



Quarterly Performance Report 2019-2020

Third Quarter

1 Jan - 31 Mar 2020



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Acknowledgment

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

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

Introduction

How to read this report

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

Measuring Our Progress

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

Council Direction set in the Council Plan 2017-2021

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

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

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.**

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.

Chief Executive Report

Colac Otway Shire Council started the third quarter of 2019/20 with budget planning for the next financial year well underway and a focus on the delivery of the 2020 AFL Marsh Community Series match between Geelong and Essendon at Colac's Central Reserve on March 9.

Throughout January and February, Colac Otway manicured the turf at Central, built interchange boxes, and extensively promoted, planned and resourced a comprehensive game-day schedule to host the event.

Council and community then celebrated the event's huge success after attracting 7500 to Colac for the Labour Day twilight match, benefitting local business and providing positive exposure for the city and shire.

Just a week after the major internationally-televised sporting event, Victoria declared a State of Emergency and Colac Otway Shire, along with other municipalities across the world, was reviewing priorities, budgets and resources to respond to pandemic.

Unlike shires to the east of the state, Colac Otway Shire had fortunately experienced a relatively quiet fire season, with a blaze south of Gellibrand, which burnt more than 180 hectares in January, the region's largest fire over summer.

Colac Otway provided resources support to East Victoria municipalities through redeployment of emergency management, building and health protection officers to assist with their fire recovery.

Grey-headed Flying Fox numbers at Colac Botanic Gardens increased significantly to more than 7000 over summer, with the health of heritage-listed trees and amenity of the community's recreational space continuing to deteriorate.



Council's application to disperse and sustain dispersal of the flying foxes at the gardens remains under consideration by DELWP with review expected following the end of the nurturing period.

Colac Botanic Gardens Café closed temporarily in February at the end of a long-term lease and Council reached an agreement through an EoI process and it will reopen when COVID restrictions allow dine-in eateries to operate again.

Tourists continued to visit to our shire by the thousands at the start of summer although numbers declined and businesses were impacted as international travel was impacted by COVID19.

The Kennett River community continued to be concerned with tourist buses and a delay with the installation of new temporary toilets which Council has now completed as an interim measure until it receives the committed City Deal funding.

City Deal funding, which is yet to be signed off, was among the topics raised at Canberra during a G21 Chief Executive delegation in February, where I also advocated for Federal Government support for the Chin Community relocation, Apollo Bay Early Years Hub, Colac & Apollo Bay Housing Strategy and CBD & Entrances Master Plan – Stage 2.

Colac Otway Shire has joined other G21 councils in re-signing a Memorandum of Understanding to continue the alliance for the next four years.

Council has also tabled a Climate Emergency Petition for future consideration.

Council's strong funding advocacy for major projects resulted in the February announcement of a \$500,000 Regional Infrastructure Funding grant towards the \$750,000 expansion and upgrade of the Forrest Mountain Bike Trail.

Council, kinder educators and families welcomed the completion of the Winifred Nance Kindergarten renovation in time for the start of the 2020 kinder year, with a positive reaction to the greatly improved facilities after unforeseen issues caused considerable delays to the project.

Major works during the quarter included Council's road maintenance program, the Western Reserve Oval Redevelopment, Port of Apollo Bay Improvements, Central Reserve Master Plan final stage and the Colac Regional Velodrome Upgrade.

The transfer of the Pennyroyal Hall from Council to the community committee was completed, and Council has continued to negotiate with the State Government over the sale of the former Colac High School site.

Colac Otway Shire was also pleased to support a diverse variety of events including the Apollo Bay Seafood Festival, a Red Door bushfire fundraiser concert at Lake Colac, state basketball tournaments at Bluewater, Colac Show and Shine Car Show.

Council's March meeting was cancelled due to COVID19 restrictions and Council's inability to meet physical distancing requirements or live stream the meeting from the scheduled venue at Apollo Bay. March OCM agenda items were deferred to April as necessary.

Colac Otway Shire ended the quarter with work on a relief and recovery plan to respond to the COVID pandemic underway, including an immediate financial services review to allow an extension of rates' payments and other payment arrangements to provide relief to those impacted by COVID19.

Council's community services and economic development units responded immediately to the pandemic by assessing home and community care needs and assisting businesses with information on government advice and support.

Work on reviewing the proposed 2020/21 Budget and preparing to respond the potential impact of COVID19 on the community, while maintaining essential services to the community, continues to be Colac Otway Shire's priority as the financial year progresses.

Peter Brown
Chief Executive
Colac Otway Shire Council

Council Plan

Strategic Themes

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

Our Prosperity

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

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

Our Places

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

Our Community

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

Our Leadership & Management

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

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

Understanding the Report

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

What the icons mean:



Work has commenced and on track



Action has been completed



Action is ongoing for duration of the Council Plan



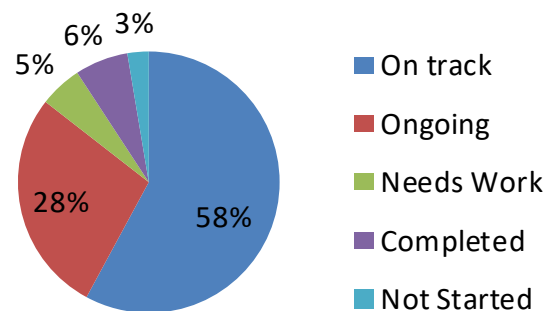
Project has commenced, actions require further work



Work has not commenced

The following pie chart shows 66% of the actions are on track as of the second quarter of 2019-2020. There are 17 actions (22%) that are ongoing for the four years of the Council Plan 2017-2021. Of the 76 Council Plan actions, two need further work to ensure they remain on track for completion under the current Council Plan. Further details about progress and challenges are provided in the commentary.

Progress Status





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


Progress against some actions has been impacted upon by the COVID-19 Pandemic. Where this has occurred commentary has been provided.


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
Officers were awaiting the passing of the <i>Local Government Act 2020</i> before reviewing the Community Engagement Policy. As the Act has now received Royal Assent and the first stage takes effect from 6 April 2020, the review is expected to formally commence in the final quarter of this financial year. Under the new Act, Council is required to adopt a new Community Engagement Policy by March 2021.		


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


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 is reviewed on an annual basis and will be implemented subject to budget being available. A review of the Asset Management and Project Management areas within the Infrastructure and Leisure Services Division has been completed and reported to Council. Council is proposing a review of Service and Operations and COPACC in 2020.		


Action	% Complete	Status
1.4.1.1 Maintaining connections with the Great Ocean Road Authority and provide input into social, economic and environmental values.	75.00	 ON TRACK
A bill to establish a Victorian Great Ocean Road Authority has been introduced to the Victorian Parliament. Council continues to participate in forums, respond to requests for information and advocate on behalf of the Shire.		


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 continues to work with key stakeholders for the duration of the Council Plan. The Mayor, available Councillors and the Chief Executive meet monthly with the Chamber of Commerce and Otway Coast Committee (OCC) to ensure open dialogue. Key collaborations in 2019/20 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	 MONITOR
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 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. The Victorian State Government has announced funding for an Early Years Centre in Apollo Bay.		


Action	% Complete	Status
2.1.1.1 Develop and maintain constructive partnerships to access appropriate levels of funding, coordination, infrastructure and services.	Ongoing	 MONITOR
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, Great Ocean Road Regional Tourism (GORRT), Great Ocean Road Taskforce, Parks Victoria, State and Federal Government Members of Parliament. Funding has been announced for the next stage of improvements to the Forrest Mountain Bike Trail.		

Action	% Complete	Status
1.1.1.1 Strengthen partnerships with employers in the Shire, and continue to participate in and support the Designated Area of Migration Agreement and associated projects.	Ongoing	 MONITOR
The Chief Executive has continued to meet with significant businesses in the Shire. The Mayor and CE have held a series of meetings with real estate agents and other relevant agencies to discuss planning and building 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 Association and the Otway Coast Committee.		

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

Action	% Complete	Status
4.2.1.1 Ensure where ever possible decision are debated and made in open Council meetings.	75.00	 ON TRACK
During the monthly review by Executive Management Team of upcoming council meeting reports, consideration is always given as to whether or not an item can be considered in open council.		


Chief Executive Office


Action	% Complete	Status
4.2.1.2 Develop and implement a program of regular reporting on key activities to ensure they are focused on implementing priorities.	75.00	 ON TRACK
Following a review of Council's reporting software, improvements are being implemented to the structure of the system and testing will commence in the coming weeks on quality of report outputs.		


Corporate Services


General Manager Corporate Services People & Culture Contracts & Procurement


Financial Services Information Services


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
An audit of Council's OH&S policies, procedures and safe-work practices was conducted by Crowe Horwath in accordance with Australian Standard 4801. The 2020 OHS Strategic Work Plan has been developed, incorporating those actions (50%) which were unable to be finalised by December 2019. The commencement of the second round of OH&S Internal Audits was deferred and will recommence following investigation into other possible alternatives.		

Action	% Complete	Status
4.3.1.1 Support organisational development to ensure key organisational capability areas support the organisation to deliver on Council priorities.	75.00	 ON TRACK
The People and Culture Strategic Plan 2019-2021 year one actions are being implemented on a timely basis. Actions implemented as at 31 December 2019 include, Alignment and Engagement Survey actions following the 2019 pulse survey, the e-recruit system, 2020 annual learning calendar finalised, review of the Performance Evaluation System and policy review.		


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 (LTFP).	70.00	 ON TRACK
The first draft of the LTFP was presented to Councillors in February. It was established that the service plans and priorities needed a further review by Executive Management Team. COVID-19 has caused some delays.		


Action	% Complete	Status
4.4.1.1 Develop partnerships to procure services and materials on a regional basis.	75.00	 ON TRACK
Working with South West Regional Procurement Excellence Network to discuss future opportunities for collaboration.		

Action	% Complete	Status
4.4.1.2 Enhance opportunities for increased local spending of Council expenditure.	75.00	 MONITOR
Tendering workshop is being planned for March 2020. Local suppliers will be invited to attend with presentations from WorkSafe, Small Business Victoria, Procurement and Economic Development. This initiative is now on hold due to COVID-19.		

Corporate Services

Action	% Complete	Status
4.4.1.1 Maintain low risk audit rating for financial sustainability.	Ongoing	
<p>Overall the Victorian Auditor General Office rated Colac Otway Shire low risk in relation to financial sustainability for 2018/19.</p> <p>The following 5 financial sustainability indicators were rated low risk for the 2018/19 financial year. Net Result, Liquidity, Indebtness, Capital Replacement, Renewal Gap.</p> <p>The following 2 financial sustainability indicators were rated moderate risk for the 2018/19 financial year. Adjusted Underlying Result and Internal Financing.</p> <p>The current Strategic Resource Plan indicates that Council's financial sustainability will be in decline over the four year period, with a continual reduction in cash reserves.</p>		

Action	% Complete	Status
4.1.1.1 Manage the short and long-term financial sustainability of the shire through prudent financial management.	Ongoing	
<p>Implementing 2019/20 adopted budget.</p> <p>Finance Business Partnering supporting managers in delivering the adopted budget and making informed business decisions.</p> <p>Presented Council with assumptions for Strategic Resource Plan in December 2019 and January 2020.</p> <p>Advocating for revenue increases to line with rate cap to ensure Council costs do not continue to outstrip increased revenue.</p> <p>Have developed a Budget Development and Management Policy to guide Council in meeting their legislative responsibilities in relation to sound financial management principles.</p> <p>In the process of developing a balance budget for 2020/21.</p> <p>Drafting a Statutory and Discretionary Reserves Policy for Council's consideration. This will assist in managing future obligations given expected cash flow challenges.</p> <p>Work is continuing on the Long Term Financial Plan, which needs to be developed to meet the requirements on the newly adopted <i>Local Government Act 2020</i>.</p>		


Action	% Complete	Status
4.1.2.1 Organisational development and legislative compliance	65.00	
<p>Significant work has been undertaken during this quarter in relation to:</p> <p>WAN - Wide Area Network upgrade including completion of upgrade and relocation of wireless link for Service & Operations Depot to Bluewater Citrix Remediation and Windows 10 Upgrade Project. Video conference service is being rolled out across the organisation</p> <p>Windows 10 SOE - 17 Devices to complete project which will involve various vendor assistance. COVID-19 emergency has impacted project completion</p> <p>Online capabilities - Intranet and smart forms staff training has been completed for future forms development.</p> <p>The outsourcing of the GIS department has proven a great success, with training and project scheduling being completed during this quarter.</p> <p>Development of the ICT Disaster Recovery Strategy and ECM Strategy (Enterprise Content Management/Records management) has begun, but deferred for 6 months due to COVID-19 emergency.</p>		


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.	75.00	 ON TRACK
Work continues toward achieving the Carbon Neutral Target in 2020. In recent times more efficient heating and cooling systems have been installed at Bluewater and COPACC, and a new solar array on the Service and Operations Colac Depot. Work is also underway to upgrade more of Council's street lights and install solar panels on the Colac Community Library and Learning Centre along with more efficient lighting. These projects are on track to be completed by the end of the Financial Year.		


Action	% Complete	Status
2.4.1.7 Implement Council's Climate Adaption Strategy.	70.00	 ON TRACK
Council continues to undertake actions in accordance with Council's Climate Adaption Plan. Funds were obtained from DELWP to develop landslide risk mitigation plans for Grey River, Kennett River and Skenes Creek. These plans are nearly complete. Once complete the plans will provide the basis for seeking further funding to implement actions such as improved drainage systems and more fire resistant retaining walls in order to help make these towns more resilient to extreme weather events. In addition, Council is updating the scope of the Advocacy Document for managing coastal erosion, particularly in the Apollo Bay area. Once updated Council will use the document as the basis for seeking further funding to address the problems caused during storm surges.		


Action	% Complete	Status
2.4.1.6 Enhance and protect biodiversity through weed control and revegetation.	65.00	 ON TRACK
The 2019/20 Environmental Weed Control Program is currently being undertaken. Target weeds include boxthorn, broome, gorse and blackberry. In addition, Council is managing a grants program for private landholders to manage pest plants and animals, with funds provided through a Federal Government Grant. The majority of the weed control works are now complete including the recent works in Skenes Creek to manage various weed infestations on the roadsides. All of the grants are expected to be finalised by the end of the financial year.		


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.	75.00	 ON TRACK
Environmental advice continues to be provided on planning applications, strategic planning matters and on Council's major projects to ensure best practice standards are being met. Recent advice has involved ensuring that there are minimal environmental impacts associated with bridge construction and other major capital works projects		


Action	% Complete	Status
2.3.1.1 Work with our community to protect amenity values in our places through strategic compliance action and animal management that is focused on ensuring education, safety and livability.	75.00	 ON TRACK
Work continues to ensure animals are registered and wandering animals are managed appropriately. Reminders have been sent out to all animal owners, reminding them that their Animal Registration needs to be renewed by 10 April 2020.		


Development & Community Services

Action	% Complete	Status
2.2.1.1 Ensure best practice guides planning and management of the natural environment and associated assets.	75.00	 ON TRACK
Environmental advice continues to be provided on planning applications, strategic planning matters and on Council's major projects to ensure best practice standards are being met. Recent advice has involved ensuring that there are minimal environmental impacts associated with bridge construction and other major capital works projects.		


Action	% Complete	Status
2.4.1.2 Advocate and drive discussion to minimise coastal erosion in partnership with other stakeholders, implement measures to assist climate adaptation and protection of the Great Ocean Road.	75.00	 ON TRACK
Council officers continue to seek funding for the next stage of the Local Coastal Hazard Assessments, but at this stage funding has not been secured. Council officers from across the organisation are working with DELWP on how to do sand re-nourishment in the Apollo Bay and Marengo region in an attempt to reduce the threat posed to the harbor and other Council infrastructure. Based on advice from DELWP, the advocacy document has been updated to include not only the Local Coastal Hazard assessments, but also design work for the extension of stormwater outlets to help reduce erosion problems during extreme weather events.		


Action	% Complete	Status
2.4.1.3 Improve the health and sustainability of the natural environment through structured planning with our partners.	75.00	 ON TRACK
Council officers continue to work with various Government agencies and community groups to improve the environment. Recent examples include working with private landholders on integrated weed control through the provision of grants to control high priority weeds on private land.		


Action	% Complete	Status
2.4.1.4 Deliver localised planning to communities to reduce fire risk.	85.00	 ON TRACK
Community events were undertaken in the lead up to the 2019/20 fire season in Apollo Bay, Wye River, Forrest, Beech Forest, Barwon Downs and Gellibrand. These events focused on the location of Neighbourhood Safer Places and the need for people to develop personal bushfire plans that focus on the safety of themselves and their family. These plans are currently being finalised and will be used to help implement actions in partnership with the community before the next fire season.		


Action	% Complete	Status
2.6.1.1 Community based planning to build local understanding and preparedness for emergency events.	85.00	 ON TRACK
Community events were undertaken in the lead up to the 2019/20 fire season in Apollo Bay, Wye River, Forrest, Beech Forest, Barwon Downs and Gellibrand. These events focused on the location of Neighbourhood Safer Places and the need for people to develop personal bushfire plans that focus on the safety of themselves and their family. These plans are currently being finalised and will be used to help implement actions in partnership with the community before the next fire season.		

