering Place and Aboriginal Affairs Victoria to provide Cultural Awareness Training for the Senior Leadership Team.</p> <p>Part of the planning group for Mental Health Week events.</p>		


Action	% Complete	Status
3.1.1.1 Support community organisations through the community grants program.	100.00	
<p>Grants have been approved to 100 individual groups and officers will work with these groups to successfully implement their projects. The total budget for the Grants Program was \$316,100 with a total benefit to the Shire of approximately \$2,508,514 including cash and in kind contributions. The 2019 Grants Program has been launched and applications have been called for. The program is being delivered through the online Smarty Grants format.</p>		


Action	% Complete	Status
3.2.1.1 Provide grant programs to involve local people in activities that facilitate their health, wellbeing and enjoyment.	100.00	
<p>Grants have been approved to 100 individual groups and officers will work with these groups to successfully implement their projects. The total budget for the Grants Program was \$316,100 with a total benefit to the Shire of approximately \$2,508,514 including cash and in kind contributions. A vast number of awarded grants help community groups facilitate health and social outcomes. The 2019 Grants scheme has been launched and applications have been called for. The program is being delivered through the online Smarty Grants format.</p>		


## Development & Community Services


Action	% Complete	Status
1.1.1.1 Develop and implement a Colac Otway Economic Development Strategy.	100.00	
Economic Development Strategy adopted by Council at its March 2019 Ordinary meeting. A number of actions in the Strategy are already being implemented.		

Action	% Complete	Status
1.1.1.4 Identify and support employment in tourism.	50.00	
This action is an ongoing. Currently working on two significant investments in the Shire as well as a number of smaller developments. In addition, work continues on the Tourism Workforce Planning project in partnership with Great Ocean Road Regional Tourism and other key stakeholders.		


Action	% Complete	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.	75.00	
Officers have completed the Accommodation Study documents, which include a demand study, site analysis and an Investing in Colac Prospectus. This information is vital in discussing opportunities with possible investors.		


Action	% Complete	Status
1.2.1.3 Encourage and support existing owners of accommodation to upgrade, refurbish and develop new infrastructure to meet visitor demand.		
Not commenced – project postponed until 2019/2020		


Action	% Complete	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.	65.00	
Forrest Mountain Bike Strategy Implementation is being progressed through the development of detailed designs for the trail network. Consultants Dirt Art Pty Ltd has been selected to undertake the detailed design work with the project commencing in March.		


Action	% Complete	Status
1.3.1.1 Seek to influence education providers to match local job opportunities with available skills training.	70.00	
Officers working with GORRT on a Workforce Development project which will be completed in mid-2019. A small GROW project has been developed which has a workforce development focus. Leading employers such as Bulla, ALC and AKD are active participants in the ongoing activity.		


## Development & Community Services

Action	% Complete	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.	100.00	
The Shire Events Strategy has been incorporated into the Economic Development Strategy, which was adopted by Council at its March 2019 Ordinary Council meeting.		

Action	% Complete	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.	70.00	
Council is implementing "Localised", an online business to business platform which will enable job seekers to locate jobs with local employers on the platform. Ultimately it will also enable job seekers to display their qualifications and skills to potential employers through the platform. Council is partnering with GROW on this project.		


Action	% Complete	Status
1.1.1.2 Identify and improve tourism assets across the Shire.	60.00	
<p>Several projects are currently underway which include:</p> <ul style="list-style-type: none"> <li>• 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 prepare a feasibility study and Governance model for the Hub.</li> <li>• 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. This study has been to public exhibition and submissions are being considered.</li> <li>• Master Planning is also happening at Kennett River in an effort to solve the traffic and parking issues at the small village.</li> <li>• Funding of almost \$20M has been secured through the City Deal for upgrade of the Apollo Bay Harbour, Coastal Discovery Trail and Kennett River parking and toilets.</li> </ul>		

Action	% Complete	Status
1.2.1.4 Review the Great Ocean Road Closure Policy.	55.00	
The review of the guidelines has commenced which is being led by VicRoads in consultation with Colac Otway and Surf Coast Shires, and Victorian Police. The review stagnated due to the State Government election in November 2018 and hasn't progressed any further. It is anticipated that work will resume in April 2019.		


Action	% Complete	Status
1.2.1.5 Identify and promote Tourism pathways between attractions across the whole shire.	0.00	
Not commenced, project postponed until 2019/20.		




## Development & Community Services


Action	% Complete	Status
1.1.1.3 Remove unnecessary planning triggers to streamline planning processes.	30.00	 NEEDS WORK
<p>Council adopted its four yearly Planning Scheme Review in March 2018. Consultant Glossop has drafted proposed changes to Council's 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.</p>		


Action	% Complete	Status
1.2.1.1 Explore options to facilitate new tourism accommodation	10.00	 ON TRACK
<p>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 ultimately refused in early 2019.</p>		


Action	% Complete	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.	75.00	 ON TRACK
<p>Officers have commenced preparation of a prioritised list of Master Plans for Council consideration. This work will be progressed over the next quarter. Council funded the development of a Community Infrastructure 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 &amp; 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. A consultant has been appointed to undertake this project in March 2019. The Colac 2050 Growth Plan and Planning Scheme Amendment were exhibited late in 2018, with submissions considered by Council in March 2019 and referred to a Panel.</p>		


Action	% Complete	Status
2.2.1.1 Update the Planning Scheme to reflect changing community needs and priorities.	75.00	 ON TRACK
<p>Council adopted its four Yearly Planning Scheme Review in March 2018. Consultant Glossop has drafted proposed changes to Council's Planning Scheme which give effect to this Review. 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 into the new State Planning Policy Framework (PPF) before Council can exhibit changes to its policy framework. The translation is expected to occur in the second quarter of 2019, followed by exhibition of a Council amendment mid to late 2019. The draft Colac 2050 Growth Plan was placed on exhibition with Amendment C97 to implement its findings in November 2018, with submissions referred to an independent panel in March 2019. When approved, this amendment will facilitate planning for expansion of residential zoned land to accommodate growth of Colac.</p>		

## Development & Community Services

Action	% Complete	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.	75.00	
<p>The draft Colac 2050 Growth Plan was placed on public exhibition along with Amendment C97 for 6 weeks over November &amp; December 2018. Submissions were considered on 20 March 2019 at a Special Meeting, and have been referred to an independent panel for review. The Panel is scheduled to occur in May. 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.</p>		

Action	% Complete	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.	20.00	
<p>Preparation of the 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 aging population, etc. This project requires dedicated Council funding, and will be considered in the 2019/20 budget process. Officers are also discussing funding opportunities through the State Government, which will become clearer once the State's funding programs are announced in mid-2019. 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 the seasonal tourism sector.</p>		


Action	% Complete	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.	25.00	
<p>Council funded the development of a Community Infrastructure 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 &amp; 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. A consultant was appointed in March 2019 and the project will commence in early April 2019.</p>		


Action	% Complete	Status
1.2.1.2 Review Planning controls for the coastal hinterland and support establishment of tourist accommodation.		
<p>This project has not yet commenced. A budget allocation is required in future budget processes to engage consultants to investigate appropriate means by which tourism development can be encouraged in appropriate locations throughout the coastal hinterland. This may also require a planning scheme amendment.</p>		


## Infrastructure & Leisure Services


### General Manager Infrastructure & Leisure Services Service & Operations      Assets & Project Delivery


### Arts & Leisure Services


Action	% Complete	Status
2.1.1.1 Develop and implement a Property Strategy.	37.00	
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	% Complete	Status
2.3.1.2 Incorporate treatments into infrastructure standards that enhance community perceptions of safety.	43.00	
Review of third party works approval process underway. Improvements to standards based on learnings following Wye River/Separation Creek fires. Public lighting improvements. Light-up Memorial Square project.		







Action	% Complete	Status
2.3.1.1 Enhance the attractiveness of towns in the shire for both residents and tourists/visitors.	80.00	
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. Report to Council on entrance signage.		

Action	% Complete	Status
2.5.1.1 Develop a system of capital allocations based on Asset Management Plans.	60.00	
Develop designs for all 2019/20 renewal projects.		


Action	% Complete	Status
2.5.1.2 Develop a project management framework, covering proposals, planning and delivery.	63.00	
Draft Project Management Procedure under review.		


Action	% Complete	Status
2.5.1.3 Develop a capital works reporting framework.	100.00	
Formal monthly project reporting implemented, dedicated project tracing software has been established.		


## Infrastructure & Leisure Services


Action	% Complete	Status
2.5.1.4 Deliver the annual capital works program.	65.00	
Deliver 80% of the 2018/19 works program. 43% of the program delivered at 31 Dec 2018. 65% delivered at 31 March 2019.		
Action	% Complete	Status
3.4.1.1 Consider health of the community when formulating policy for Council's Property Strategy.	20.00	
Include reference to community health in Council's property management framework. Develop a process to cohesively work with service Managers.		
Action	% Complete	Status
3.2.1.1 Supports community activities through information dissemination and planning information.	Ongoing	
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 organisation database for consideration. This is a continued action.		
Action	% Complete	Status
3.6.1.1 Update social infrastructure planning on a continuing basis to guide asset planning.	Ongoing	
Apollo bay social infrastructure plan to commence. AFL, Public Hall strategy, Public toilets, AFL, tennis, hockey and soccer complete. Cricket strategy to be presented in July. Service levels and infrastructure guidelines to be developed subject to resourcing		
Action	% Complete	Status
3.3.1.2 Support for community groups.	Ongoing	
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. Service planning for halls is to commence soon which will consider halls, committee status, asset and contemporary need		
Action	% Complete	Status
3.3.1.1 Provide opportunities for lifelong learning and community connections through library programs.	Ongoing	
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. Library service review due for completion April 2019, Council resolution at February 2019 meeting will trigger public consultation regarding future commitment to the Corangamite Library Corporation		


## Infrastructure & Leisure Services

Action	% Complete	Status
3.4.1.1 Deliver programs through the Bluewater Centre that promote physical activity in the shire.	Ongoing	 MONITOR
Bluewater Leisure Centre provides a range of programs and services for all members of our community. Visitation numbers are steadily increasing at the centre with group fitness classes increasing in capacity and 24/7 gym operations continue to provide a great benefit to the community with over 900 patrons accessing the facility after hours. and on-demand virtual programming has resulted in increased attendance. Bluewater are participating in the premier's active April promotion to encourage further participation in recreation activities.		


Action	% Complete	Status
2.3.1.1 Advocate for improvements to public open space where the State Government is the land owner/manager.	Ongoing	 MONITOR
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 is not proceeding at this stage, master planning for Elliminyt completed and funding secured to improve the play space at memorial square		


Action	% Complete	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.	100.00	
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	% Complete	Status
3.4.1.2 Build capacity of local sports groups in promoting healthy eating and physical activity.	Ongoing	 MONITOR
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, this is continuing including RSA training.		


Action	% Complete	Status
2.3.1.3 Support enjoyment of outdoor experiences through the provision of a network of quality open spaces, including paths and trails.	Ongoing	 MONITOR
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, funding has been secured for Memorial Square. Council continues to focus on an improved maintenance regime for our parks and reserves through better defined service levels. Funding secured for memorial square. Beechy trail under review to ensure its future sustainability		

## Infrastructure & Leisure Services

Action	% Complete	Status
3.4.1.3 Encourage more people to participate and be inclusive of others.	Ongoing	 MONITOR
<p>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.</p> <p>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.</p> <p>Council recently applied for 'This Girl Can' funding however was unsuccessful, three local clubs are participating - Colac imperials FNC, Colac West Cricket Club, Apollo Bay Golf Club</p>		

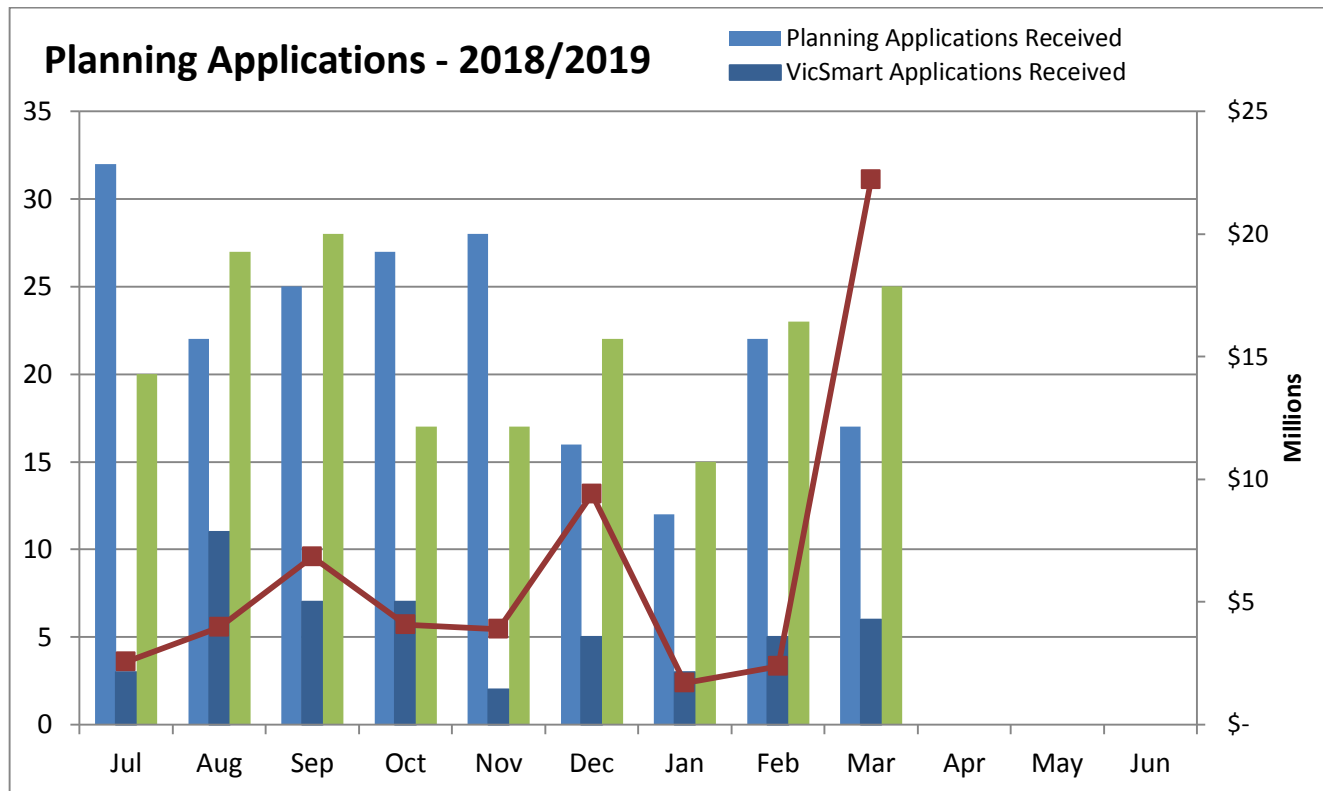
Action	% Complete	Status
2.1.1.1 Evaluate the feasibility of a regional wet waste facility to manage waste from road and drainage maintenance.	100.00	
<p>Material recovered from the side of the road when doing major drainage is being delivered to private properties with a signed letter of consent. This material is from rural areas only. Waste from other sites is being deposited to Western waste as contaminated material. Filtering wet waste was proven to be not viable. The wet waste volumes for Colac Otway Shire does not warrant/justify the creation of a wet waste facility.</p>		