Development & Community Services


Action	% Complete	Status
2.6.1.2 Education, joint planning and preparations undertaken to prepare for climate related threats and emergencies.	60.00	 NEEDS WORK
<p>Various training has been undertaken for Council staff in relation to managing Emergency Relief Centres and providing leadership during emergency events. A large Emergency Relief Centre Exercise was undertaken in October with Corangamite and Surf Coast Shires to help staff put their training into practice. Further training is being organised for staff in 2020 to further enhance Council's capacity to respond to Emergency events. Although this work will be delayed by the current pandemic response being a priority, work will continue on the development of a new Municipal Emergency Management Plan in partnership with the other relevant agencies. It is planned for the updated plan to be finalised by the end of 2020.</p>		


Action	% Complete	Status
3.4.1.1 Participate in the G21 Healthy Eating and Active Living regional priority project.	75.00	 ON TRACK
<p>Officers continue to participate in the G21 Healthy Eating and Active Living Project. Council is working in conjunction with Colac Area Health and Deakin University on a childhood obesity project. During the current pandemic council staff are monitoring the health and well-being of 600 plus community members who receive services from OPASS.</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	 MONITOR
<p>Council's COVID-19 Community Support Working Group is working with community organisations and service providers to map individual community's support systems and gaps.</p> <p>Working in conjunction with the Recreation Unit on Standard Management Agreement for all community organisations that manage council facilities.</p> <p>Reviewed the new <i>Local Government Act</i> in relation to Community Engagement and the development of a Community Vision. Provided information to organisations on the changes in the <i>Local Government Act</i>.</p> <p>Continue to participate in committees and groups such as; The Gathering Place, Colac Multicultural Committee, Barwon Neighbourhood House Network, Colac Otway Neighbourhood House Network, Positive Ageing Ambassadors.</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	 MONITOR
<p>Reviewed the new <i>Local Government Act</i> and its implications for council in regard to community engagement and consultation and provide information to community organisations and services.</p> <p>Continue to work with the aboriginal community, Eastern Maar, State Government, Deakin University and service providers on the Beginning Steps Project.</p> <p>Participating in the Barwon Key Partnership Group which consists of Department of Health and Human Services, Department of Education and Local Government. These groups look to link and align state strategies with council plans such as the Health and Well-Being Plan with the strategic directions of community organisations, in particular Neighbourhood Houses.</p>		


Development & Community Services

Action	% Complete	Status
3.4.1.2 Encourage more people to participate and be inclusive of others.	Ongoing	 MONITOR
<p>Council's COVID-19 Community Support Working Group is working with community organisations and service providers to map individual community's support systems and gaps.</p> <p>Reviewed the new <i>Local Government Act</i> in relation to Community Engagement and the development of a Community Vision. Provided information to key networks on the changes in the <i>Local Government Act</i>.</p> <p>Continue to participate in committees and groups such as; The Gathering Place, Colac Multicultural Committee, Barwon Neighbourhood House Network, Colac Otway Neighbourhood House Network, Positive Ageing Ambassadors</p>		


Action	% Complete	Status
3.6.1.1 Update social infrastructure planning on a continuing basis to guide asset planning.	75.00	 ON TRACK
<p>Review the Public Hall committee structure in line with the new Local Government Act and its implications for council in regard to community engagement and consultation.</p> <p>Council's COVID-19 Community Support Working Group is working with community organisations and service providers to map individual communities support systems and gaps.</p> <p>Develop an Asset Management Template for each Council Public hall</p>		

Action	% Complete	Status
3.1.1.1 Support community organisations through the community grants program.	75.00	 ON TRACK
<p>The 2020/21 Community Grants program has opened and officers are actively helping community groups with enquiries on how to apply.</p>		


Action	% Complete	Status
3.2.1.1 Provide grant programs to involve local people in activities that facilitate their health, wellbeing and enjoyment.	75.00	 ON TRACK
<p>In addition to the Community Grants Program, Economic Development is putting together a business support package which provides options for adding additional one-off grants schemes to this year's program to help businesses adapt and survive the COVID-19 crisis.</p>		


Action	% Complete	Status
1.1.1.1 Implement a Colac Otway Economic Development Strategy.	75.00	 ON TRACK
<p>Work continuing where possible, however in this quarter COVID-19 has taken precedence, with Economic Development having a large role to play in responding to the pandemic.</p>		


Development & Community Services


Action	% Complete	Status
1.1.1.4 Identify and support employment in tourism.	Ongoing	 MONITOR
<p>The COVID-19 crisis has severely impacted businesses in our shire that rely on tourism. Council's tourism and visitor information centre resources have been redeployed to a business support function, focussed on contacting local businesses (including tourism businesses) to better understand what the impact of COVID-19 has been, and how Council can help.</p> <p>Council has received funding from the State Government to implement the first stage of the Forrest Mountain Bike trails. Council is about to commence the required cultural heritage, biodiversity and erosion studies, which will enable the next on ground phase of work to occur.</p> <p>Tourism workforce planning continues in partnership with Great Ocean Road Regional Tourism.</p>		

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.	Ongoing	 MONITOR
<p>Council has prepared an Accommodation Demand Study, Accommodation Site Identification and Investment Prospectus for Colac. Continuing to work with potential investors for accommodation in both Colac and Apollo Bay.</p>		


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.	Ongoing	 MONITOR
<p>Ongoing activity across the Shire with accommodation owners.</p>		


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.	75.00	 ON TRACK
<p>A Victorian Government grant secured to implement Stage 1 of the Forrest Mountain Bike Trails redevelopment. An application has been lodged to develop the Colac Municipal Aerodrome however the success of the funding application has not yet been determined.</p>		


Action	% Complete	Status
1.3.1.1 Seek to influence education providers to match local job opportunities with available skills training.	75.00	 ON TRACK
<p>Discussions have been held with South West TAFE and Westvic Staffing Solutions regarding this activity. South West TAFE has recorded significant growth in registered students and training uptake and work to commence shortly on discussions with both Trinity College and Colac Secondary College regarding the use of the Trade Centre at Colac Secondary College and the Hospitality facilities at Trinity.</p>		


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	
<p>Event Strategy is now encompassed within the Economic Development Strategy.</p> <p>Continue to work with a wide variety of event organisers to deliver high quality and successful events.</p>		


Development & Community Services

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.	60.00	 MONITOR
The COVID-19 pandemic has significantly changed our community's employment prospects, with many people currently out of work due to government-directed closures. At this stage the Economic Development team is focussed on helping keep businesses informed of the funding support opportunities available to them, as well as reaching out to businesses over the phone and via an online survey to understand the kinds of support they most need from Council and government more generally.		


Action	% Complete	Status
1.1.1.2 Identify and improve tourism assets across the Shire.	Ongoing	 MONITOR
Council has received funding from the State Government to implement the first stage of the Forrest Mountain Bike trails redevelopment. Council is about to commence work on the required cultural heritage, biodiversity and erosion studies, which will enable the next onground phase of work to occur. Tourism workforce planning continues in partnership with the Great Ocean Road Regional Tourism Authority.		


Action	% Complete	Status
1.2.1.4 Review the Great Ocean Road Closure Policy.	66.00	 ON TRACK
The reviewed Guidelines are in draft form and will be presented to Council in April requesting permission to commence to community consultation. Department of Transport has granted a one-year extension to the two events that hold permits to close the Great Ocean Road to allow more time to complete the forthcoming Expression of Interest Process.		


Action	% Complete	Status
1.2.1.5 Identify and promote Tourism pathways between attractions across the whole shire.		 No TARGET
This action has not progressed.		


Action	% Complete	Status
1.1.1.3 Remove unnecessary planning triggers to streamline planning processes.	80.00	 ON TRACK
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 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 and change overlay provisions. The translation has taken longer than expected, but is likely to occur mid-2020, followed by exhibition of a Council Amendment. Officers will continue to refine the proposed local overlay changes whilst the State Government led translation occurs. Officers have initiated amendments to the Planning Scheme that remove a series of anomalies to controls on specific properties and remove the redundant Environmental Significance Overlay from waterways in urban parts of Colac and the Warrion Groundwater Area - these will be completed by mid-2020. Work is occurring within three precincts of the Heritage overlay in Colac to remove unnecessary permit triggers in the Overlay, which will be presented to Council to support a planning scheme amendment. Work has also commenced to review the mapping of the Erosion Management Overlay (landslide risk) to rationalise its coverage.		

Development & Community Services


Action	% Complete	Status
1.2.1.1 Explore options to facilitate new tourism accommodation	10.00	 NEEDS WORK
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. Planning and economic development officers have worked collaboratively to proactively seek investment in tourist accommodation in Colac.		


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.	80.00	 ON TRACK
A Community Infrastructure Plan is being developed for Apollo Bay, Skenes Creek and Marengo that will identify future social, community and physical infrastructure needs. The Colac 2050 Growth Plan is completed, and Development Plans are being facilitated for residential growth areas in Colac West and Elliminyt (including the development of shared infrastructure plans), and industrial land at Forest Street, Colac. Future budget allocations will be required to review the structure plans for Birregurra and Forrest.		


Action	% Complete	Status
2.2.1.1 Update the Planning Scheme to reflect changing community needs and priorities.	75.00	 ON TRACK
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 be finalised early in 2020, followed by exhibition of a Council amendment. The Colac 2050 Growth Plan was finalised and implemented via Amendment C97 which was adopted by Council in August 2019, and is with the Minister for approval. When approved, this amendment will facilitate planning for expansion of residential zoned land to accommodate growth of Colac.		

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	 ON TRACK
The Colac 2050 Growth Plan was completed and adopted by Council in August 2019, along with an amendment to the Planning Scheme (C97) that directs where and how growth across Colac should occur in the future. Officers are currently finalising technical work which will enable the production of a draft Development Plan for the Colac West residential growth area, and are liaising with land owners west of Wyuna Estate at Elliminyt concerning a Development Plan at that location. Officers are also commencing the development of a Plan to guide industrial development at land zoned in 2017 at Forrest Street Colac utilising a grant from the Victorian Planning Authority (VPA).		

Development & Community Services

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.	75.00	 ON TRACK
The adopted Colac 2050 Growth Plan includes 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 2020/21 budget process. It is proposed this will occur as part of a wider Settlement Strategy for the Shire that includes Apollo Bay with consideration to an ageing population and providing housing for workers within the seasonal tourism sector. Council has participated in a regional housing study looking into housing needs in the region, which is focusing on affordability and housing availability issues.		

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.	85.00	 ON TRACK
Consultants were engaged in March 2019 to produce a Community Infrastructure Plan for Apollo Bay, Skenes Creek and Marengo that will include a Foreshore Master Plan and Development Plan for the Apollo Bay Harbour. The consultant produced an Issues and Options Paper for community engagement in November 2019 and a draft report/plan is currently being prepared and due to be presented to Council in June or July for public exhibition. This work builds on the Coastal Traffic and Parking Strategy undertaken in 2018/19 which establishes strategies in the coastal townships for management of parking, buses and other infrastructure such as toilets associated with tourism pressures.		

Action	% Complete	Status
1.2.1.2 Review Planning controls for the coastal hinterland and support establishment of tourist accommodation.		 NEEDS WORK
A future budget allocation is required to engage consultants to review the planning provisions that apply to land along the coast and in the coastal hinterland, with the intention of encouraging tourism in appropriate locations. The State Government is preparing a Strategic Framework Plan for the Great Ocean Road hinterland which will influence this work.		


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.	75.00	 ON TRACK
Revaluating the outcomes for the item based on service reviews and reallocation of responsible service planners. Draft Brief developed and seeking quotations from suitable consultants.		

Action	% Complete	Status
2.3.1.2 Incorporate treatments into infrastructure standards that enhance community perceptions of safety.	60.00	 ON TRACK
Successful in gaining external funding for street lighting along the newly constructed Queens St shared path.		



Action	% Complete	Status
2.3.1.1 Enhance the attractiveness of towns in the shire for both residents and tourists/visitors.	80.00	 ON TRACK
Continued upgrade to roundabouts through Colac. Negotiations with Regional Roads Victoria for improved planting and landscape treatments to Eastern entrances as part of the Princes Highway duplication works. Input to the Regional Roads Victoria design for a commemorative garden and picnic area at the Barongarook Creek bridge, Murray Street entry. Developing concepts for Colac entrance signage. Development of a concept design for a new regional playspace at Colac's Memorial Square.		

Action	% Complete	Status
2.5.1.1 Develop a system of capital allocations based on Asset Management Plans.	75.00	 ON TRACK
Draft Asset Management Plans developed for Transportation and Buildings assets which outline the system for allocating capital resources. These two asset categories account for 75% of Council's asset portfolio by value. Draft Asset Management Plans commenced for Open Space and Drainage. Draft Asset Management Strategy development and Policy review 60% complete.		


Action	% Complete	Status
2.5.1.2 Develop a project management framework, covering proposals, planning and delivery.	100.00	
Project Delivery Procedure Manual developed as a framework for guiding project proposals, planning and delivery. CAMMS Project implemented to track progress against individual projects.		


Action	% Complete	Status
2.5.1.3 Develop a capital works reporting framework.	100.00	
A capital works framework has been completed and monthly works reports are functioning effectively.		

Infrastructure & Leisure Services


Action	% Complete	Status
2.5.1.4 Deliver the annual capital works program.	72.00	 ON TRACK
As at 31 March 2020 the 2019/20 Capital Works program is 72% complete, which is on track for 100% completion of program, as achieved the past two years,		
Action	% Complete	Status
3.4.1.1 Consider health of the community when formulating policy for Council's Property Strategy.	20.00	 NEEDS WORK
A draft brief has been developed and seeking quotations from suitable consultants.		


Action	% Complete	Status
3.2.1.1 Supports community activities through information dissemination and planning information.	Ongoing	 MONITOR
<p>Provided links and information regarding grant opportunities to recreation database and other groups such as Colac Golf Club, local cricket clubs and other sporting clubs.</p> <p>Relevant COVID-19 information distributed to clubs following government advice from 13 March onwards.</p>		


Action	% Complete	Status
3.3.1.2 Support for community groups.	Ongoing	 MONITOR
<p>Recreation and Open Space support the Old Beechy Rail Trail Committee meetings monthly as Executive Officer. In response to trail risk assessments on private land, incorporated new clauses for insurance and mitigating risk in the revised license agreement wording.</p> <p>Attendance at Central Reserve Advisory committee meeting.</p> <p>Relevant COVID-19 information provided to clubs following government advice from 13 March onwards.</p>		

Action	% Complete	Status
3.3.1.1 Provide opportunities for lifelong learning and community connections through library programs.	75.00	 ON TRACK
<p>Library Service Review commenced, with the report and service standards completed. Public consultation to be undertaken in April 2020 with final recommendation to Council June 2020.</p> <p>Regular attendance at Corangamite Regional Library Corporation Board Meetings.</p>		

Infrastructure & Leisure Services


Action	% Complete	Status
3.4.1.1 Deliver programs through the Bluewater Centre that promote physical activity in the shire.	75.00	 ON TRACK
<p>Bluewater's reporting software has been unavailable since Jan 2020, meaning that we currently do not have any utilisation data for the centre.</p> <p>Since the Swim School Team Leader was introduced in December 2020, the Swim school program has been steadily growing in numbers. In March, before the centre closed due to the COVID-19 situation, the program has a total of 390 enrollments, which is an increase of 67 students on the 2019 high peak of 323.</p> <p>Bluewater held a movie night on 13 March 2020 in a bid to attract different members of the community into the centre. 50 people attended the event which was gold coin entry to remove any barriers to participation, with food and drinks available for purchase on the night.</p> <p>Following community consultation with members and the wider community back in December, the Programs Team have worked hard to source new gym equipment for the facility in a bid to attract and retain members. The equipment was due to be installed in March, however Council leadership made the decision to postpone the order until the centre was closer to re-opening following the closure during the COVID-19 pandemic.</p> <p>The Programs Team have been working to scope the possibility of running an in-house sporting competition to diversify program opportunities at the centre and increase utilisation and income. These options will not be introduced until the centre re-opens.</p>		


Action	% Complete	Status
2.3.1.1 Advocate for improvements to public open space where the State Government is the land owner/manager.	75.00	 ON TRACK
A list of priority projects has been prepared identifying reserves and open space infrastructure improvements that Council will advocate for, where State Government is the land owner/ manager.		


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	
Agreement has been executed.		


Action	% Complete	Status
3.4.1.2 Build capacity of local sports groups in promoting healthy eating and physical activity.	Ongoing	 MONITOR
<p>Council endorsement of the G21 and Cricket Victoria Regional Cricket Strategy.</p> <p>Met with Federation Football Victoria – Soccer (FFV) and Colac Otway Rovers to discuss opportunities for increasing participation, resulting in a Term Four project.</p> <p>G21 AFL Barwon Regional Strategy adopted - implementing actions identified in the strategy. Current projects include: Western Reserve oval redevelopment and lighting upgrade and Central Reserve lighting upgrade and netball court redevelopment.</p> <p>G21 Region Football (Soccer) Strategy adopted. Supporting local club to identify a permanent home in Colac.</p> <p>Advocacy for the Former High School Site is ongoing.</p> <p>No new work has commenced in the third quarter.</p>		

Infrastructure & Leisure Services

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.	75.00	 ON TRACK
<p>Projects which were successful in receiving Council and external funding continue to be implemented. Those projects include: Memorial Square playspace, velodrome resurfacing at Elliminyt Recreation Reserve, oval improvements at Western Reserve, and Central Reserve Netball Court redevelopment and lighting upgrade. Funding applications were submitted to Sport and Recreation Victoria for consideration including City Reserves Planning and site specific master plans; Elliminyt Recreation Reserve Oval Lighting Upgrade, Cororooke Open Space Masterplan Implementation Stage 1 - path and playspace, and Birregurra Recreation Reserve Oval Lighting Upgrade.</p> <p>Old Beechy Rail Trail updated landowner license agreement revised wording was sent to landowners for review in January. Agreements now include new insurance terms covering landowners.</p> <p>Discussions continue to purchase a parcel of the Tiger Rail Trail to secure connection from the Forrest township to the Forrest Recreation Reserve and Forrest Horse and Pony Club facilities, and the Forrest Mountain Bike Trails network.</p>		

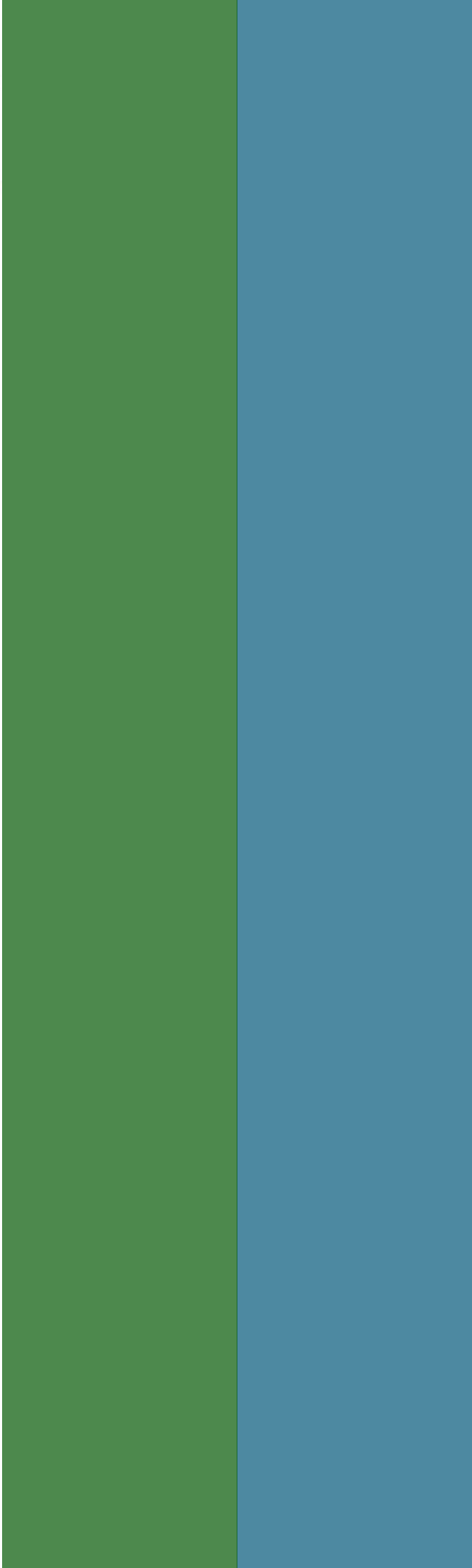
Action	% Complete	Status
2.1.1.1 Evaluate the feasibility of a regional wet waste facility to manage waste from road and drainage maintenance.	Complete	
<p>Under a new formal agreement with landholders, recovered material from road side collection is now repurposed with land owners. This practice has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

Action	% Complete	Status
2.4.1.1 Enhance the level of resource recycling and reuse across the shire.	75.00	 ON TRACK
<p>Council has enhanced the use of recovered or reusable materials. Wood chips from tree maintenance are used to garden beds and surplus amounts are made available to community groups for mulching. Road materials recovered from asphalt renewal projects is repurposed in high maintenance areas on gravel roads. Recovered bitumen material from Regional Roads Victoria is also used by Colac Otway Shire on local roads. Colac Otway Shire also collects printer cartridges, mobile phones, CDs, DVDs for recycling. E-waste is also gathered for recycling.</p>		

Action	% Complete	Status
2.3.1.1 Maintain parks and gardens, sports reserves and streetscapes.	75.00	 ON TRACK
<p>A program of works has been scheduled for parks, open space, reserves and trees. This is done on a three scale service level Q1-3. Where Q1 is the highest standard.</p> <p>Monthly routine cleaning of the CBD footpaths in Colac has been introduced. Apollo Bay CBD footpaths are cleaned bi-annually and by exception throughout the year.</p>		

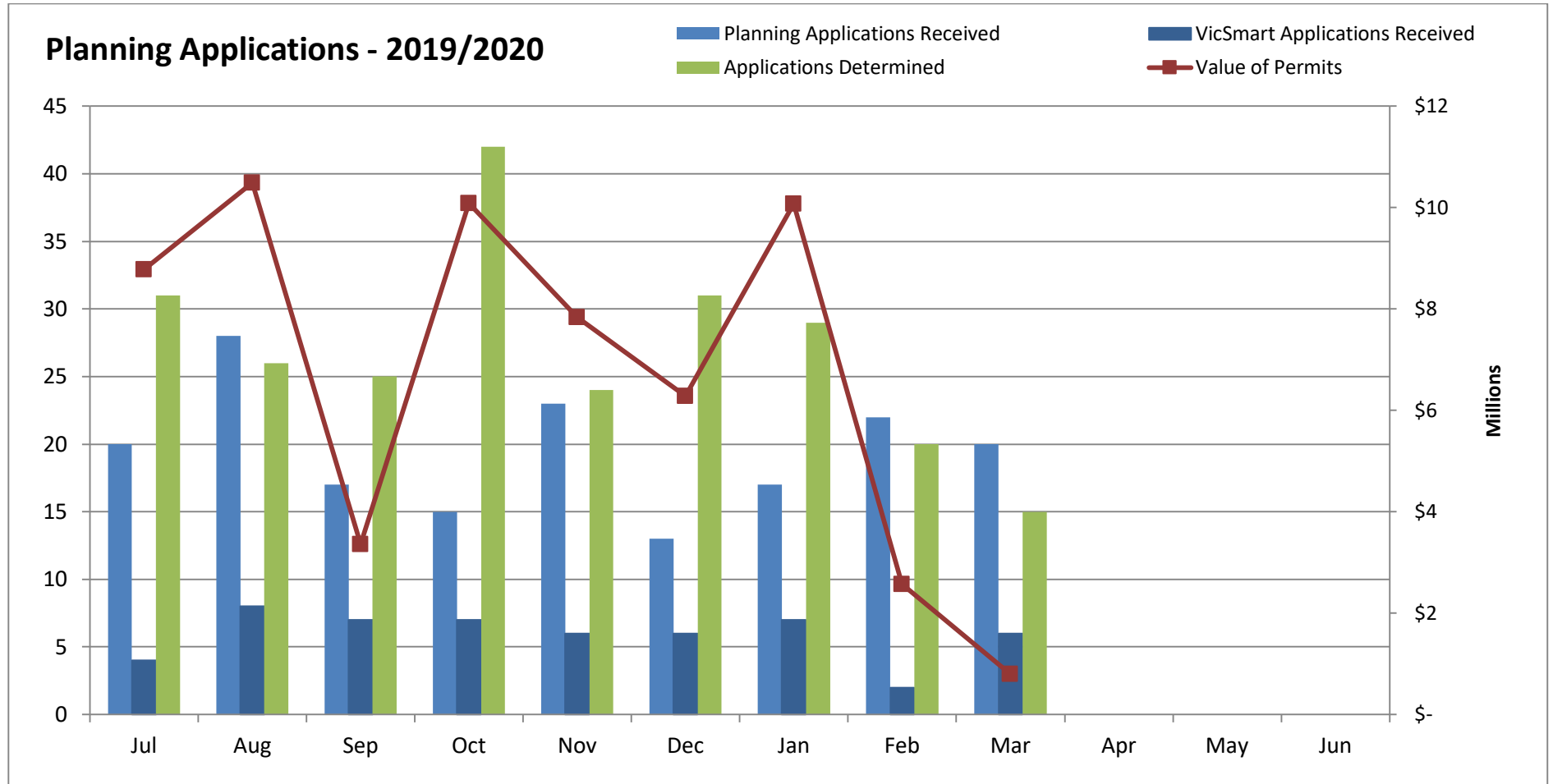


Planning & Building Performance Report



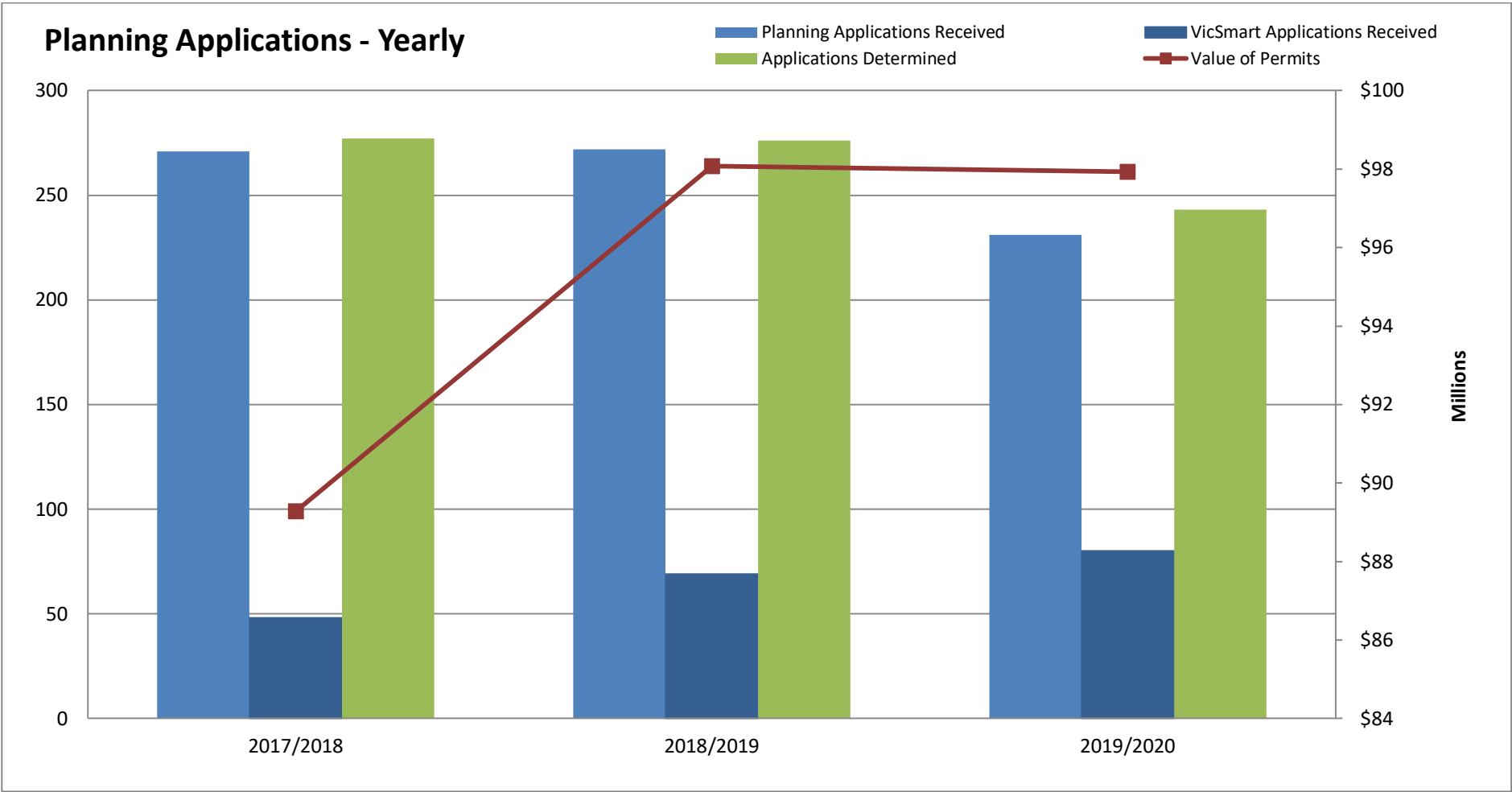
Planning and Building Performance Report

The bar graph below represents the numbers of planning permit applications lodged with Council (non VicSmart 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.



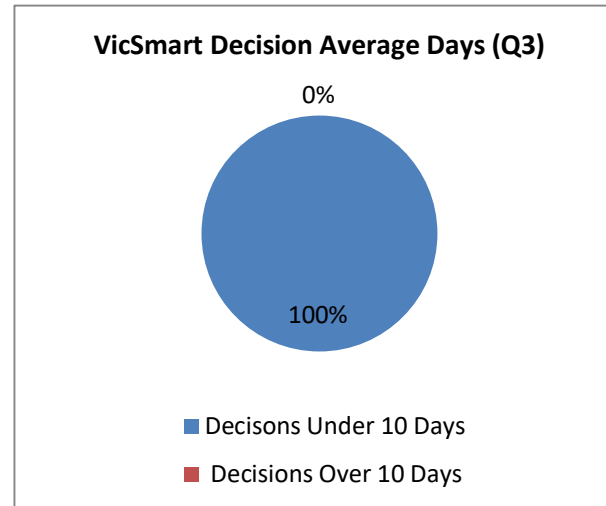
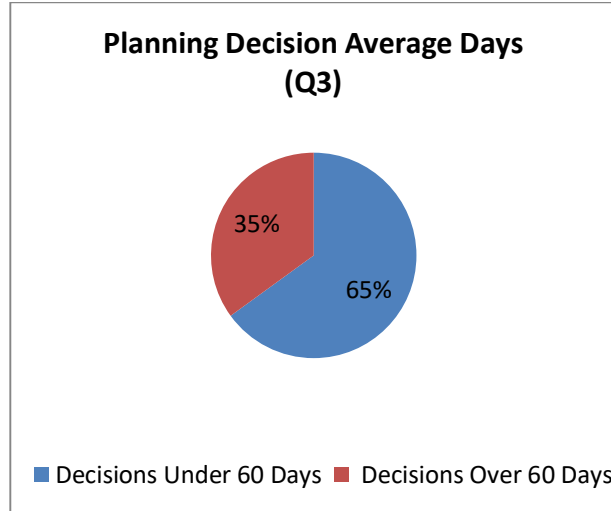
Planning and Building Performance Report

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.

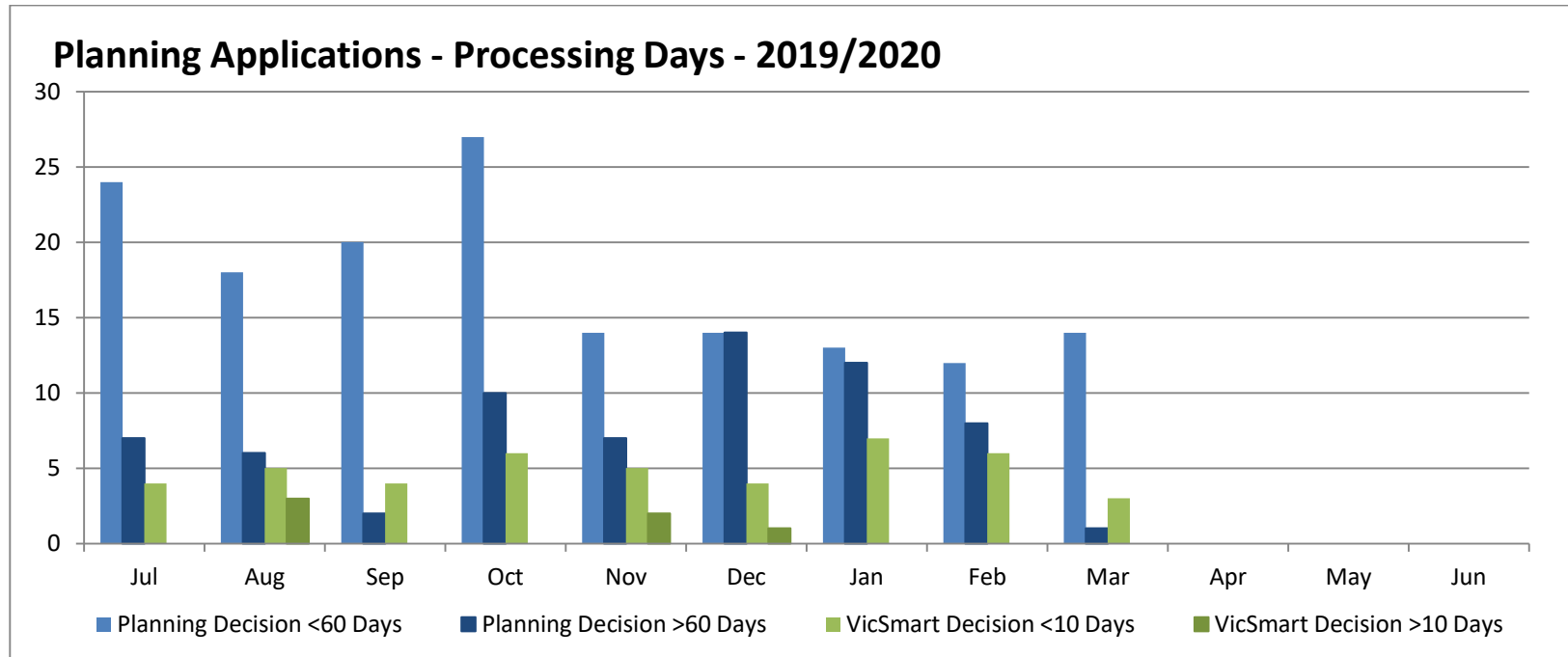


Planning and Building Performance Report

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.