Action	% Complete	Status
2.4.1.1 Enhance the level of resource recycling and reuse across the shire.	Ongoing	 MONITOR
<p>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.</p>		

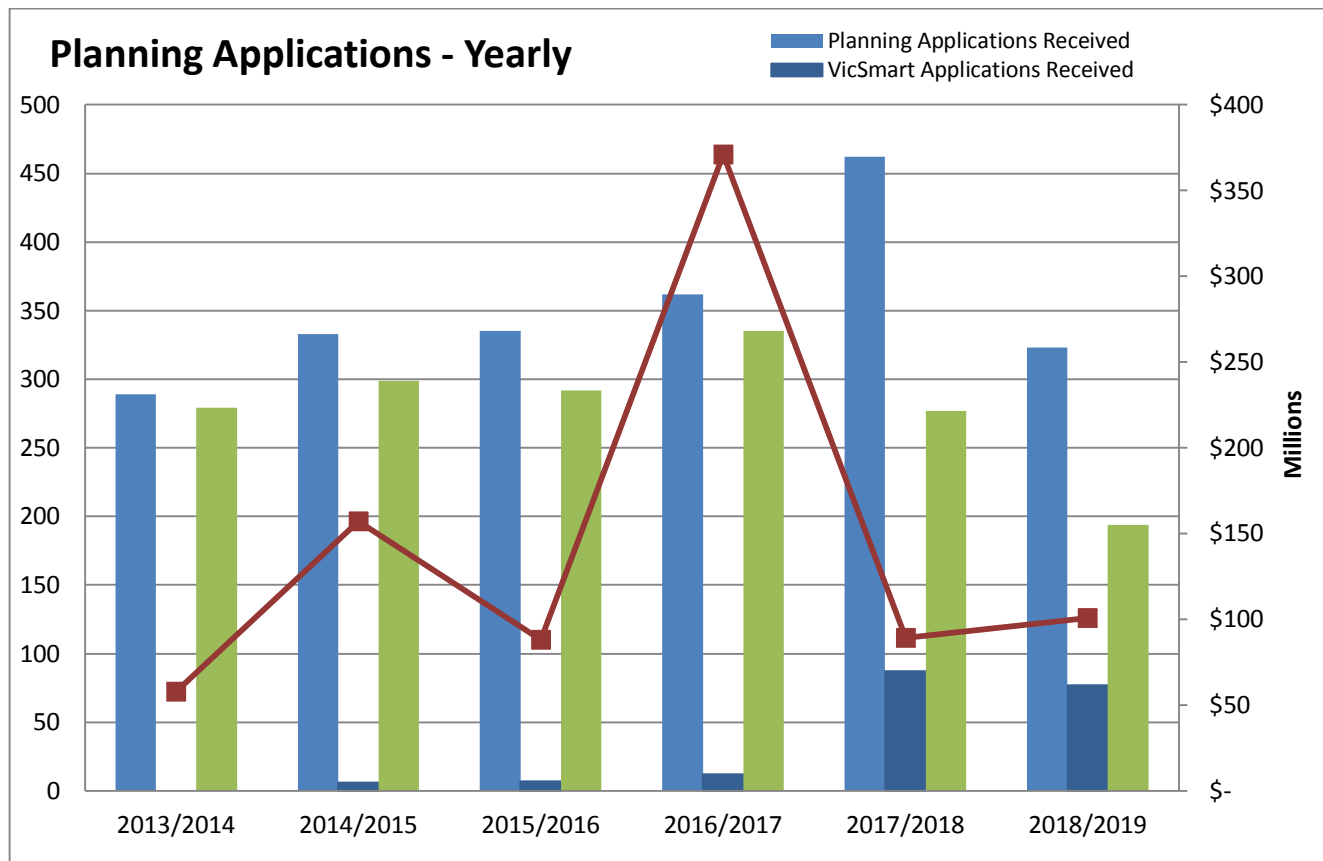
Action	% Complete	Status
2.3.1.1 Maintain parks and gardens, sports reserves and streetscapes.	Ongoing	 MONITOR
<p>Maintenance to parks, gardens, reserves and streetscapes is an ongoing task. Work load and work type varies from season to season and with various demands on the facilities.</p> <p>Recently the open space team has developed service levels that are a guide for the Service and Operations team.</p>		

# 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.

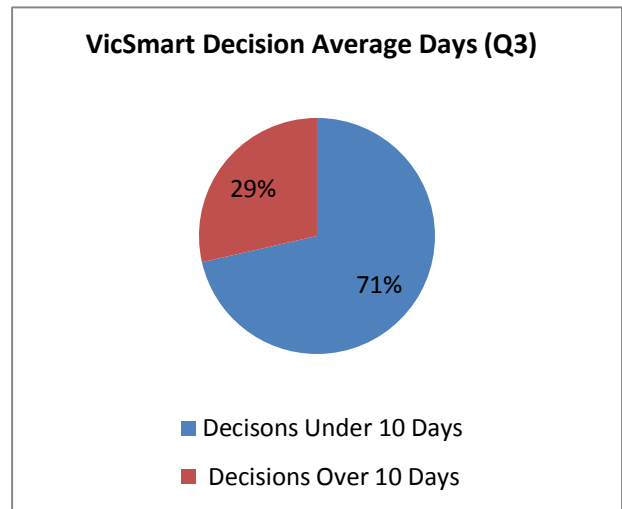
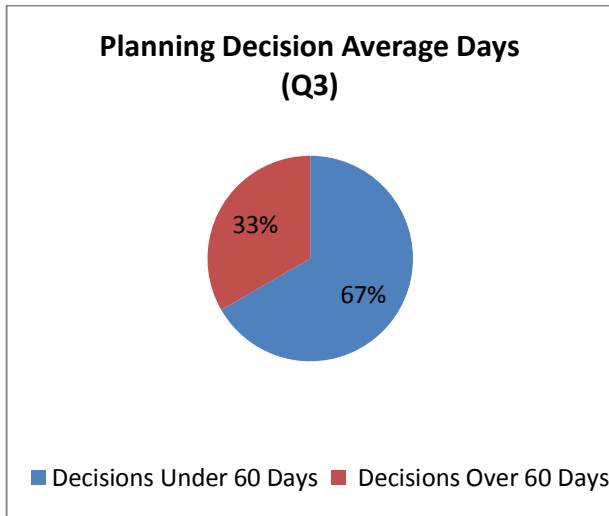


The graph below shows the same information, comparing the number of received planning permit applications and planning decisions issued across different financial years, as well as value of permits. This indicates a reasonably consistent upward trend in building activity year on year.