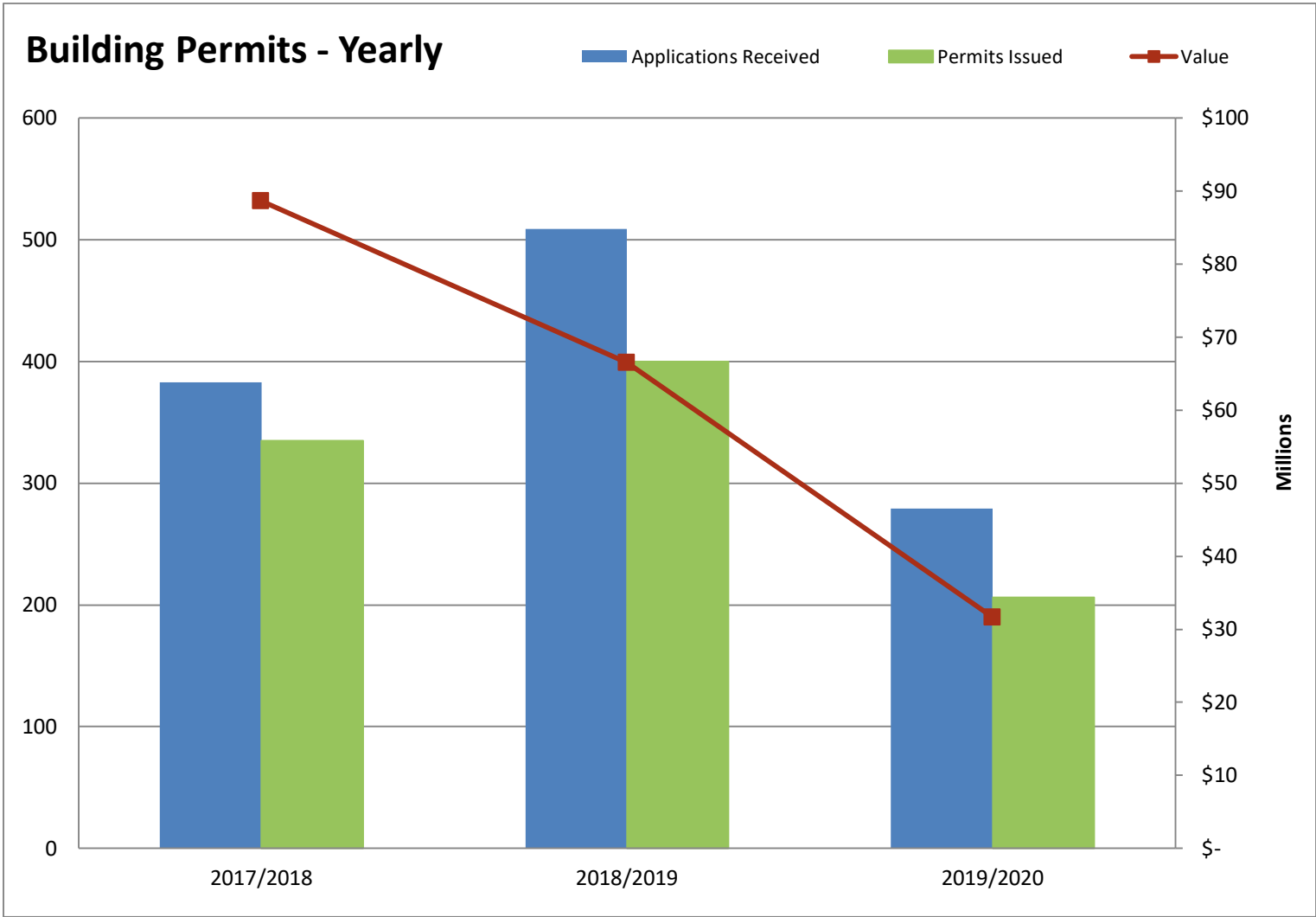


The following graph indicates the average days taken to determine planning permit applications in 2019/20, by month:



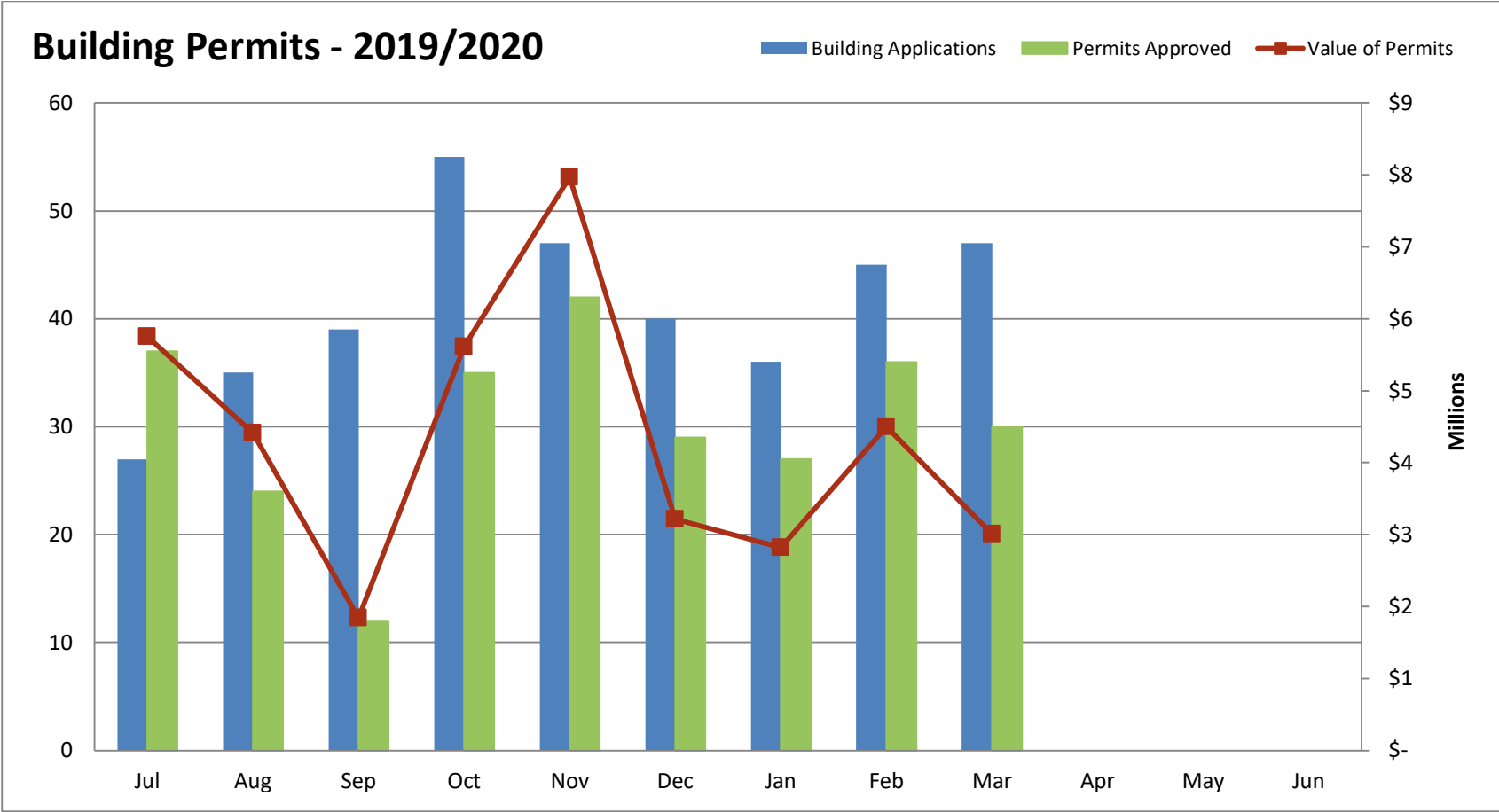
Planning and Building Performance Report

The following graph shows the number of building permit applications (blue) and permits issued (green) by year, as well as the economic value of applications received (red line). **Note this includes all permits issued by private building surveyors as well as Council.**



Planning and Building Performance Report

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



Planning and Building Performance Report

PLANNING PERMITS OF INTEREST

Amongst the planning permits of note that were issued during this quarter was a permit to convert an existing shed at Tomahawk Creek Road in Pirron Yallock into a processing, packaging and ancillary cool room building, to enable the owners of the existing dairy farm to process their fresh produce onsite and sell direct to the public from the farm. It is also proposed to extend the existing building to provide a tasting and sales area. A part retrospective permit was also issued during this time period for the construction for two dams and three mobile chicken coops at Corangamite Lake Road in Cororooke, which trades under the name 'Chooks at the Rooke'. The egg producing operation will have up to 3,500 free range chickens, which are guarded by rescued Maremma dogs.

A permit was issued for the demolition of the existing building at 252-254 Murray Street in Colac, and the construction of a retail premises (motor cycle display and sales), a reduction in car parking (4 spaces) and the display of business identification signage. The proposed building will be linked internally to the existing motorbike showroom at 256-258 Murray Street.

Two 40m telecommunication monopoles have been approved in Beeac and Ombersley, which will improve telecommunication coverage in those areas.

A small, boutique camping ground, featuring three types of tents, has been supported on the cleared land next to 'Planet Mud' and 'Trees Adventure' in Yeodene. This land also contains the reception area and car park associated with the adventure activities on the neighbouring land. A maximum of 12 tents are permitted. A child care centre was approved in Sinclair Street South, in Elliminyt. That facility will be able to provide care for up to 57 children. The applicant liaised closely with neighbours when developing the proposal, which allowed Council to expedite the application. The permit for a school campus for Ballarat Clarendon College in Old Iluka Access and Great Ocean Road, Yuulong, which Councillors have already been informed about, was also issued during this quarter.

Seven permits were issued during this time period for warehouses and industrial buildings, with the development of Hugh Murray Drive notably progressing.

Three permits for dwellings in the bushfire affected area of Wye River and Separation Creek were issued. Twelve other permits were issued for dwellings during the quarter, with around half of these in coastal areas. Six permits were issued for two and three lot subdivisions, with a six lot subdivision also allowed in Elliminyt. A number of permits were also issued for the re-subdivision of land.

Most other applications during this period were for buildings and works associated with existing dwellings, vegetation removal, agricultural buildings and signage. In addition, of note is the fact that the Statutory Planning Unit has been liaising regularly with the landowner of the proposed quarry at 320 Mooleric Road, Ombersley, with works progressing on site. It is expected that work on the road upgrade will be commencing shortly.



Capital Works & Major Projects Performance Report

COLAC OTWAY SHIRE COUNCIL
CAPITAL WORKS PERFORMANCE REPORT
For 9 Months Ending 31 March 2020

1. Summary

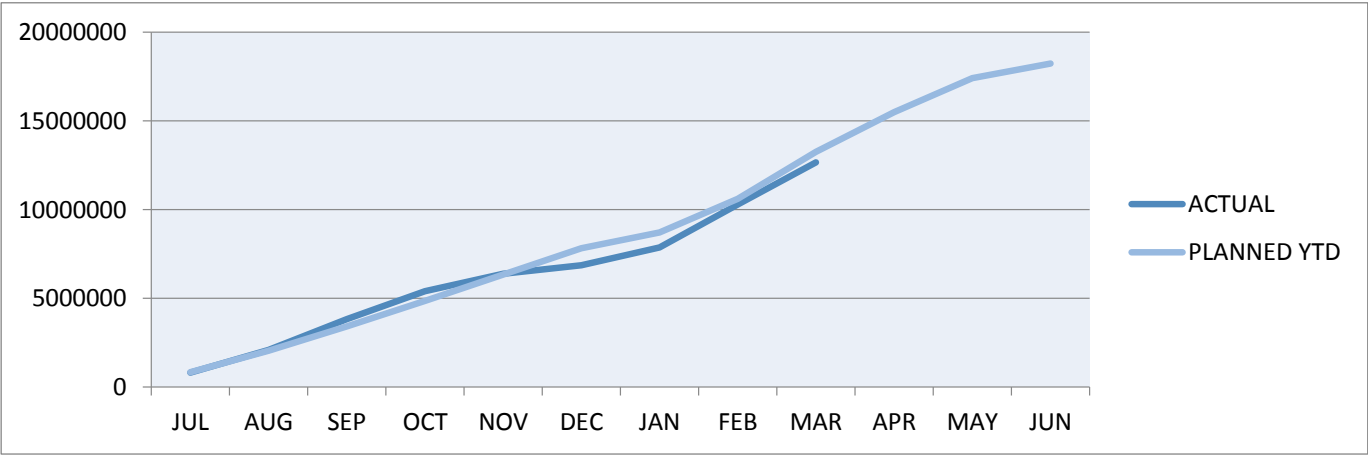
The Capital Projects Year-to-date (YTD) expenditure to 31 March 2020 of \$12.7m is 95% of the \$13.3m forecasted YTD spend, and 69% of the annual forecasted spend.

2. Planned Expenditure Forecast

Current Capital Works Program Percentage Summary as at 31 March 2020

	Year to Date		Annual
	Actual	Forecast	Forecast
	\$	\$	\$
Capital Project Expenditure - YTD	12,667,198	13,266,812	18,230,946
Planned vs Actual		95%	69%

Expenditure - Forecast vs Actual



COLAC OTWAY SHIRE COUNCIL
CAPITAL EXPENDITURE REPORT
For 9 Months Ending 31 March 2020

3. Programme Summary

	YTD	Annual		YTD/
	Actual	Budget	Forecast	Forecast
	\$	\$	\$	%
Active Reserves Programme	486,131	795,250	811,432	60%
Bridges Programme	825,968	715,000	965,000	86%
Building Programme	782,127	876,000	1,248,471	63%
Crack Sealing Programme	97,589	125,000	125,000	78%
Footpath Programme	212,982	383,280	383,280	56%
Furniture Programme	89,147	0	70,242	127%
ICT Hardware Programme	71,117	140,000	313,389	23%
ICT Software Programme	72,042	0	188,280	38%
Kerb and Channel Programme	0	75,000	75,000	0%
Land	807	0	0	100%
Light Fleet Programme	251,301	630,000	703,653	36%
Major Plant Programme	1,474,596	1,540,000	2,830,712	52%
Open Space Assets	13,770	50,000	50,000	28%
Open Space Furniture Programme	2,626	0	0	100%
Open Space Programme	345,325	850,000	850,000	41%
Playground Programme	107,044	600,000	720,245	15%
Reseal Programme	1,100,913	1,212,298	1,212,298	91%
Resheet Programme	1,266,587	1,400,000	1,400,000	90%
Road and Street Furniture Programme	494,773	490,000	494,000	100%
Road Improvement Programme	42,486	100,000	100,000	42%
Road Reconstruction Programme	2,654,519	2,417,298	2,873,115	92%
Road Side Drainage Programme	47,049	0	0	100%
Road Slip Programme	217,980	361,800	361,800	60%
Road Stabilisation Programme	112,720	0	0	100%
Stormwater Programme	1,897,599	300,000	2,455,029	77%
Total	12,667,198	13,060,926	18,230,946	69%

COLAC OTWAY SHIRE COUNCIL
MAJOR PROJECTS PERFORMANCE REPORT
For 9 Months Ending 31 March 2020

1. Summary

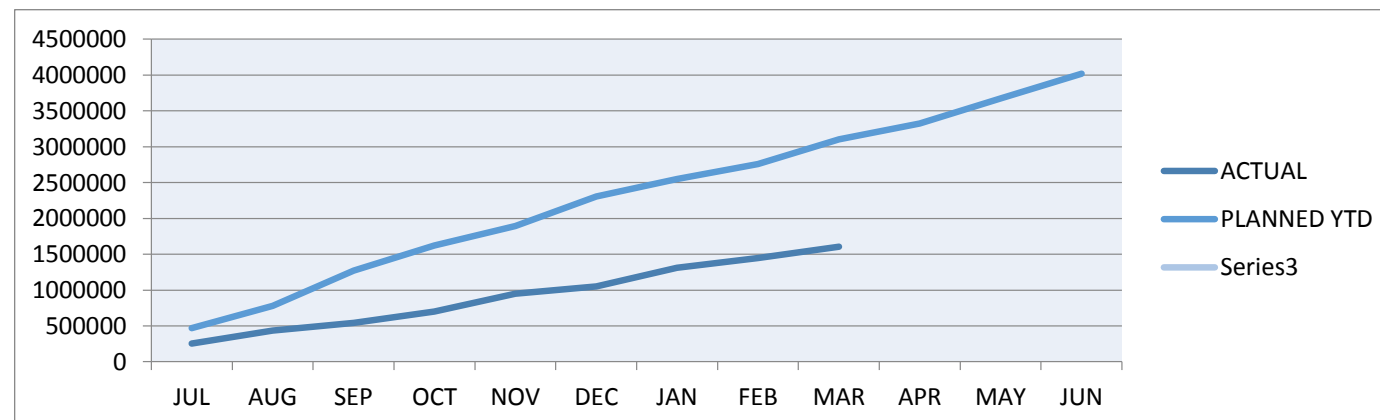
The Major Projects Year-to-date (YTD) expenditure to 31 March 2020 of \$1.6m is 52% of the \$3.1m forecasted YTD spend, and 40% of the annual forecasted spend.

2. Planned Expenditure Forecast

Current Major Projects Program Percentage Summary as at 31 March 2020

	2019-20 Actual	2019-20 Forecast		
Major Project Expenditure	1,607,621	4,008,231	40%	Expended
Major Project Income	(285,733)	(879,941)	32%	Received
Major Project Net	1,321,889	3,128,290		

Expenditure - Forecast vs Actual



COLAC OTWAY SHIRE COUNCIL
MAJOR PROJECTS PERFORMANCE REPORT
For 9 Months Ending 31 March 2020

3. Major Projects of interest

Major Projects	YTD Actuals	Annual Forecast	Commentary
	\$	\$	
Apollo Bay Harbour Precinct Development Plan	54,119	402,508	Will not fully expend funds in 19/20 due to delay finalising Development Plan via CIP project, but project progressing well - draft CIP for Apollo Bay (including Development Plan) due mid 2020 for exhibition in latter part of the year; Business Case for Harbour redevelopment being prepared by ARUP (ILM completed); and technical studies completed for Harbour. Some expenditure being reflected in Apollo Bay CIP project, where Development Plan being prepared. Revised project cost due to funds used for Development Plan in CIP is expected to be approx. \$320,000, of which \$90K expected to be spent 19/20. Balance at end of financial year needs carry over in 20/21 to fund the Eol process and complete ARUP Business Case.
Communities Combating Pests & Weeds Impacts During Drought 2019-2020	8,329	200,000	On Track - Grant program for private landowners - 27 Grants approved. Payments have commenced and the funding will be spent by 30 June 2020.
Colac Civic Precinct Plan	24,447	197,010	Consultant engaged following a tender process for Council office and COPACC needs analysis, which commenced in February and will be completed in July/August. The wider project will be completed in 2020/21, and will require significant carryover.
Apollo Bay Community Infrastructure Plan	269,409	183,538	Funds will be fully spent. Draft plan to be completed by mid 2020 with final milestone payment in 20/21. Overexpenditure is being offset by savings from Apollo Bay Harbour Development Plan WO, where funds are being drawn to complete the Harbour element of the Plan.
Community Grants Programme Category 1	150,224	172,876	There were some funds carried over from previous financial year for a number of projects. This category includes payments to Apollo Bay for Light up the Pine, and the Colac and District Chamber of Commerce.
SV LGES Program – Energy Audits Implementation	150,654	160,663	Complete - Works on COPACC and Bluewater completed. Currently in the process of closing out the project. All funds will be spent in this financial year.
Community Events & Support Programme Category 2	76,566	101,500	Expenditure on track.
Small Town Priorities	0	100,000	Project/s have been endorsed by EMT and communicated to council. Work starting on Cressy footpath (\$50K, and Beeac footpath (20K). Other project is signage in Cororooke, Birregurra and other small downs (12K).
Lighting Project	0	100,000	On Track - Gone out for quotes. Works will commence in May and be completed by 30 June 2020.
Economic Development - Forrest Mountain Bike Trail Implementation	106,181	99,696	Council's component of this project has been entirely spent. Currently working with funding body to claim progress payment of \$50K, with remaining \$50K to be claimed in 2020-2021 financial year on grant variation. RfQ issued, and is in final assessment phase for (Native Veg/ CHMPs and erosion assessments) for the proposed new trail alignments. The onground component will be delayed due to Eastern Maar's decision to cease fieldwork until the COVID-19 pandemic is over. Some funds will have to be carried over as a result.

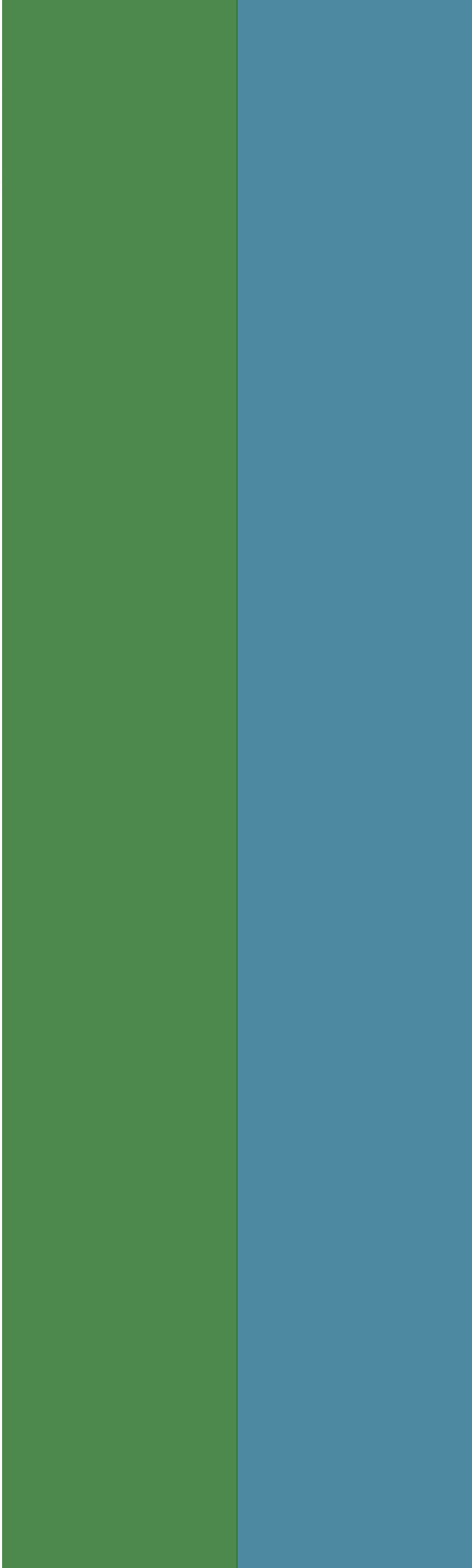
COLAC OTWAY SHIRE COUNCIL
MAJOR PROJECTS PERFORMANCE REPORT
For 9 Months Ending 31 March 2020

3. Major Projects of interest

Major Projects	YTD Actuals	Annual Forecast	Commentary
	\$	\$	
Revised Erosion Management Overlay Mapping	0	77,580	Work was planned to commence early in 2019, but was deferred due to DELWP planned reforms to the overlay. Consultant currently being appointed following a quotation process. Will require some carryover.
COPACC Full House Audience Development Project	14,209	40,000	Project to be acquitted by 30 April 2020. One project component scheduled to be delivered in June 2020 will be necessarily deferred to June 2021, and this has been advised to Creative Victoria and included in the acquittal.
GIS software restructure	0	0	Not required due to Brimbank GIS collaborative MoU. This was updated as part of the December 2019 Forecast.



Financial Performance Report



Quarterly Budget Report for 9 Months Ending 31 March 2020

Executive Summary

Please note that the forecast results for 2019-20 do not include impacts of COVID-19. Initial estimates indicate that the unfavourable operational impact will be approximately \$455k in 2019-20.

Excluding this, the financial performance of Council remains consistent with the adopted budget. As discussed below there are some variances to budget expected, but overall these will not materially alter Council's overall financial position.

The Executive Team have reviewed the results to 31 March and after taking the 2018/19 actual results into consideration (including carry forwards), provide the following summary in relation to the 2019/20 forecast results.

Compared to the adopted budget:

- The December 2019 Quarterly report noted that operating surplus was forecast to decrease by \$1,049k to \$246k. The March 2020 forecast adjustments have increased the operating surplus by \$82k to \$328k.
- Capital works program is currently forecast to increase by \$5.2m to \$18.2m.
- Closing cash balance is currently forecast to increase by \$4.1m to \$13.5m.
- Reserve balance is forecast to decrease by \$8k to \$12.7m. I.e. Cash will only exceed reserves by approximately \$753k.

Further detail of these results are contained within the body of this report. The current forecast assumes that all major projects and capital works are completed on 30 June 2020 and that 50% of the 2020/21 Federal Assistance Grants are received in advance again.

OPERATING RESULT

Council's net surplus to 31 March 2020 is \$7.8m. This is high due to the fact that General Rates, Municipal Charge and Waste Charges are raised during August.

Council's original operating budget showed a net surplus of \$1.354m. The adjustments in Table 1 were presented to Council as part of the December 2019 Quarterly Report, providing a reconciliation to the forecast surplus of \$246k.

Table 1

	\$'000
2019/20 Adopted Budget Surplus/(Deficit)	1,354
Operating Carry Overs from 2018/19	(254)
Port of Apollo Bay Carry Overs from 2018/19	(2,104)
Major Projects Carry Overs from 2018/19	(1,954)
Outstanding Grants relating to above 2018/19 projects	868
Colac CBD project funding – Grant not claimed in 18/19	975
Supplementary Rates revenue – this includes new holiday rentals	120
Materials and Services – Issue identified late in the 19/20 budget process	411
Legal Costs – Expenditure relating to WorkSafe and BWFC cases less than budget	77
Internal Audit and Independent Audit Committee Members – Missed in budget	(75)
Roads to Recovery funding – Increased funding	210
Emergency Management grant funds – Grants for Apr-June 2019 Exp	553
BWFC restructure – redundancies	(64)
Building Fees – Includes Administrative Fee currently set to zero	(23)
Staff satisfaction survey – Not budgeted for	(11)
Public Health - Site inspections contractor due to injured staff member	(20)
Long Term Work Place injuries – Net deficit between salaries and reimbursement	(79)
Additional Resources to improve Statutory Planning service	(57)
Correction to final statements*	391
BWFC - Centre Management Operations	(35)
Advancing Country Towns (ACT) - Green Industry Feasibility Planning	(17)
Weigh Bridge Upgrade Software – Saving	70
ICT Department saving – Contractors & Training not required	64
GIS software restructure – No longer required due to shared service collaboration with Brimbank	75
GIS Shared Service (there is an offsetting Employee Cost saving)	(36)
OBRT Risk Assessments Project	(20)
Relocation of Flying Foxes	(125)
Murray Street Drainage Works	(160)
Building Control Statutory Income	(40)
Disaster Recovery – Claim made for expenditure from a previous period	16
Workcover Premium in excess of budget	(47)
OPASS – Additional Home Care Packages	200
Other (<\$10k)	(18)
Net Forecast adjustment (July - December 2019)	(1,108)
2019/20 Annual Forecast Surplus/(Deficit) as at 31 December 2019	246

*The adopted budget was established assuming this income was included. A system issue resulted in a number of items totalling \$391k being excluded from the final published documents.

Actual results for the 9 months to 31 March 2020 are generally showing that Council will achieve the 2019/20 adopted budget. However, Table 2 summarises forecast adjustments that have been identified by Managers within the March 20 quarter.

These adjustments result in an expected positive impact of \$82k on Council's net surplus and cash position, taking the forecast surplus of \$246k in Table 1 to a surplus of \$328k in Table 2.

Table 2

	\$'000
2019/20 Annual Forecast Surplus/(Deficit) as at 31 December 2019	246
Local laws revenue reduction	(100)
CHSP grant income increase	100
Coastal Ranger - FTE reduction	82
Net Forecast adjustment March 2020	82
2019/20 Annual Forecast Surplus/(Deficit) as at 31 March 2020	328

In addition to the COVID-19 issue, there still remains a number of uncertainties surrounding Council expenditure in 2019/20, so it is recommended that identified favourable variances from the 9 months ending 31 March 20 are not allocated to additional projects.

These uncertainties include:

- AFL Match (estimated \$120k cost to Council).
- 2-way radio contract (estimated \$380k cost to Council).
- Further work relocating Flying Foxes (potential \$100k cost to Council).

As will be discussed later in this report, Council's cash balance forecast for 30 June 2020 remains marginal when compared to the level of reserves.

Major Projects

Per the attached schedule, \$1.6m of Major Projects have been expended as at 31 March 2020. This represents 96% of the original budget (\$1.7m), but only 40% of the forecast (\$4m). There are many carry forward projects that are still yet to commence. \$286k of revenue has been received in relation to major projects, which represent 32% of the annual forecast (\$880k).

Rates and Charges

Rates and Charges are forecast to exceed budget by \$120k, primarily due to some larger than expected supplementary valuations and the fact that Council officers have identified Holiday Rental properties that were being rated as residential.

Grants

Grants are progressing ahead of budget primarily due to timing and two large unbudgeted grants, being \$975k relating to the completed Colac CBD development from prior years and \$553k received relating to reimbursement of expenditure relating to flood disaster funding.

\$298k of new grant revenue has been included in the forecast in relation to the unbudgeted, fully funded, projects. Corresponding expenditure has been included in Material and Services (No net impact):

- Roadside Weeds and Pests - \$43k.
- Birregurra Stormwater Drainage Strategy - \$50k.
- Aboriginal Engagement - Healthy Babies Stronger Families - \$105k.
- J Barrys Road Industry Development Plan - \$90k.
- Wye River Surf Life Saving Club – Bushfire Recovery Wye Peak Challenge - \$10k.

Contributions – Monetary

The forecast has been adjusted to include an additional \$240k of revenue relating to:

- Irrewarra Recreation Reserve upgrade - \$90k.
- Colac Civic Precinct - \$90k (\$10k from VicRail and \$80k from Colac Area Health). Corresponding expenditure has been included in Material and Services (No net impact).
- Apollo Bay Community Infrastructure Plan \$60k – Otway Coast Committee. Corresponding expenditure has been included in Material and Services (No net impact).

Other Income

The forecast for other income includes an additional reimbursement of \$76k from Worksafe. This partially offsets the additional employee costs relating to employees with long-term workplace injuries.

Employee Costs

Following a detailed review of 2018/19 employee costs and the year to date results it was identified that there are a number of items that were not appropriately considered in our annual budgeting process. These relate to:

- Allowing more funding for long term workplace injuries as this is currently an issue at COS;
- Monitor capital labour costs that may be expensed due to not meeting capital thresholds. This will have no impact on Council's cash position, but will increase the employee costs reported in the income statement.
- Movement in employee leave provisions.

These considerations will be included in future budget processes and monitored throughout the year. Employee costs for 2019/20 have been forecast to increase by a total of \$444k due to the following:

- \$155k due to salary being paid to employees on long term injuries. Council is forecasting to receive \$76k in reimbursements from its insurer.
- \$150k Fully funded additional employees required to fulfill additional Home Care Packages.
- \$110k due to the restructure of Bluewater Fitness Centre. This is partly offset by \$47k in additional revenue for 2019/20.
- \$57k due to a decision to increase resources in the Statutory Planning area to improve the level of service to the community.
- \$47k due to an increase in the Workcover Premium above budgeted level. This is partly due to several long-term Workcover claims.
- \$7k MCH Casual Employee (offsetting decrease in Materials and Services).
- (\$82k) Coastal Ranger - FTE reduction per March 20 Quarterly Adjustments.

In order to achieve the 2019/20 forecast employee cost expenditure of \$20.2m, the Executive must be able to recognise the \$450k reduction Council set when adopting the original budget, which has been identified. The following is a summary of how this has been achieved:

	FTE	\$'000
Corporate Services administration support reduced	0.50	40
Health & Wellbeing Administrator	0.50	31
Environmental Project Officer/Coordinator Restructure	0.40	28
GIS Coordinator	1.00	95
Customer Assist role not replaced - Apollo Bay	0.19	13
Finance Projects Officer	0.20	21
Local Laws Administrator	0.15	10
Contracts Administrator	0.70	46
Infrastructure Customer Service Coordinator	0.50	45
Delayed recruitment without backfill	1.59	121
Annual savings identified to 31 March 2020	5.73	450

Material and Services

Materials and Services at 31 March 2020 were \$15.2m, which represented 83% of the original budget (\$18.4m) and 66% of the forecast (\$23.0m). The forecast has been adjusted to include carry forwards and the expenditure relating to new funded projects.

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 \$69k expended on legal fees for the quarter ending 31 March 2020, bringing the total spend on legal fees in 2019-20 to \$447k.

The legal expenditure related to the following matters:

- Work Safe critical incident (\$161k)
- Bluewater mediation (\$109k)
- Waste Contract legal fees (\$55k)
- Probity Advisory Services (\$12k)
- Advice and review of Suite of Contract Templates (\$8k)
- Statutory Planning:
 - Old Beech Forrest Rd Subdivision advice (\$8k)
 - VCAT Proceeding Drapers Rd (\$6k)
- Other (Individually <\$5k) (\$87k)

It must be noted that the final legal costs for the Work Safe critical incident and Bluewater mediation compared favourably to budget, as each of these matters were budgeted to cost \$170k.

Legals by Department	Total
Capital Works	13,536
Arts and Leisure	6,025
Assets and Project Delivery	127,717
Corporate Services Management	24,897
Environment and Community Safety	5,588
Governance	10,831
Information Services	1,446
People, Performance and Culture	166,421
Planning, Building and Health	30,005
Services and Operations	60,319
Grand Total	446,784

As a comparison, total Legal costs incurred for the 12 months ending 30 June 19 were \$539k.

There has been \$773k expended on employment agent contractors as at 31 March 2020. Please note that this figure includes \$115k relating to trainees/apprentices.

By Department Labour Hire	Total
⊕ Arts and Leisure	\$ 718
⊕ Assets and Project Delivery	\$ 354,381
⊕ Corporate Services Management	\$ 85,784
⊕ Economic Development	\$ 33,366
⊕ Environment and Community Safety	\$ 4,699
⊕ Financial Services	\$ 32,882
⊕ Information Services	\$ 30,303
⊕ Infrastructure and Leisure Services Management	\$ 26,759
⊕ Planning, Building and Health	\$ 1,360
⊕ Port Administration	\$ 13,397
⊕ Services and Operations	\$ 189,106
Grand Total	\$ 772,756

In addition to the \$773k of consultants/contractors currently classified as Material and Services, there has been \$230k classified in the Capital Works program for project management.

As a comparison, there was \$1.62m expended on employment agent contractors for the 12 months ending 30 June 2019 and \$605k classified in the Capital Works program for project management.

CAPITAL WORKS

As per the attached report \$12.7m of the capital works program has been delivered to 31 March 2020. This represents 97% of the original budget (\$13.1m) and 69% of the current forecast (\$18.2m)

Council's original Capital budget totalled \$13.1m. As per the previous quarterly report that was presented to Council, Table 3 provides a reconciliation to the current forecast of \$18.2m.