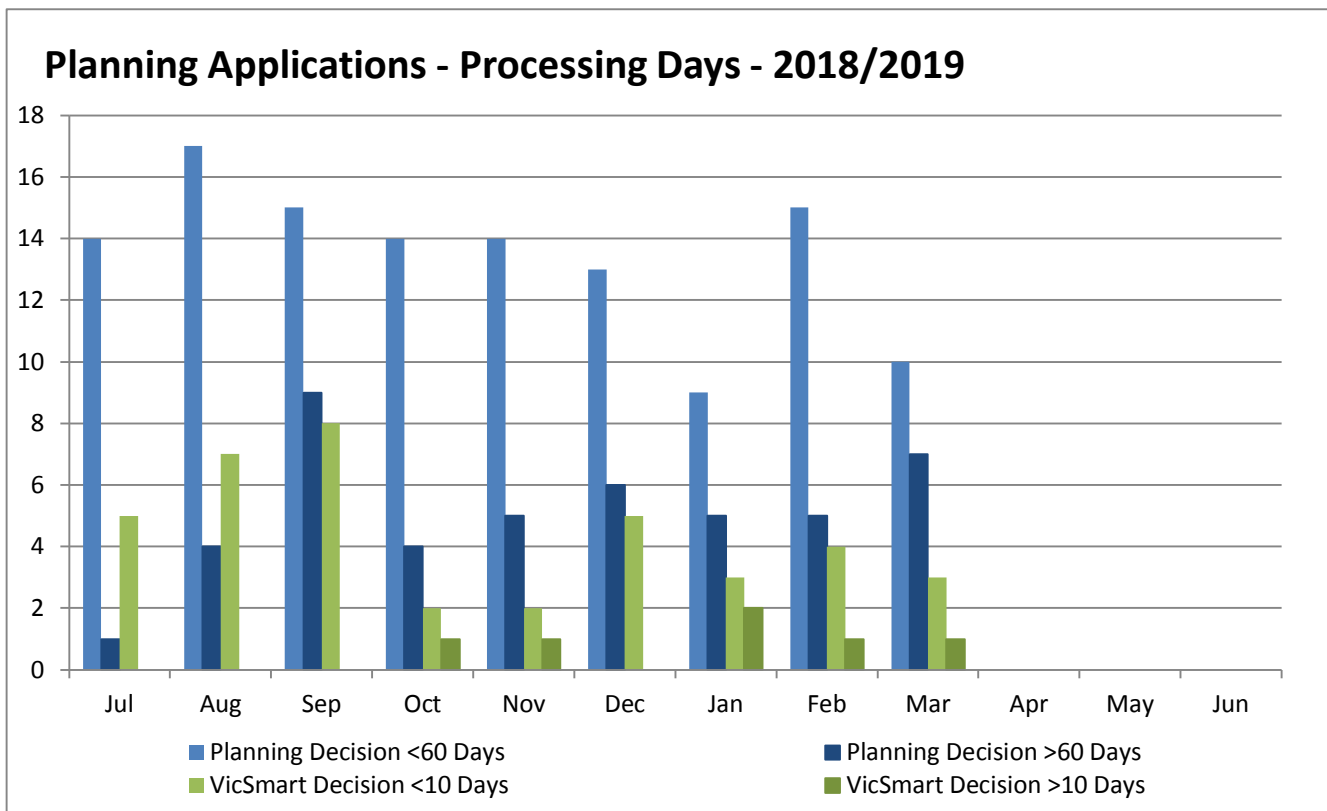


# Planning & Building Performance Report

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.



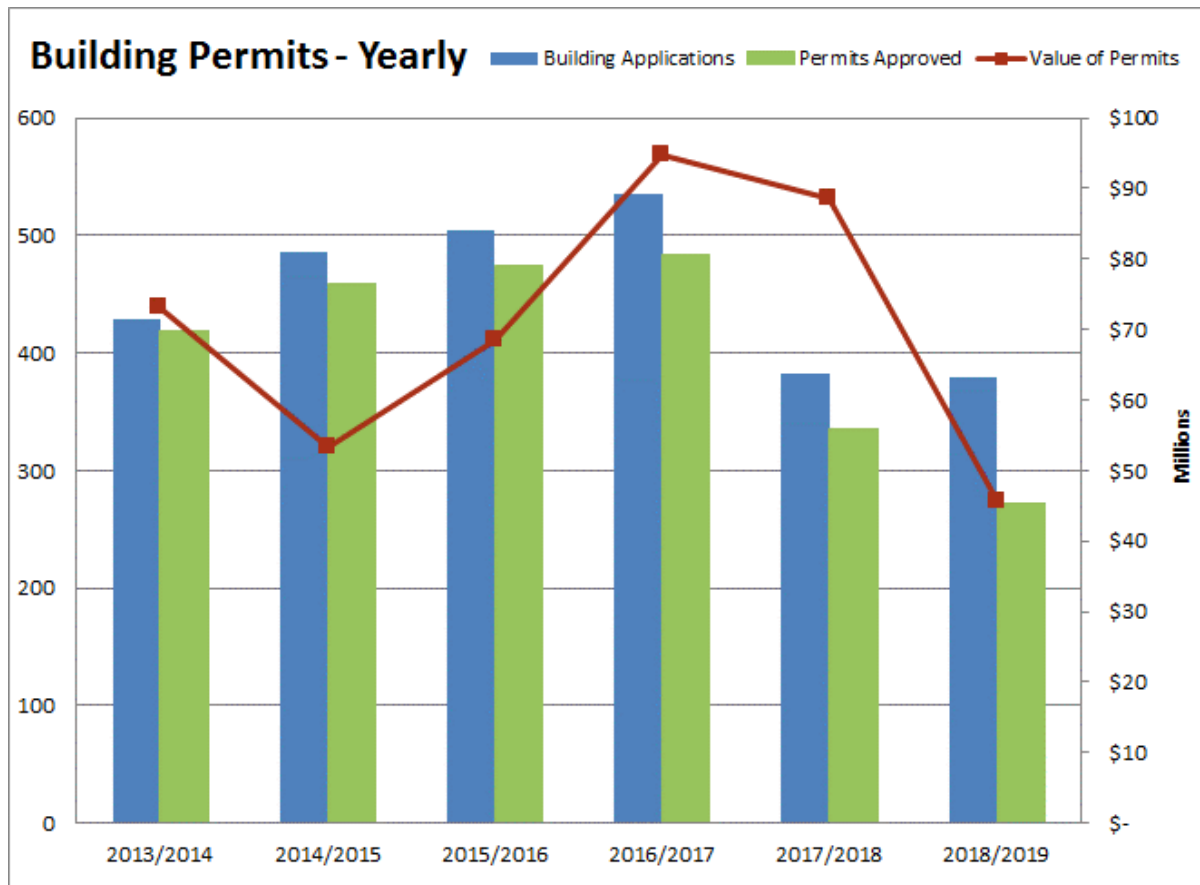
The following graph indicates the average days taken to determine planning permit applications in 2018/19, by month:



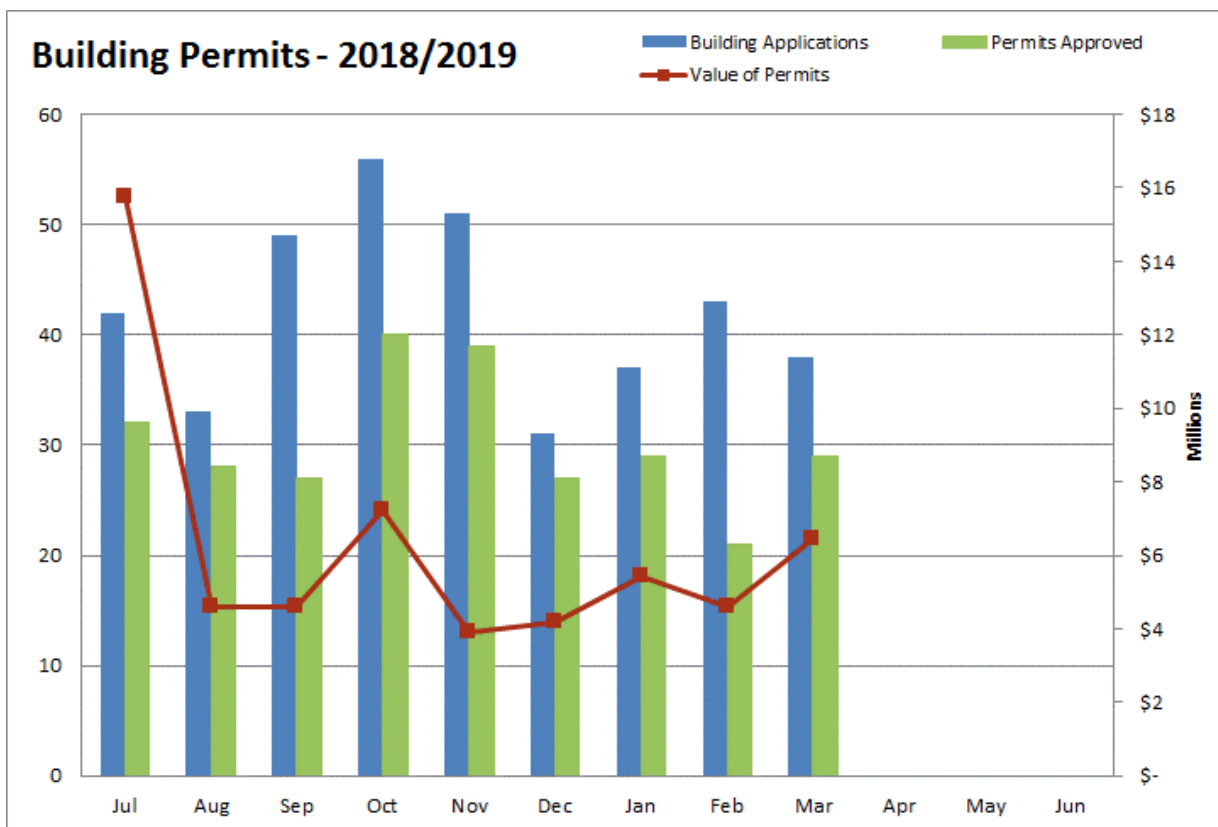


# Planning & Building Performance Report

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).



# *Planning & Building Performance Report*

## **PLANNING PERMITS OF INTEREST**

An amended planning permit was issued for Wildlife Wonders in Apollo Bay, which now will incorporate part an adjacent reserve owned by Council. This is considered a good result not only in terms of the nature of the proposed use, but also in terms of ongoing maintenance of the Council reserve. As well as determining the planning application, the Statutory Planning Unit worked closely with Infrastructure and Economic Development Units about the associated lease and licencing arrangements for the reserve.

In terms of commercial and industrial uses, a permit was issued for the use and development of a small sawmill (for firewood processing only) at a site in Saunders Street, Colac East. The land in question is in the Rural Activity Zone and, as well as containing a dwelling, it has historically been used for firewood storage. Whilst the sawmill use commenced on site without the requisite permission, and came to Council's attention as the result of a complaint, the planning application process allowed a satisfactory resolution to be reached that addressed the neighbour's concerns (including the use of a mobile acoustic screen and the creation of a landscaped bund). An amended permit was also issued in this quarter for a telecommunications facility (37.3m high monopole) in Harolds Track, Wye River, which will contain both Optus and Telstra antennae. Permits were also issued for industrial buildings in Rossmoyne Road and Tracey Court.

A total of 15 new permits were issued for dwellings, including 1 in the bushfire affected areas of Wye River and Separation Creek, during the last quarter. Ten subdivision applications were also approved during this period.

Several permits were also issued for native vegetation removal, as well as numerous permits for agricultural buildings and other sheds, and dwelling extensions.

There were a larger number of refusals than usual during this quarter. The use and development of a dwelling on land at Hoveys Road (which historically had been associated with the Otway Estate) was refused as it would have been in breach of previous s173 agreement requirements for any dwelling on this land to be associated with the winery. A 4m high windbreak for a dwelling in Tuxion Road, which would have been located on a prominent ridgeline, was also refused. An application to use land for keeping racing dogs was also refused, as adequate information was not submitted to justify a permit being issued, despite numerous attempts over the past few years to get the applicant to provide an acoustic report demonstrating that the amenity of nearby residences would not be materially affected. A proposal for the use and development of a commercial lot in Birregurra with a dwelling was also refused. In addition, the erection of a 1.8m high fence in Harris Road, where surrounding lots have either lower, permeable, or no fencing was refused. In that case, the applicant refused to consider lowering the fence height despite being advised that a lower fence would be permitted.

An appeal has been lodged against the Planning Committee's decision to refuse the application for 4 dwellings at 17 Thomson Road in Apollo Bay. An appeal has also been lodged against the refusal of the service station, convenience restaurant and drive through proposed at 10 Drapers Road, Colac East, and an appeal has been made against the failure of Council to make a decision within the statutory 60 days for a proposed multi-lot subdivision at Colac Forrest Road in Forrest. Council had been waiting in that instance for the applicant to respond to objector concerns.

# *Planning & Building Performance Report*

## **BUILDING ENFORCEMENT OF INTEREST**

### **Essential Safety Measures**

Council Building staff has continued to implement an audit program of commercial premises to determine compliance with Essential Safety Measures requirements under the Building Act, utilising resources allocated in the 2018/19 budget. This program addresses a high area of risk to public safety, by ensuring that Council is proactively checking that owners are meeting their obligations. The audit is identifying consistent noncompliance with these requirements, particularly premises in the Apollo Bay commercial area. A lack of compliant smoke alarms and lack of compliant egress from accommodation buildings are of particular concern. Whilst this is concerning, it justifies Council's decision to allocate resources to this activity, as the subsequent building enforcement to address non-compliance improves safety and reduces the organisational risk to Council. Residences being established in industrial areas without building approval has also been an issue in the Apollo Bay area.

### **Swimming Pools/Spas**

Announcements via social media over the summer period have helped inform the community about their rights and responsibilities regarding swimming pools/spas, and the need for safety barriers around them. As a result, building enforcement activity regarding pop up swimming pools for this summer period has been reduced significantly compared to past years.

## **PLANNING ENFORCEMENT OF INTEREST**

Council attended VCAT on 22 March to cancel a planning enforcement order for minor works on a property at Cressy that was issued in 2012. The cancellation was granted following heritage advice that the building was compliant.

# Major Projects Performance Report

## 1. Summary

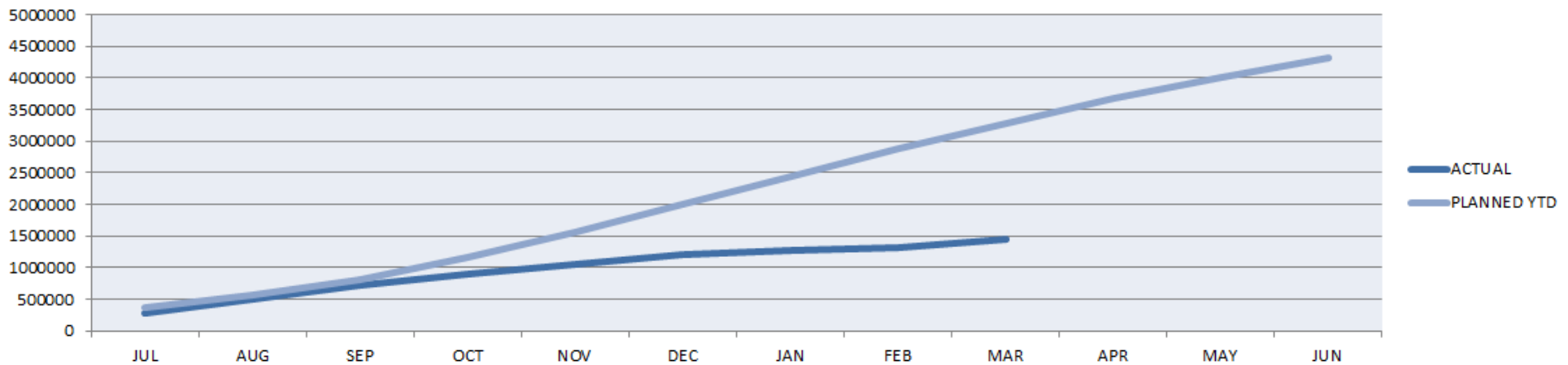
The Major Projects Year To Date (YTD) expenditure to 31/3/19 \$1,442,315 is 44% of the \$3,304,310 target and 33% spend of the annual budget