Table 3

	\$'000
2019/20 Capital Works Budget	(13,061)
Capital Projects Carry Overs from 2018/19	(3,085)
Bushfire Recovery - Wye River and Separation Creek Township - Reticulated Stormwater Drainage— Pits & Pipes (funded by reserves)	(2,155)
ICT Strategic Plan	70
2019/20 Capital Works Forecast	(18,231)

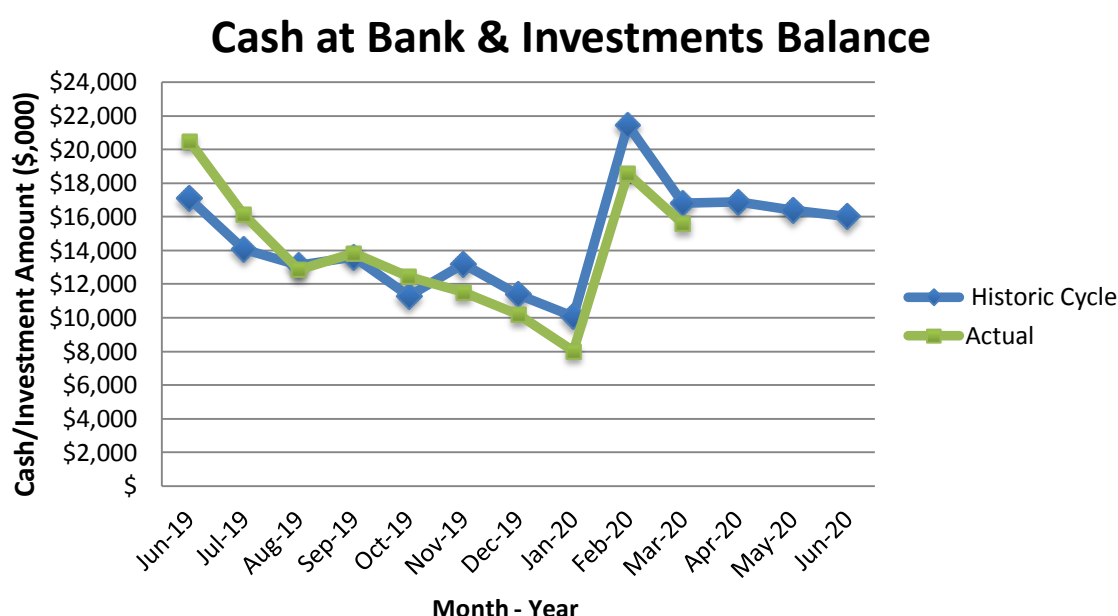
BALANCE SHEET AND CASH FLOW

Cash Balance

The current cash balance is forecast to be \$13.5m at 30 June 2020, which will be approximately \$753k more than the expected Reserves balance of \$12.7m. This assumes all expenditure including capital works and major projects are completed by 30 June 2020.

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

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



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

The investment income received to 31 March was \$115k, which is below the YTD budget of \$150k. Since this budget was constructed, the cash rate has decreased from 1.50% to 0.25% (as at 31 March 2020).

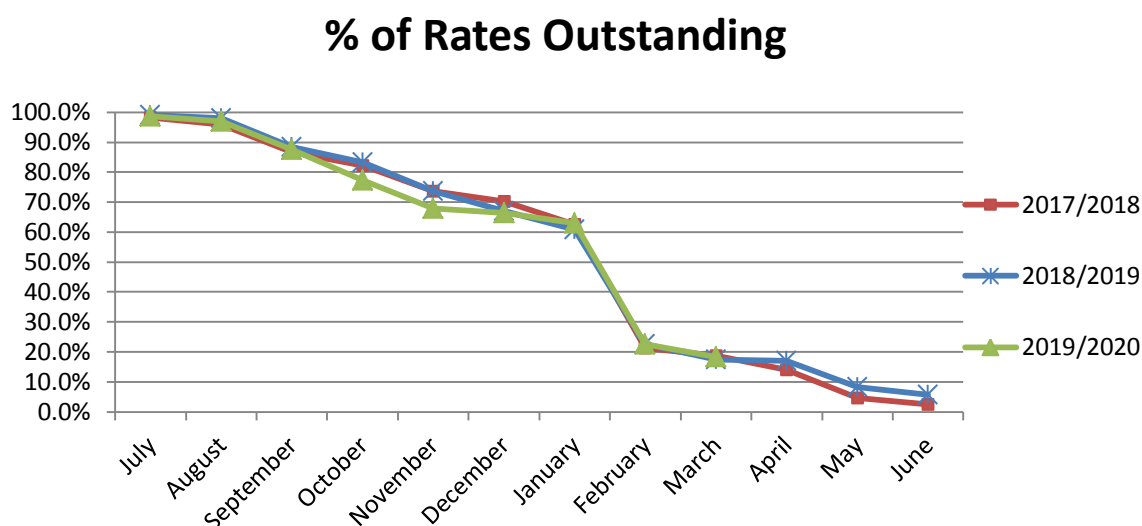
As at 31 March 2020, Term Deposits were earning an average of 1.60%. This is 1.35% above the cash rate, which exceeds the performance benchmark of the Reserve Bank Cash rate plus 0.35%. Our investments were within the diversification limits set-out in the investment policy.

Rate Debtors

As at 31 March 2020, \$31.4 million was raised in rates and charges including batches of supplementary valuations generated by changes to council's property base. At 31 March 2020 82% of the rates raised have been collected, which was consistent with the same period of the 2018/19 financial year of 82%.

The due date for ratepayers opting to pay in full is 15 February 2020. The due dates for ratepayers opting to pay via instalments are 30 September 2019, 2 December 2019, 28 February 2020 and 31 May 2020. Any ratepayer who has not opted for instalment payments is required to make the full payment before 15 February 2020.

The following graph shows that current collection trends are closely following the 2017/18 and 2018/19 collection trends:



Borrowings Analysis

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

Loan Description	Current Year Loan Liability	Non-Current Loan Liability	Meeting Schedule
9203 - Loan 7 - Roads, car parking etc (\$1.65m)	\$39,421	\$0	Y
9206 - Loan 10 - AB tfr statn, libra (\$2m)(NAB)	\$70,952	\$0	Y
9207 - Loan 11 - Lakeside, AB tfr s(\$1.1m)(NAB)	\$36,069	\$151,455	Y
9208 - Loan 12 - Saleyards roof (\$1.178m)(CBA)	\$18,396	\$752,580	Y
9209 - Loan 13 - Street light PV panels (\$416k)	\$14,189	\$120,349	Y
9210 - Loan 14 - Bluewater redevelop(\$1m)(Bond)	\$0	\$0	Y
TOTAL	\$179,026	\$1,024,383	

As at 31 March 2020 principal repayments of \$1.52m have been made in 2019/20.

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

Measure	Calculation	Explanation	30-Jun-19	31-Dec-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 Own-sourced revenue is used, rather than total revenue, because it does not include grants or contributions.	24%	24%	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.	9%	4%	Low

Other Reserves

The 2019/20 forecast is indicating that Council's cash balance at 30 June 2020 is forecast to be \$753k in excess of the forecast reserves balance, which is a positive result given there was a deficit balance at 30 June 19.

Table 4 summarises the 2019-20 Cash v Reserve movements.

Table 4

	\$'000
Cash v Reserves Surplus/(Deficit) 2018/19	(2,152)
Increase/(Decrease) in Cash per adopted budget	(2,859)
(Increase)/Decrease in Reserves per adopted budget	1,456
Increase/(Decrease) in Operating per forecast (exclude carry forwards)	2,288
(Increase)/Decrease in Reserves per forecast – Bushfire	2,000
(Increase)/Decrease in Reserves per forecast – Contingent Liability	500
(Increase)/Decrease in Reserves per forecast – Plant Reserve	(632)
(Increase)/Decrease in Capital Works per forecast	70
Cash v Reserves Surplus/(Deficit) Forecast as at 31 March 2020	753

It must be noted that the Balance Sheet is also forecasting a 'Trade and Other Payables' balance of \$4.1m at 30 June 2020. Hence, the current measure of cash v reserves is heavily dependent on the timing of receivables and payables.

Council's working capital balance at 30 June 2020 is forecast to be \$5.6m, or 150%. However, it must be remembered that it is assumed all major projects and capital works are completed this financial year.

Local Authorities Superannuation Fund - Defined Benefits

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

Date	Vested Benefits Index
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%
March 2019	105.4%
June 2019	107.1%
September 2019	107.3%
December 2019	107.7%

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 31 December 2019, the estimated VBI for the sub-plan was 107.7%, which presents an increase compared to that of 30 June 2019. The VBI is primarily impacted by:

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

At the time of writing this report there was no information available regarding the final VBI estimations as at 31 March 2020. Indicative figures from Vision Super were predicting the VBI to be around 100% at the end of March.

Colac Otway Shire Council
Comprehensive Income Statement
For 9 Months Ending 31 March 2020

	YTD		Annual		YTD %	
	Actual	Budget	Budget	Forecast	Budget	Forecast
	\$'000	\$'000	\$'000	\$'000	%	%
Income						
Rates and charges	31,418	31,025	31,165	31,285	101%	100%
Statutory fees and fines	609	645	816	772	75%	79%
User fees	4,401	3,979	5,268	5,543	84%	79%
Grants - operating	6,237	5,413	10,022	10,989	62%	57%
Grants - capital	3,943	2,505	3,340	5,803	118%	68%
Contributions - monetary	173	104	132	372	131%	47%
Contributions - non monetary	-	-	-	-	0%	0%
Net gain (or loss) on disposal of property, infrastructure, plant and equipment	106	110	147	147	72%	72%
Share of net profits (or loss) of associates and joint ventures	-	0	35	35	0%	0%
Other income	577	265	416	508	139%	114%
Total income	47,465	44,046	51,341	55,453	92%	86%
Expenses						
Employee costs	15,158	14,573	19,656	20,100	77%	75%
Materials and services	15,218	13,866	18,431	23,032	83%	66%
Depreciation and amortisation	8,250	7,950	10,600	10,600	78%	78%
Bad and doubtful debts	0	2	2	2	15%	15%
Borrowing costs	84	84	112	112	75%	75%
Other expenses	909	913	1,186	1,279	77%	71%
Total expenses	39,619	37,387	49,987	55,125	79%	72%
Surplus/(deficit) for the year	7,845	6,659	1,354	328		
Other comprehensive income						
Items that will not be reclassified to surplus or deficit in future periods						
Net asset revaluation increment/(decrement)	-	-	-	-		
Share of other comprehensive income of associates and joint ventures	-	-	-	-		
Total comprehensive result	7,845	6,659	1,354	328		

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

Colac Otway Shire Council
Balance Sheet
As at 31 March 2020

	YTD	Annual Budget	Annual Forecast
	\$'000	\$'000	\$'000
Assets			
Current assets			
Cash and cash equivalents	15,582	9,358	13,470
Trade and other receivables	8,146	3,336	2,983
Inventories	144	201	181
Other assets	181	228	430
Total current assets	24,053	13,123	17,065
Non-current assets			
Intangible assets	-	-	-
Right of use assets	-	-	1,353
Property, infrastructure, plant and equipment	321,334	295,741	324,243
Investments in associates, joint arrangements and subsidiaries	390	390	435
Total non-current assets	321,724	296,131	326,031
Total assets	345,777	309,254	343,096
Liabilities			
Current liabilities			
Trade and other payables	1,981	2,455	4,110
Trust funds and deposits	463	512	846
Interest-bearing liabilities	179	286	286
Provisions	5,540	4,870	6,100
Total current liabilities	8,163	8,124	11,343
Non-current liabilities			
Interest-bearing liabilities	1,024	738	738
Lease liabilities	-	-	1,353
Provisions	7,967	8,130	8,555
Total non-current liabilities	8,991	8,868	10,646
Total liabilities	17,154	16,992	21,989
Net assets	328,623	292,261	321,107
Equity			
Accumulated Surplus	129,979	124,443	132,373
Reserves	198,644	167,819	188,734
Total Equity	328,623	292,261	321,107

Colac Otway Shire Council
Statement of Cash Flows
For 9 Months Ending 31 March 2020

Cash flows from operating activities

Rates and charges
Statutory fees and fines
User fees
Grants - operating
Grants - capital
Contributions - monetary
Trust funds and deposits taken/(paid)
Other receipts
Employee costs
Materials and services
Other payments

Net cash provided by/(used in) operating activities

Cash flows from investing activities

Payments for property, infrastructure, plant and equipment
Proceeds from sale of property, infrastructure, plant and equipment

Net cash provided by/(used in) investing activities

Cash flows from financing activities

Finance costs
Repayment of borrowings

Net cash provided by/(used in) financing activities

Net increase (decrease) in cash and cash equivalents
Cash and cash equivalents at the beginning of the period

Cash and cash equivalents at the end of the period

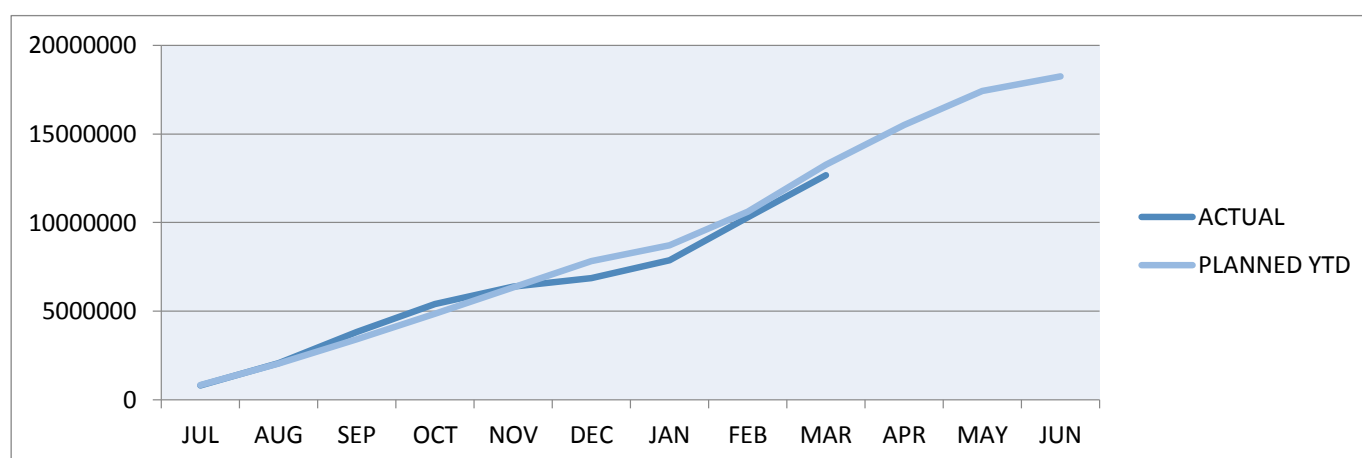
YTD Actual	Annual Budget	Forecast	YTD % Budget	Forecast
Inflows/ (Outflows) \$'000	Inflows/ (Outflows) \$'000	Inflows/ (Outflows) \$'000	Inflows/ (Outflows) %	Inflows/ (Outflows) %
26,701	31,253	31,604	85%	84%
609	816	772	75%	79%
4,401	5,268	5,543	84%	79%
6,362	10,269	10,989	62%	58%
3,943	3,587	5,803	110%	68%
173	132	372	131%	47%
(339)	44	44	(768%)	(768%)
577	416	498	139%	116%
(15,158)	(18,508)	(20,089)	82%	75%
(17,132)	(18,223)	(21,716)	94%	79%
(909)	(1,186)	(1,279)	77%	71%
9,228	13,868	12,540	67%	74%
(12,674)	(15,409)	(18,276)	82%	69%
106	490	490	22%	22%
(12,568)	(14,919)	(17,786)	84%	71%
(84)	(112)	(112)	75%	75%
(1,518)	(1,697)	(1,697)	89%	89%
(1,602)	(1,809)	(1,809)	89%	89%
(4,942)	(2,859)	(7,055)		
20,524	12,217	20,524		
15,582	9,358	13,470		

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Current Capital Works Program Percentage Summary as at 31 March 2020

	Year to Date		Annual
	Actual	Forecast	Forecast
	\$	\$	\$
Capital Project Expenditure - YTD	12,667,198	13,266,812	18,230,946
Planned vs Actual		95%	69%

Expenditure - Forecast vs Actual



Commentary

The Capital Projects Year-to-date (YTD) expenditure to 31 March 2020 of \$12.7m is 95% of the \$13.3m forecasted YTD spend, and 69% of the annual forecasted spend.

It is important to note that:

- The forecast YTD figure reflects the forecasted figures in BIS.
- The forecast YTD figure relies on accurate phasing.
- The 'Actual' figure does not include commitments.