## 2. Planned Expenditure Forecast

### Current Capital Works Program Percentage Summary as at 31 March 2018

Planned Expenditure for 1/7/18 - 31/3/19	3,304,310	Planned expenditure at end of the financial year	4,311,714
BIS - actual expenditure for month ending 31/3/19	1,442,315	YTD actual expenditure as at 31/3/19	1,442,315
Planned Expenditure v Actual	44%	YTD expenditure of annual budget %	33%

### Notes



## Major Projects Performance Report

<b>3. Projects/Programmes of interest</b>			
		<b>BUDGET</b>	<b>ACTUAL</b>
Apollo Bay Harbour Precinct Development - Development Plan being prepared as part of Apollo Bay Community Infrastructure Plan, which commences April 2019. Some technical assessments currently occurring (eg survey, cultural heritage, geotechnical report). Some funds will require carryover to 2019/20 for completion of works.		\$ 300,000	\$ -
Apollo Bay Township and Foreshore Masterplan - The tendering process for the Community Infrastructure Plan is almost complete with the successful tenderer about to be		\$ 200,000	\$ 532
Apollo Bay Harbour Expression of Interest - Development Plan being prepared as part of Apollo Bay Community Infrastructure Plan, which commences April 2019. Some technical assessments currently occurring (eg survey, cultural heritage, geotechnical report). Some funds will require carryover to 2019/20 for completion of works.		\$ 151,873	\$ 83,264
Sports Shelter & Amenities at CSC Oval - Completed		\$ 146,673	\$ 124,233
GROW Project - Expected \$70,000 expenditure		\$ 105,000	\$ -
Energy sustainability audit - Matching funding from SV. Waiting on final reports to implement actions.		\$ 100,000	\$ -
Forrest Mountain Bike Trail - Underway and will be partly completed by end of financial year.		\$ 100,000	\$ 154
Memorial Square Toilet Design - Brief currently being developed.		\$ 100,000	\$ -
Colac Integrated Water Cycle Management Plan - It is linked to the Retarding Basin Project and 30K will be spent in this financial year.		\$ 100,000	\$ -
Domestic Waste Water Management Plan - Consultant appointed to carry out audits.		\$ 80,000	\$ 15,661
Birregurra Stormwater Strategy - Initial internal discussions have occurred, with this work likely to roll into the 19/20 financial year.		\$ 70,000	\$ -
Trim Upgrade and Developmet - 85% complete		\$ 65,000	\$ 26,581
Separation of COPACC Utilities - Project back on track		\$ 55,530	\$ 2,008
Telecommunications Continuity - 25% complete		\$ 55,000	\$ -
Relocation Of Apollo Bay Kinder - Concept plans and community consultation being undertaken to be completed April 2019.		\$ 50,000	\$ 11,000
Waste Contractor Service Contract Reviews - Complete		\$ 45,264	\$ 15,414
Assets Module Remediation - Recommencing		\$ 41,120	\$ 35,162
Pound Road Records Archiving - 10% complete.		\$ 40,000	\$ -
Solar Bin Compaction - Complete.(invoice not received yet).		\$ 35,000	\$ -
CCTV Upgrades for Colac CBD - No information as yet		\$ 27,000	\$ -
<b>Not going ahead</b>			
Payroll Outsourcing - Jason Clissold		\$ 55,200	\$ -
Green Industry Feasibility Planning - Funds to be returned to RDV		\$ 25,284	\$ -
<b>At Risk</b>			
Stronger Community Programme		\$ 313,750	\$ -
Essential Safety Measures (Building Act Compliance)		\$ 80,000	\$ -
Streamlining Planning Scheme - cutting red tape		\$ 119,475	\$ 28,460
Preparation Business Case - Possible Transition of Otway Coastal Committee		\$ 41,720	\$ -

# Capital Works Performance Report

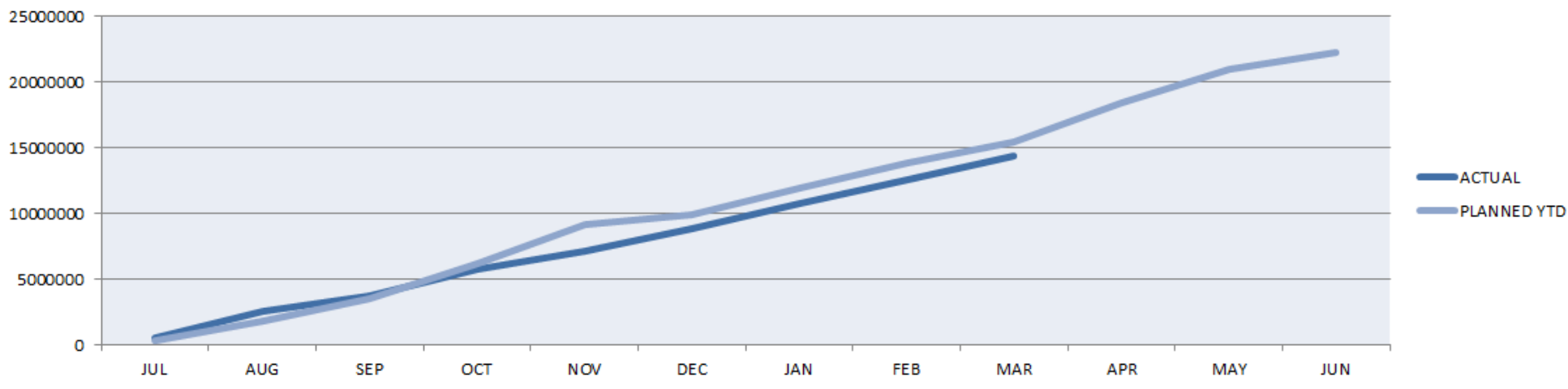
## 1 Summary

The capital works program YTD expenditure to 31/3/19 \$14,415,379 is 94% of the \$15,413,771 target and 65% spend of the annual budget of \$22,299,064  
The budget figure includes \$7.115M for fire and flood recovery not yet in the COS financials (BIS)

## 2 Planned Expenditure Forecast

Planned Expenditure for 1/7/18 - 31/3/19	15,413,771	Planned expenditure at end of the financial year	22,299,064
BIS - actual expenditure for month ending 31/3/19	14,415,379	YTD actual expenditure as at 31/3/19	14,415,379
Planned Expenditure v Actual	<b>94%</b>	YTD expenditure of annual budget %	<b>65%</b>

### Notes



# Capital Works Performance Report

<b>3 Projects/Programmes of Interest</b>					
Tender awarded in March for Western Reserve lighting upgrade					
Murray/Pascoe road reconstruction and footpath completed in March					
Lake foreshore drinking fountains completed in March					
Queens Avenue footpath completed in March					
Major roadside drainage programme completed in March					
Construction of 2kms of Binns Road commenced in February					
Carpentait/Bungadoor road reconstruction completed in February					
Lake foreshore lighting completed in February					
Works on Winifred Nance Kinder commenced January					
Reseal programme completed in January					
<b>Notes</b>					
	BUDGET	SPEND	COMPLETE		
<b>Resheet</b>	\$ 1,400,000	\$ 897,146	64%	Service & Ops completing - ongoing	
<b>Crack Seal</b>	\$ 32,530	\$ 32,530	100%	Programme Complete	
<b>Reseal/Final Seal</b>	\$ 1,219,879	\$ 1,248,419	102%	Works completed February - still to line mark	
<b>Reconstruction</b>	\$ 3,107,445	\$ 2,353,708	76%	Currently on Conns Lane	
<b>Stabilisation</b>	\$ 282,591	\$ 282,591	100%	Programme Complete	
<b>Bridges</b>	\$ 689,523	\$ 27,767	4%	Bridges awarded DC Projects, Culverts Otway Civil	
<b>Footpath Programme</b>	\$ 646,974	\$ 515,713	80%	Works commenced late October	
<b>Kerb &amp; Channel</b>	\$ 75,000	\$ 63,103	84%	Works commenced mid October	
<b>Guard Rail</b>	\$ 100,000	\$ 98,787	99%	Programme completed	
<b>Roadslips</b>	\$ 360,000	\$ 150,340	42%	Evaluation occurring for contractor portion	
<b>Building Programme</b>	\$ 1,216,497	\$ 776,090	64%	Works ongoing	
<b>Major Roadside Drainage</b>	\$ 275,000	\$ 284,602	103%	Programme completed early March	
<b>Fire, Flood Recovery</b>	\$ 7,115,000	\$ 4,730,603	66%	Anticipated \$6.5m spend by EOFY	
<b>IT Projects</b>	\$ 776,764	\$ 174,217	22%		
<b>Light Fleet</b>	\$ 530,000	\$ 454,030	86%	Balance will be spent	
<b>Major Plant</b>	\$ 1,389,500	\$ 433,781	31%	Committing April \$489k for 2 rollers & 1 water truck \$570k by EOFY for grader & 10t truck	

# Capital Works Performance Report

4. Programme Status Overview						
	Tender/Quote out for submissions	Tender/Quote submissions received	Awarded	Works Started	Works Completed	
Road Resheet Programme		N/A - Service & Ops to complete				
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				SOPs works		
Building Renewal Programme						
Major Roadside Drainage						



# Financial Performance Report

## Financial Performance Report

### Overview

The year to date (YTD) actual result within the operating statement indicates a surplus of \$9.640 million compared to a budgeted surplus (YTD) of \$6.258 million.

### Operating Statement

The information in the table below shows income and operating expenditure for the period ending 31 March 2019. The six (6) columns of data provide information on the following:

- YTD Actual results to 31 March 2019.
- YTD Budget to 31 March 2019 (i.e. estimated timing of income and expenditure).
- Original Budget as adopted by Council.
- Annual Forecast Budget (reflects items from previous years carried forward and permanent variances identified in the mid-year review).
- \$ value variance YTD Actuals compared to YTD Budget.
- % value variance YTD Actuals compared to YTD Budget.

#### Comprehensive Income Statement For Period Ended 31 March 2019

	March YTD Actual 2018-2019	March YTD Budget 2018-2019	Original Annual Budget 2018- 2019 *	Annual Forecast Result 2018-19	YTD Variance (\$) **	YTD Variance (%) **	
<b>Income</b>							
Rates and charges	30,647,477	30,531,508	30,203,507	30,599,761	115,969	0.4%	
Statutory fees and fines	650,301	616,796	795,900	901,400	33,505	5.4%	1
User fees	3,731,508	3,615,308	4,654,124	4,768,374	116,200	3.2%	
Grants - operating	8,151,858	5,750,439	7,100,810	7,447,606	2,401,419	41.8%	2
Grants - capital	2,281,630	2,304,925	1,835,209	2,763,737	(23,295)	(1.0%)	
Contributions - monetary	86,876	96,791	57,000	109,288	(9,915)	(10.2%)	3
Contributions - non-monetary	0	0	0	0	0	0%	
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	188,803	112,517	147,000	147,000	76,286	67.8%	4
Share of net loss/(gain) of associates and joint ventures	0	34,724	34,724	34,724	(34,724)	(100.0%)	5
Other income	791,925	417,786	592,654	534,370	374,139	89.6%	6
<b>Total income</b>	<b>46,530,380</b>	<b>43,480,794</b>	<b>45,420,928</b>	<b>47,306,260</b>	<b>3,049,586</b>	<b>7.0%</b>	
<b>Expenses</b>							
Employee costs	14,723,576	14,718,980	19,216,910	19,336,159	(4,596)	(0.0%)	7
Materials and services	13,569,960	13,588,373	15,596,411	17,990,969	18,413	0.1%	8
Bad and doubtful debts	3,536	4,503	2,000	5,000	967	21.5%	9
Depreciation and amortisation	7,396,168	7,694,145	10,349,951	10,349,951	297,977	3.9%	
Borrowing costs	125,765	135,909	181,211	181,211	10,144	7.5%	10
Other expenses	1,071,715	1,081,039	2,016,651	1,422,155	9,324	0.9%	
<b>Total expenses</b>	<b>36,890,719</b>	<b>37,222,949</b>	<b>47,363,134</b>	<b>49,285,445</b>	<b>332,230</b>	<b>0.9%</b>	
<b>Surplus/(deficit) for the year</b>	<b>9,639,661</b>	<b>6,257,845</b>	<b>(1,942,206)</b>	<b>(1,979,185)</b>	<b>3,381,816</b>	<b>54.0%</b>	

\* 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 Employee costs, Materials and services, and 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 was reviewed as part of the mid-year review process.***

## Operating Revenue – Variance Analysis

- 1. Statutory fees and fines:** Favourable budget performance is largely due to income from Town planning fees being higher than expected. This isn't expected to be a permanent variance for the year.
- 2. Grants - operating:** Major variances include; \$3.233m funding received for the Disaster Recovery Event, Wye River and Separation Creek Flooding, which was significantly higher than the Budgeted figure of \$35k. \$684k Port of Apollo Bay funding from Transport for Victoria has not yet been received. This is expected to be received once the new management agreement with Transport for Victoria has been signed, which is hoped to occur before 30 June 2019.
- 3. Contributions - monetary:** This unfavourable variance primarily relates to timing differences between the actual contributions received and phasing of the budget.
- 4. Net gain/loss on disposal of assets:** This favourable variance relates to the timing of disposal of motor vehicles and reflects selling prices significantly exceeding the written-down value of the assets sold.
- 5. Other Income:** This variance relates to the insurance claim for the stolen Freightliner (\$123k), Worksafe reimbursements (\$120k), the receipt of scholarship funds from Equity Trustees (\$17k), additional Bin charges (\$20k) and other various items. These items are not expected to impact the net result of Council.
- 6. Share of joint venture net profit/loss:** This unfavourable variance relates to timing differences.

## Operating Expenses – Variance Analysis

- 7. Employee Costs:** The Employee Cost variance is minor and relates to timing differences between the actual expenditure and phasing of the budget.
- 8. Materials and Services:** This favourable variance predominantly relates to timing differences between the actual expenditure and phasing of the budget. The budget has been adjusted to reflect the permanent variances highlighted in the mid-year review.
- 9. Bad and Doubtful Debts:** This favourable variance predominantly relates to timing differences between the actual expenditure and phasing of the budget.
- 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.

# Financial Performance Report

## **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 \$50k expended on legal fees for the quarter ending 31 March, compared to \$182k in the first half of 2018/19.