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2019-20 Capital Expenditure Program Summary

	Year to Date		Annual		YTD/ Forecast
	Actual	Forecast	Budget	Forecast	
	\$	\$	\$	\$	%
Active Reserves Programme	486,131	663,888	795,250	811,432	60%
Bridges Programme	825,968	708,888	715,000	965,000	86%
Building Programme	782,127	740,576	876,000	1,248,471	63%
Crack Sealing Programme	97,589	125,000	125,000	125,000	78%
Footpath Programme	212,982	275,570	383,280	383,280	56%
Furniture Programme	89,147	52,683	0	70,242	127%
ICT Hardware Programme	71,117	184,281	140,000	313,389	23%
ICT Software Programme	72,042	110,714	0	188,280	38%
Kerb and Channel Programme	0	31,250	75,000	75,000	0%
Land	807	0	0	0	100%
Light Fleet Programme	251,301	540,100	630,000	703,653	36%
Major Plant Programme	1,474,596	1,984,606	1,540,000	2,830,712	52%
Open Space Assets	13,770	20,835	50,000	50,000	28%
Open Space Furniture Programme	2,626	0	0	0	100%
Open Space Programme	345,325	250,000	850,000	850,000	41%
Playground Programme	107,044	456,208	600,000	720,245	15%
Reseal Programme	1,100,913	1,212,298	1,212,298	1,212,298	91%
Resheet Programme	1,266,587	1,049,994	1,400,000	1,400,000	90%
Road and Street Furniture Programme	494,773	296,497	490,000	494,000	100%
Road Improvement Programme	42,486	41,665	100,000	100,000	42%
Road Reconstruction Programme	2,654,519	2,444,333	2,417,298	2,873,115	92%
Road Side Drainage Programme	47,049	0	0	0	100%
Road Slip Programme	217,980	161,800	361,800	361,800	60%
Road Stabilisation Programme	112,720	0	0	0	100%
Stormwater Programme	1,897,599	1,915,626	300,000	2,455,029	77%
Total	12,667,198	13,266,812	13,060,926	18,230,946	69%

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Work Order	Year to Date		Annual	
	Actual	Forecast	Budget	Forecast
	\$	\$	\$	\$
Active Reserves Programme				
00035287 - 2018-19 Capital Works - Active Reserve Programme - Cororooke Toilets	3,175	0	0	0
00035814 - 2018-19 - Capital Works - Western Reserve Oval Reconstruction and Lighting	482,957	663,888	795,250	811,432
Active Reserves Programme Total	486,131	663,888	795,250	811,432
Bridges Programme				
00031853 - Budget Work Order - Bridge Rehabilitation Programme	77,142	708,888	715,000	965,000
00035566 - 2018-19 Capital Works - Bridge Renewal Programme - Jackson Track, Upper Gellibrand and Forest Street Bridge Design	17,760	0	0	0
00035578 - 2018-2019 - Capital Works - Bridge Rehabilitation Programme - Chapel Street over Barongarook Creek	89,993	0	0	0
00035580 - 2018-2019 - Capital Works - Bridge Rehabilitation Programme - Aire Settlement Road over Ford River	550	0	0	0
00035581 - 2018-2019 - Capital Works - Bridge Rehabilitation Programme - Roadknight Creek Road	47,688	0	0	0
00035582 - 2018-2019 - Capital Works - Bridge Rehabilitation Programme - Barham River Road	16,242	0	0	0
00035584 - 2018-2019 - Capital Works - Bridge Rehabilitation Programme - Wonga Road over Loves Creek	52,963	0	0	0
00035585 - 2018-2019 - Capital Works - Bridge Rehabilitation Programme - McPhees Access over Barham River	550	0	0	0
00035589 - 2018-2019 - Capital Works - Bridge Rehabilitation Programme - Wilson Street over Barongarook Creek	66,127	0	0	0
00035590 - 2018-2019 - Capital Works - Bridge Rehabilitation Programme - Kawarren Rec Reserve over Loves Creek	36,671	0	0	0
00035604 - 2018-19 - Capital Works - Bridge Programme - Consultancy Fees	11,718	0	0	0
00036009 - 2018-19 Capital Works - Bridge Programme - Veseys Bridge Replacement	21,999	0	0	0
00036158 - 2019-20 Capital Works - Bridge Programme - Forest St Bridge Widening	24,601	0	0	0
00036159 - 2019-20 Capital Works - Bridge Programme - Jacksons Track Bridge Replacement	18,164	0	0	0
00036160 - 2019-20 Capital Works - Bridge Programme - Upper Gellibrand Road Bridge Replacement	337,558	0	0	0
00036282 - 2019-20 Capital Works - Bridge Programme - Rock Beaching Warrowie Road	6,242	0	0	0
Bridges Programme Total	825,968	708,888	715,000	965,000
Building Programme				
00031855 - Budget Work Order - Building Renewal Programme	0	409,983	726,000	726,000
00034624 - 2017-18 Capital Works - Solar Power Generation - Colac Library Solar PV System (50kW)	6,700	51,519	0	68,693
00034648 - 2017-18 Capital Works - Building Programme - Irrewarra Netball Facilities Upgrade	150	0	0	0
00034796 - 2017-18 Capital Works - Building Renewal Programme- Library Annexure	10,263	0	0	0
00034929 - 2017-18 Capital Works - Building Renewal Programme - Birregurra Hall Kitchen Upgrade	4,236	0	0	0
00035053 - 2017-18 Capital Works - Building Renewal Programme - Bluewater Fitness Centre Works	13,099	0	0	0
00035072 - 2018-19 - Capital Works - Forrest Caravan Park Waste Water Upgrade	10,659	100,000	150,000	269,954
00035116 - 2017-18 Capital Works - Building Renewal Programme - Winifred Nance Kindergarten	482,093	136,324	0	136,324
00035541 - 2018-19 Capital Works - Building Renewal Programme - Planning, Permits etc 19/20	2,832	0	0	0
00035543 - 2018-19 Capital Works - Building Renewal Programme - Gellibrand Neighbourhood House	0	42,750	0	47,500
00035547 - 2018-19 Capital Works - Building Renewal Programme - Colac Visitor Information Centre	519	0	0	0
00035548 - 2018-19 Capital Works - Building Renewal Programme - Apollo Bay Senior Citizens Centre	110,218	0	0	0
00035552 - 2018-19 Capital Works - Building Renewal Programme - Elliminyt Clubrooms	633	0	0	0
00035556 - 2018-19 Capital Works - Building Renewal Programme - Yacht Club	16,145	0	0	0
00035816 - 2018-19 Capital Works - COPACC Cinema 2 Air Conditioner Replacement	42,869	0	0	0
00035881 - 2018-19 Capital Works - Building Renewal Programme - Rossmoyne Road Pound Dog Run	5,267	0	0	0
00035916 - 18-19 Mid Year - Capital Works - S&O Mechanical Workshop Upgrades	-301	0	0	0
00035972 - 2018-19 Capital Works - Building Renewal Programme - Pound Road Training Room	8,963	0	0	0
00035999 - 2018-19 Capital Works - Building Renewal Programme - Kennett River Toilets	3,501	0	0	0
00036202 - 2019-20 Capital Works - Building Renewal Programme - Maternal & Child Health Centre - Air Con Upgrade	1,918	0	0	0
00036203 - 2019-20 Capital Works - Building Renewal Programme - Red Rock - Rail and Steps Replacement	11,444	0	0	0
00036311 - 2019-20 Capital Works - Building Renewal Programme - Civic Hardware Building Renewal	4,170	0	0	0
00036314 - 2019-20 Capital Works - Building Renewal Programme - Lavers Hill Depot Shed Refurb	9,950	0	0	0
00036323 - 2019-20 Capital Works - Building Renewal Programme - South Colac Renewal Works	1,743	0	0	0
00036346 - 2019-20 Capital Works - Building Renewal Programme - Eastern Reserve Clubrooms Renewal	633	0	0	0
00036384 - 2019-20 Capital Works - Building Renewal Programme - Bluewater - Building Renewal Works	34,422	0	0	0
Building Programme Total	782,127	740,576	876,000	1,248,471

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Work Order	Year to Date		Annual	
	Actual	Forecast	Budget	Forecast
	\$	\$	\$	\$
Crack Sealing Programme				
00036164 - 2019-20 Capital Works - Crack Sealing Programme - Williss Road	496	0	0	0
00036165 - 2019-20 Capital Works - Crack Sealing Programme - Nalangil Road	9,431	0	0	0
00036166 - 2019-20 Capital Works - Crack Sealing Programme - Corangamite Lake Road	4,701	0	0	0
00036167 - 2019-20 Capital Works - Crack Sealing Programme - Langs James Road	5,447	0	0	0
00036168 - 2019-20 Capital Works - Crack Sealing Programme - Cressy Road	632	0	0	0
00036169 - 2019-20 Capital Works - Crack Sealing Programme - Poorneet Road	11,245	0	0	0
00036170 - 2019-20 Capital Works - Crack Sealing Programme - Bourkes Road	5,321	0	0	0
00036171 - 2019-20 Capital Works - Crack Sealing Programme - Old Yeo Road	57	0	0	0
00036172 - 2019-20 Capital Works - Crack Sealing Programme - Barongarook Road	2,469	0	0	0
00036173 - 2019-20 Capital Works - Crack Sealing Programme - Bushs Road	2,694	0	0	0
00036174 - 2019-20 Capital Works - Crack Sealing Programme - Seaview Drive	2,078	0	0	0
00036175 - 2019-20 Capital Works - Crack Sealing Programme - Gambier Street	877	0	0	0
00036176 - 2019-20 Capital Works - Crack Sealing Programme - Speedway Road	389	0	0	0
00036177 - 2019-20 Capital Works - Crack Sealing Programme - Aireys Street	651	0	0	0
00036178 - 2019-20 Capital Works - Crack Sealing Programme - Garrett Street	149	0	0	0
00036179 - 2019-20 Capital Works - Crack Sealing Programme - Church Street	1,119	0	0	0
00036180 - 2019-20 Capital Works - Crack Sealing Programme - Little Woods Street	109	0	0	0
00036181 - 2019-20 Capital Works - Crack Sealing Programme - Moet Street	575	0	0	0
00036182 - 2019-20 Capital Works - Crack Sealing Programme - Fyans Street	1,047	0	0	0
00036183 - 2019-20 Capital Works - Crack Sealing Programme - Bromfield Street	1,322	0	0	0
00036184 - 2019-20 Capital Works - Crack Sealing Programme - Connor Street	2,031	0	0	0
00036185 - 2019-20 Capital Works - Crack Sealing Programme - Howarth Street	343	0	0	0
00036186 - 2019-20 Capital Works - Crack Sealing Programme - Hart Street	348	0	0	0
00036187 - 2019-20 Capital Works - Crack Sealing Programme - Pyles Road	5,782	0	0	0
00036188 - 2019-20 Capital Works - Crack Sealing Programme - Old Beech Forest Road	457	0	0	0
00036189 - 2019-20 Capital Works - Crack Sealing Programme - Gellibrand East Road	1,614	0	0	0
00036191 - 2019-20 Capital Works - Crack Sealing Programme - Turner Drive	2,218	0	0	0
00036192 - 2019-20 Capital Works - Crack Sealing Programme - McKays Road	5,019	0	0	0
00036193 - 2019-20 Capital Works - Crack Sealing Programme - Carlisle Gellibrand Road	1,630	0	0	0
00036194 - 2019-20 Capital Works - Crack Sealing Programme - Talbot Street	70	0	0	0
00036195 - 2019-20 Capital Works - Crack Sealing Programme - Thomas Street	73	0	0	0
00036196 - 2019-20 Capital Works - Crack Sealing Programme - Pound Road	151	0	0	0
00036197 - 2019-20 Capital Works - Crack Sealing Programme - Ross Street	371	0	0	0
00036198 - 2019-20 Capital Works - Crack Sealing Programme - Mingawalla Road	15,855	0	0	0
00036199 - 2019-20 Capital Works - Crack Sealing Programme - Warrowie Road #1	8,671	0	0	0
00036200 - 2019-20 Capital Works - Crack Sealing Programme - Warrowie Road #2	2,150	0	0	0
00036325 - Budget Work Order - Crack Sealing Programme	0	125,000	125,000	125,000
Crack Sealing Programme Total	97,589	125,000	125,000	125,000

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Work Order	Year to Date		Annual	
	Actual	Forecast	Budget	Forecast
	\$	\$	\$	\$
Footpath Programme				
00031845 - Budget Work Order - Footpath Renewal Programme	0	275,570	383,280	383,280
00035377 - 2018-19 - Footpath Renewal Programme - Airdrie Street, Coalc	4,971	0	0	0
00035568 - 2018-19 - Footpath Renewal Programme - Hart Street, Elliminyt - Irrewillipe Road to Ballagh	22,706	0	0	0
00035574 - 2018-19 - Footpath Renewal Programme - Muller Road, Skenes Creek - Gravel Path	2,124	0	0	0
00036052 - 2019-20 Capital Works - Footpath Renewal Programme - Grant Street South	1,500	0	0	0
00036053 - 2019-20 Capital Works - Footpath Renewal Programme - Grant Street North	1,400	0	0	0
00036123 - 2019-20 Capital Works - Footpath Renewal Programme - Armstrong Street	26,835	0	0	0
00036124 - 2019-20 Capital Works - Footpath Renewal Programme - Balnagowan Avenue	654	0	0	0
00036132 - 2019-20 Capital Works - Footpath Renewal Programme - Fenwick Street	11,340	0	0	0
00036138 - 2019-20 Capital Works - Footpath Renewal Programme - Hart Street	382	0	0	0
00036139 - 2019-20 Capital Works - Footpath Renewal Programme - Jennings Street	8,513	0	0	0
00036142 - 2019-20 Capital Works - Footpath Renewal Programme - Main Street	16,952	0	0	0
00036144 - 2019-20 Capital Works - Footpath Renewal Programme - Marks Street	7,366	0	0	0
00036145 - 2019-20 Capital Works - Footpath Renewal Programme - McDonald Street	654	0	0	0
00036146 - 2019-20 Capital Works - Footpath Renewal Programme - Murray Street	382	0	0	0
00036149 - 2019-20 Capital Works - Footpath Renewal Programme - Scott Street	32,239	0	0	0
00036154 - 2019-20 Capital Works - Footpath Renewal Programme - Wilson Street	9,770	0	0	0
00036155 - 2019-20 Capital Works - Footpath Renewal Programme - Woods Street	4,356	0	0	0
00036156 - 2019-20 Capital Works - Footpath Renewal Programme - Wynne Street	654	0	0	0
00036263 - 2019-20 Capital Works - Footpath Renewal Programme - Dunoon Street Footpath Works	4,440	0	0	0
00036265 - 2019-20 Capital Works - Footpath Renewal Programme - Apollo Bay Remove and Replace Concrete	8,909	0	0	0
00036291 - 2019-20 Capital Works - Footpath Renewal Programme - Cressy Renewals	24,935	0	0	0
00036294 - 2019-20 Capital Works - Footpath Renewal Programme - Armstrong Street	770	0	0	0
00036295 - 2019-20 Capital Works - Footpath Renewal Programme - Calvert Street	674	0	0	0
00036296 - 2019-20 Capital Works - Footpath Renewal Programme - Cants Street	769	0	0	0
00036297 - 2019-20 Capital Works - Footpath Renewal Programme - Fyans Street	578	0	0	0
00036298 - 2019-20 Capital Works - Footpath Renewal Programme - Grant Street	823	0	0	0
00036299 - 2019-20 Capital Works - Footpath Renewal Programme - Hesse Street	672	0	0	0
00036300 - 2019-20 Capital Works - Footpath Renewal Programme - Moore Street	482	0	0	0
00036301 - 2019-20 Capital Works - Footpath Renewal Programme - Beeach Footpath	2,164	0	0	0
00036316 - 2019-20 Capital Works - Footpath Renewal Programme - Apollo Bay Harbour	7,996	0	0	0
00036390 - 2019-20 Capital Works - Footpath Renewal Programme - McLaren Parade	2,682	0	0	0
00036422 - 2019-20 Capital Works - Footpath Renewal Programme - Gellibrand Street	4,288	0	0	0
Footpath Programme Total	212,982	275,570	383,280	383,280
Furniture Programme				
00032708 - Capital Works 2015-16 - Furniture and Equipment Replacement Programme - Upgrade of 2-way Radio System	88,938	52,683	0	70,242
00034625 - 2017-18 Capital Works - Office Furniture Replacement Program	208	0	0	0
Furniture Programme Total	89,147	52,683	0	70,242
ICT Hardware Programme				
00035066 - 2018-19 - Capital Works - Colac Regional Saleyards weighing equipment	20	0	0	0
00035067 - 2018-19 - Capital Works - Wide Area Network (WAN) Upgrade and Expansion	22,417	149,938	70,000	254,985
ICT Strategic Plan	0	0	70,000	0
00035068 - 2018-19 - Capital Works - ICT Disaster Recovery capability improvements	48,680	34,343	0	58,404
ICT Hardware Programme Total	71,117	184,281	140,000	313,389
ICT Software Programme				
00034626 - 2017-18 Capital Works - Software Update to support Statutory Planning Services	6,377	0	0	0
00035065 - 2018-19 - Capital Works - Civica Suite - Major Upgrade + functionality expansion	13,327	101,107	0	171,942
00035077 - 2018-19 - Capital Works - GIS Aerial Imagery renewal + topological LIDAR	52,338	9,607	0	16,338
ICT Software Programme Total	72,042	110,714	0	188,280
Kerb and Channel Programme				
00031854 - Budget Work Order - Kerb and Channel Replacement Programme	0	31,250	75,000	75,000
Kerb and Channel Programme Total	0	31,250	75,000	75,000
Land				
00035924 - 18-19 Mid Year - Capital Works - Colac Aerodrome - Land Purchase	807	0	0	0
Land Total	807	0	0	0