<b>Legal Fees</b>		<b>Total</b>
Arts & Leisure	\$	4,715
Asset & Property Services	\$	23,997
Contracts and Procurement	\$	452
Corporate Services Management Department	\$	6,342
Environment & Community Safety	\$	629
People, Performance & Culture Department	\$	27,052
Planning, Building & Health	\$	163,502
Services & Operations	\$	5,475
<b>YTD Total – 31 Mar 2019</b>	<b>\$</b>	<b>232,164</b>

According to the General Ledger, there has been \$900k expended on employment agent contractors as at 31 March 2019.

<b>Employment Agent Contractors</b>		<b>Total</b>
Arts & Leisure	\$	6,735
Asset & Property Services	\$	408,606
Capital & Major Projects	\$	25,648
Corporate Services Management Department	\$	29,557
Economic Development & Events	\$	21,325
Planning, Building & Health	\$	56,933
Port of Apollo Bay Operations	\$	50,803
Services & Operations	\$	253,902
Contracts and Procurement	\$	46,244
<b>YTD Total – 31 Mar 2019</b>	<b>\$</b>	<b>899,912</b>

In addition to the \$900k of consultants/contractors currently classified as Material and Services, there has been \$240k 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 March 2019:

Loan Description	Current Year Loan Liability	Non-Current Loan Liability	Meeting Schedule
9203 - Loan 7 - Roads, car parking etc (\$1.65m)	\$36,577	\$153,351	Y
9206 - Loan 10 - AB tfr statn, libra (\$2m)(NAB)	\$65,663	\$275,813	Y
9207 - Loan 11 - Lakeside, AB tfr s(\$1.1m)(NAB)	\$33,395	\$291,752	Y
9208 - Loan 12 - Saleyards roof (\$1.178m)(CBA)	\$17,232	\$824,210	Y
9209 - Loan 13 - Street light PV panels (\$416k)	\$13,507	\$176,024	Y
9210 - Loan 14 - Bluewater redevelop(\$1m)(Bond)	\$0	\$1,000,000	Y
<b>TOTAL</b>	<b>\$166,374</b>	<b>\$2,721,149</b>	

As at 31 March 2019, principal repayments of \$482,250.22 have been made in 2018/19.

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

Measure	Calculation	Explanation	30-Jun-18	31-Mar-19	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 entity generates itself.  Own-sourced revenue is used, rather than total revenue, because it does not include grants or contributions.	30%	31%	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%	9%	Low

## Cash Balance

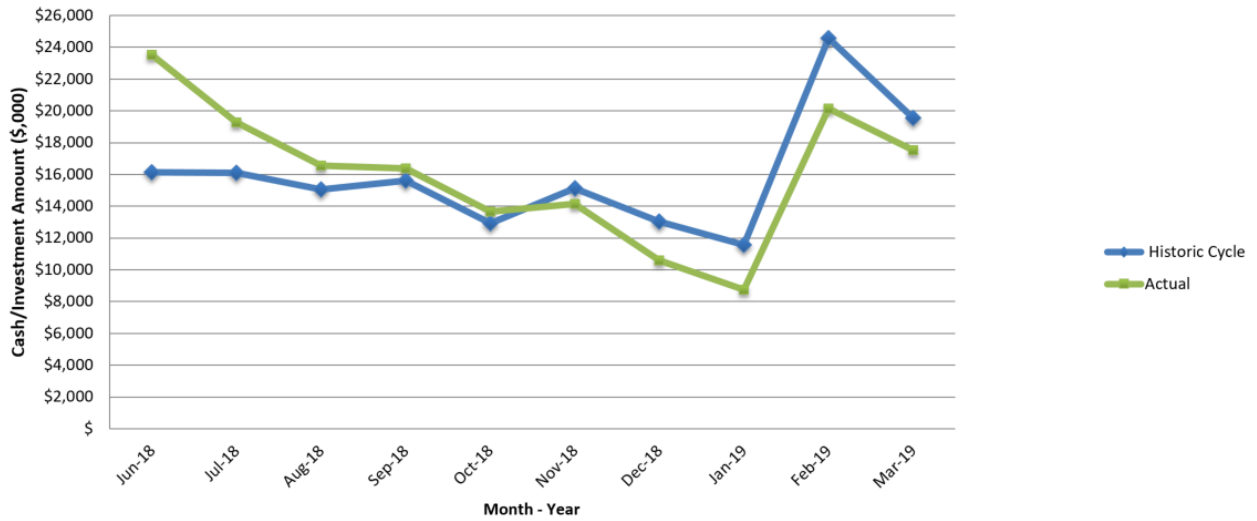
The graph below shows projections of how Council's cash balance was expected to perform to 31 March 2019. The graph portrays:

- 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 March 2019.

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

# Financial Performance Report

### Cash at Bank & Investments Balance



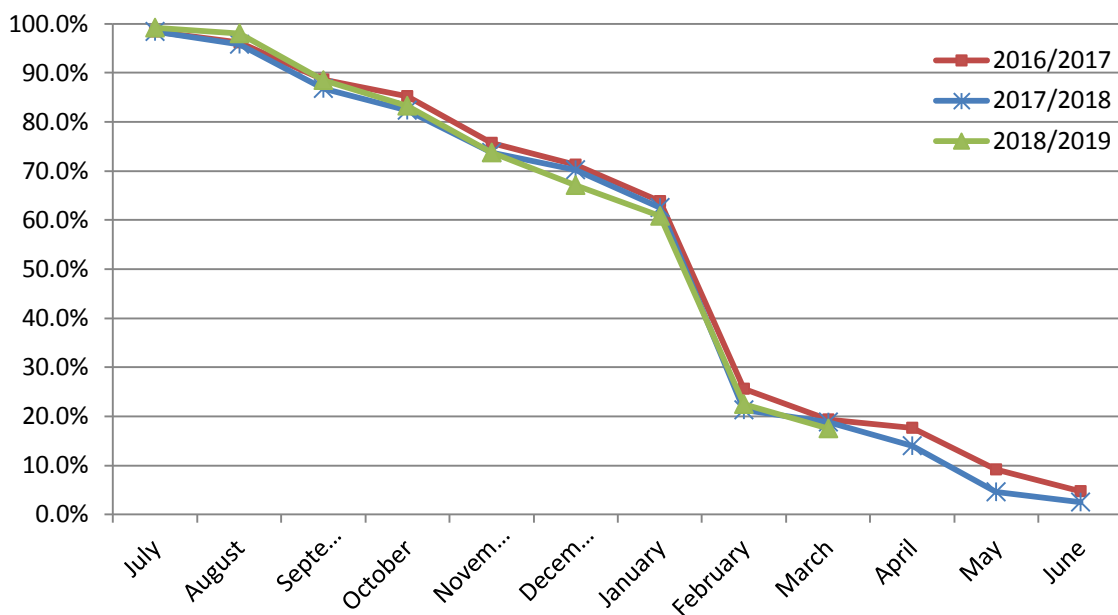
## Rate Debtors

As at 31 March 2019, \$30.28 million was raised in rates and charges including batches of supplementary valuations generated by changes to council’s property base. At 31 March 2019, 17.5% of the rates raised have been collected compared to the same period of the 2017-18 financial year of 19.3%.

The due date for ratepayers opting to pay in full was 15 February 2019. The due dates for ratepayers opting to pay via instalments are 30 September 2018, 28 February 2019 and 31 May 2019. Any ratepayer who has not opted for instalment payments was required to 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%
December 2018	101.9%

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 June 2018, the actual VBI for the sub-plan was 106.0%, which presents an increase compared to that of 30 June 2017. As at 31 December 2018, the estimated VBI for the sub-plan had reduced to 101.9%. The VBI is primarily impacted by:

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

At the time of writing this report there was no information available regarding the VBI as at 31 March 2019.