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Work Order	Year to Date		Annual	
	Actual	Forecast	Budget	Forecast
	\$	\$	\$	\$
Light Fleet Programme				
00031824 - Budget Work Order - Light Fleet Acquisitions and Sales	0	540,100	630,000	630,000
00036016 - 2018-19 - Capital Works - Holden Trailblazer 4x4 LT	0	0	0	33,653
00036044 - 2018-19 Capital Works - Fleet Acquisition - Holden Colorado Space Cab LS 4X4	35,668	0	0	40,000
00036240 - 2019-20 Capital Works - Fleet Acquisition - Nissan Pathfinder ST-L	43,291	0	0	0
00036343 - 2019-20 Capital Works - Fleet Acquisition - RAV4 GXL AWD Hybrid	35,126	0	0	0
00036344 - 2019-20 Capital Works - Fleet Acquisition - Ford Mondeo Ambiente	31,416	0	0	0
00036345 - 2019-20 Capital Works - Fleet Acquisition - Holden Commodore LT Hatch	26,447	0	0	0
00036386 - 2019-20 Capital Works - Fleet Acquisition - Ford Everest Trend	46,101	0	0	0
00036423 - 2019-20 Capital Works - Fleet Acquisition - Holden Colorado LS TD 4X4	33,253	0	0	0
Light Fleet Programme Total	251,301	540,100	630,000	703,653
Major Plant Programme				
00031825 - Budget Work Order - Major Plant Acquisitions and Sales	0	693,894	1,540,000	1,540,000
00035914 - 18-19 Mid Year - Capital Works - Replacement of Emulsion Tank Pound Rd Depot	50,535	50,000	0	50,000
00035928 - 2018-19 Capital Works - Major Plant Programme - Hino 13,000L Water Tank	204,563	203,863	0	203,863
00035929 - 2018-19 Capital Works - Major Plant Programme - CAT CW12 Pneumatic Roller	143,394	138,000	0	138,000
00035930 - 2018-19 Capital Works - Major Plant Programme - CAT CW12 Pneumatic Roller	143,327	138,000	0	138,000
00036041 - 2018-19 Capital Works - Major Plant Programme - Toro Z Master 7000	0	25,000	0	25,000
00036042 - 2018-19 Capital Works - Major Plant Programme - Caterpillar 12M Grader	277,500	382,500	0	382,500
00036043 - 2018-19 Capital Works - Major Plant Programme - Hino 7000 series tipper	206,300	200,349	0	200,349
00036157 - 2019-20 Capital Works - Major Plant Programme - Kobelco Excavator SK75SR	153,000	153,000	0	153,000
00036284 - 2019-20 Capital Works - Major Plant Programme - Backhoe FEL	135,000	0	0	0
00036391 - 2019-20 Capital Works - Major Plant Programme - Heavy Plant Replacement Plan Toro Groundmaster 5910	160,977	0	0	0
Major Plant Programme Total	1,474,596	1,984,606	1,540,000	2,830,712
Open Space Assets				
00031849 - Budget Work Order - Open Space Renewal Programme	0	20,835	50,000	50,000
00035152 - 2019-2018 - Capital Works - Memorial Square Public Safety Infrastructure	5,285	0	0	0
00036304 - 2019-20 Capital Works - Open Space - Cressy Playground Renewal Works	8,485	0	0	0
Open Space Assets Total	13,770	20,835	50,000	50,000
Open Space Furniture Programme				
00031922 - Colac CBD and Entrances Project Works	2,626	0	0	0
Open Space Furniture Programme Total	2,626	0	0	0
Open Space Programme				
00034607 - 2017-18 Capital Works - Colac Lake Foreshore Masterplan Implementation	31,759	0	0	0
00035945 - 2019-20 - Capital Works - Open Space - Central Reserve Lighting and Netball Court Redevelopment	131,521	250,000	850,000	850,000
00036011 - 2019-20 - Capital Works - Open Space - Elliminyt Recreation Reserve Velodrome Resurfacing	180,445	0	0	0
00036028 - 2018-19 Capital Works - Open Space - Concrete Path Richmond Street Park	1,600	0	0	0
Open Space Programme Total	345,325	250,000	850,000	850,000
Playground Programme				
00034706 - 2016-17 Capital Works - Playground Programme - Rex Norman Park Playspace	285	0	0	0
00035101 - 2018-19 Capital Works - Memorial Square Masterplan Implementation	0	76,164	0	120,245
00035610 - 2018-19 Capital Works - Playground Programme - Wydinia Kindergarten - Playground and Landscaping	88,228	0	0	0
00035946 - 2019-20 Capital Works - Playground Programme - Memorial Square Playspace	18,531	380,044	600,000	600,000
Playground Programme Total	107,044	456,208	600,000	720,245

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Work Order	Year to Date		Annual	
	Actual	Forecast	Budget	Forecast
	\$	\$	\$	\$
Reseal Programme				
00031880 - Budget Work Order - Local Roads Reseal Programme	0	1,212,298	1,212,298	1,212,298
00036056 - 2019-20 Capital Works - Reseal Programme - Aireys Street	6,905	0	0	0
00036057 - 2019-20 Capital Works - Reseal Programme - Barongarook Road	31,745	0	0	0
00036058 - 2019-20 Capital Works - Reseal Programme - Bass Crescent	9,110	0	0	0
00036059 - 2019-20 Capital Works - Reseal Programme - Baynes Road	25,003	0	0	0
00036060 - 2019-20 Capital Works - Reseal Programme - Bourkes Road	69,741	0	0	0
00036061 - 2019-20 Capital Works - Reseal Programme - Breakwater Road	8,582	0	0	0
00036062 - 2019-20 Capital Works - Reseal Programme - Bromfield Street	2,830	0	0	0
00036063 - 2019-20 Capital Works - Reseal Programme - Corangamite Lake Road	61,043	0	0	0
00036064 - 2019-20 Capital Works - Reseal Programme - Costin Street	17,116	0	0	0
00036065 - 2019-20 Capital Works - Reseal Programme - Cressy Road	20,715	0	0	0
00036066 - 2019-20 Capital Works - Reseal Programme - Cressy Shelford Road	91,853	0	0	0
00036067 - 2019-20 Capital Works - Reseal Programme - Darcy Street	10,456	0	0	0
00036068 - 2019-20 Capital Works - Reseal Programme - Deepdene Road	33,135	0	0	0
00036069 - 2019-20 Capital Works - Reseal Programme - Diana Street	7,537	0	0	0
00036070 - 2019-20 Capital Works - Reseal Programme - Drapers Road	41,042	0	0	0
00036071 - 2019-20 Capital Works - Reseal Programme - Elliott River Road	8,746	0	0	0
00036072 - 2019-20 Capital Works - Reseal Programme - Elsinore Street	9,942	0	0	0
00036073 - 2019-20 Capital Works - Reseal Programme - Farrington Street	4,188	0	0	0
00036074 - 2019-20 Capital Works - Reseal Programme - Fyans Street	8,258	0	0	0
00036075 - 2019-20 Capital Works - Reseal Programme - Gambier Street	6,622	0	0	0
00036076 - 2019-20 Capital Works - Reseal Programme - Garrett Street	7,602	0	0	0
00036077 - 2019-20 Capital Works - Reseal Programme - Gerard Avenue	4,601	0	0	0
00036078 - 2019-20 Capital Works - Reseal Programme - Hardy Street	15,502	0	0	0
00036079 - 2019-20 Capital Works - Reseal Programme - Hawdon Avenue	6,394	0	0	0
00036080 - 2019-20 Capital Works - Reseal Programme - Hebb Court (incl. court bowl)	8,646	0	0	0
00036081 - 2019-20 Capital Works - Reseal Programme - Hesse Street	26,251	0	0	0
00036082 - 2019-20 Capital Works - Reseal Programme - Langs James Road	68,481	0	0	0
00036083 - 2019-20 Capital Works - Reseal Programme - Larpent (North) Road	196,780	0	0	0
00036084 - 2019-20 Capital Works - Reseal Programme - Lawlors Road	4,907	0	0	0
00036085 - 2019-20 Capital Works - Reseal Programme - Little Woods Street	4,643	0	0	0
00036086 - 2019-20 Capital Works - Reseal Programme - Marks Street	21,956	0	0	0
00036087 - 2019-20 Capital Works - Reseal Programme - Moet Street	9,101	0	0	0
00036088 - 2019-20 Capital Works - Reseal Programme - Morrisseys Road	12,860	0	0	0
00036089 - 2019-20 Capital Works - Reseal Programme - Nalangil Road	55,183	0	0	0
00036090 - 2019-20 Capital Works - Reseal Programme - Nigel Court (incl. court bowl)	5,028	0	0	0
00036091 - 2019-20 Capital Works - Reseal Programme - Old Coach Road	6,301	0	0	0
00036092 - 2019-20 Capital Works - Reseal Programme - Old Yeo Road	59,868	0	0	0
00036093 - 2019-20 Capital Works - Reseal Programme - Pengilley Avenue	19,501	0	0	0
00036094 - 2019-20 Capital Works - Reseal Programme - Pitt Street	12,165	0	0	0
00036095 - 2019-20 Capital Works - Reseal Programme - Scott Street	4,784	0	0	0
00036096 - 2019-20 Capital Works - Reseal Programme - Seaview Drive	15,791	0	0	0
00036097 - 2019-20 Capital Works - Reseal Programme - Settlement Road	26,288	0	0	0
00036098 - 2019-20 Capital Works - Reseal Programme - Seven Bridges Road	13,102	0	0	0
00036099 - 2019-20 Capital Works - Reseal Programme - Surf Avenue	12,654	0	0	0
00036100 - 2019-20 Capital Works - Reseal Programme - White Avenue	7,950	0	0	0
Reseal Programme Total	1,100,913	1,212,298	1,212,298	1,212,298

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	\$	\$	\$	\$
Resheet Programme				
00031851 - Budget Work Order - Unsealed Road Resheet Programme	0	1,049,994	1,400,000	1,400,000
00034745 - Capital Works 2017-18 - Resheet Programme - Blue Johanna Road, Johanna	430	0	0	0
00034771 - Capital Works 2017-18 - Resheet Programme - Ramsay Road, Irrewarra	127	0	0	0
00034777 - Capital Works 2017-18 - Resheet Programme - Scoullers Road, Stonyford	2,626	0	0	0
00035190 - 2018-2019 Capital Works - Resheet Programme - Delaneys Road, Balintore	30,183	0	0	0
00035194 - 2018-2019 Capital Works - Resheet Programme - Settlement Road, Swan Marsh	22,224	0	0	0
00035198 - 2018-2019 Capital Works - Resheet Programme - Irrewillipe Pirron Yaloak Road, Irrewillipe	437	0	0	0
00035200 - 2018-2019 Capital Works - Resheet Programme - Dorans Road, Coragulac	3,732	0	0	0
00035204 - 2018-2019 Capital Works - Resheet Programme - McMasters Road, Eurack	1,314	0	0	0
00035208 - 2018-2019 Capital Works - Resheet Programme - Rankins Road, Irrewillipe	32	0	0	0
00035218 - 2018-2019 Capital Works - Resheet Programme - Aire Settlement Road, Johanna	55,409	0	0	0
00035222 - 2018-2019 Capital Works - Resheet Programme - Killala Road, Apollo Bay	8,198	0	0	0
00035227 - 2018-2019 Capital Works - Resheet Programme - Barham River Road, Apollo Bay	35,939	0	0	0
00035228 - 2018-2019 Capital Works - Resheet Programme - Old Ocean Road, Glenaire	102	0	0	0
00035239 - 2018-2019 Capital Works - Resheet Programme - Gibson Avenue, Kennett River	1,311	0	0	0
00035240 - 2018-2019 Capital Works - Resheet Programme - Cassidy Drive, Kennett River	7,877	0	0	0
00035241 - 2018-2019 Capital Works - Resheet Programme - Hawdon Avenue, Kennett River	4,652	0	0	0
00035242 - 2018-2019 Capital Works - Resheet Programme - Ridge Drive, Kennett River	708	0	0	0
00035243 - 2018-2019 Capital Works - Resheet Programme - Ridge Drive, Kennett River	1,837	0	0	0
00035249 - 2018-2019 Capital Works - Resheet Programme - Point Avenue, Skenes Creek	2,723	0	0	0
00035251 - 2018-2019 Capital Works - Resheet Programme - Tomahawk Creek Road, Irrewillipe	1,021	0	0	0
00035252 - 2018-2019 Capital Works - Resheet Programme - Moomowroong Road, Lavers Hill	15,901	0	0	0
00035253 - 2018-2019 Capital Works - Resheet Programme - Carlisle Gellibrand Road, Carlisle River	148,669	0	0	0
00035255 - 2018-2019 Capital Works - Resheet Programme - Gellibrand East Road, Gellibrand	23,015	0	0	0
00035256 - 2018-2019 Capital Works - Resheet Programme - Gellibrand East Road, Gellibrand	10,360	0	0	0
00035257 - 2018-2019 Capital Works - Resheet Programme - Lardners Track, Gellibrand	89,627	0	0	0
00035258 - 2018-2019 Capital Works - Resheet Programme - Wonga Road, Kawarren	21	0	0	0
00035261 - 2018-2019 Capital Works - Resheet Programme - Ridge Road, Gellibrand	4,221	0	0	0
00035262 - 2018-2019 Capital Works - Resheet Programme - Roadknight Creek Road, Forrest	3,470	0	0	0
00035263 - 2018-2019 Capital Works - Resheet Programme - MacDonalds Road, Kawarren	21	0	0	0
00035264 - 2018-2019 Capital Works - Resheet Programme - Kawarren East Road, Kawarren	21	0	0	0
00035268 - 2018-2019 Capital Works - Resheet Programme - Burrupa Road, Chapple Vale	14,318	0	0	0
00035595 - 2018-2019 Capital Works - Unsealed Road Pavement - Project Management	2,634	0	0	0
00036201 - 2019-20 Capital Works - Delaneys Road, Balintore	3,405	0	0	0
00036243 - 2019-20 Capital Works - Unsealed Road Pavement - Triggs Road	33,028	0	0	0
00036272 - 2019-20 Capital Works - Resheet Programme - O'Shea's Road, Alvie	54,885	0	0	0
00036273 - 2019-20 Capital Works - Resheet Programme - Kervins Road, Pirron Yallock	7,222	0	0	0
00036274 - 2019-20 Capital Works - Resheet Programme - Illets Road, Dreeite	34,433	0	0	0
00036275 - 2019-20 Capital Works - Resheet Programme - Stones Road, Larpent	32,861	0	0	0
00036276 - 2019-20 Capital Works - Resheet Programme - Tomahawk Creek Irrewillipe	19,919	0	0	0
00036277 - 2019-20 Capital Works - Resheet Programme - Sextons Road, Swan Marsh	21,111	0	0	0
00036278 - 2019-20 Capital Works - Resheet Programme - Boundary Hill Road, Yeodene	33,315	0	0	0
00036279 - 2019-20 Capital Works - Resheet Programme - Williss Road, Nalingal	35,874	0	0	0
00036280 - 2019-20 Capital Works - Resheet Programme - Normans Road, Beeac	62,955	0	0	0
00036292 - 2019-20 Capital Works - Resheet Programme - Old Coach Road, Skenes Creek	44,334	0	0	0
00036305 - 2019-20 Capital Works - Resheet Programme - Gellibrand Valley Road, Carlisle River	38,625	0	0	0
00036306 - 2019-20 Capital Works - Resheet Programme - Killara Road, Apollo Bay	83,142	0	0	0
00036310 - 2019-20 Capital Works - Resheet Programme - Pipeline Road South, Forrest	17,490	0	0	0
00036321 - 2019-20 Capital Works - Resheet Programme - Horden Vale Road, Horden Vale	29,478	0	0	0
00036324 - 2019-20 Capital Works - Resheet Programme - Old Ocean Road, Lavers Hill	11,578	0	0	0
00036339 - 2019-20 Capital Works - Old Ocean Road, Lavers Hill	63,265	0	0	0
00036357 - 2019-20 Capital Works - Resheet Programme - Birregurra Yeodene Rd, Birregurra	26,072	0	0	0
00036358 - 2019-20 Capital Works - Resheet Programme - Birregurra Yeodene Rd, Yeodene	89,359	0	0	0
00036359 - 2019-20 Capital Works - Resheet Programme - Old Horden Vale Road, Apollo Bay	14,520	0	0	0
00036463 - 2019-20 Capital Works - Resheet Programme - Tuxion Rd, Apollo Bay	16,556	0	0	0
Resheet Programme Total	1,266,587	1,049,994	1,400,000	1,400,000

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	\$	\$	\$	\$
Road and Street Furniture Programme				
00031867 - Budget Work Order - Road Safety Devices Programme	823	105,000	240,000	240,000
00034829 - 2017-18 Capital Works - Street Furniture Renewal Programme - Misc Sign Replacement	97	0	0	0
00035071 - 2018-19 - Capital Works - Township Christmas Decorations - Colac & Apollo Bay light pole upgrade	4,000	4,000	0	4,000
00035137 - 2017-18 Capital Works - Welcolme to Colac Sign	1,832	0	0	0
00035826 - 2018-19 Capital Works - Strategic Road Improvement - Barongarook Road speed limit review	18,085	0	0	0
00035836 - 2018-19 Capital Works - Street Furniture Programme - Connor Street Carparking	35,083	0	0	0
00035922 - Capital Works 2017-18 - Street Furniture Programme - Queens Ave Bollard Installation & Linemarking	50,300	0	0	0
00035947 - 2019-20 Capital Works - Street Furniture Programme - Coastal Tourism Parking, Traffic & Interim Toilet	276,797	187,497	250,000	250,000
00035977 - 2018-19 Capital Works - Street Furniture Programme - Aldi Bus Shelter Pickup	5,200	0	0	0
00036049 - 2018-19 Capital Works - Street Furniture Programme - Queens Ave Road Linemarking	5,690	0	0	0
00036205 - 2019-20 Capital Works - Street Furniture Programme - Barwon Downs Park - Bollarding	10,310	0	0	0
00036259 - 2019-20 Capital Works - Street Furniture Programme - Farrington Street Speed Hump Replacement	5,000	0	0	0
00036266 - 2019-20 Capital Works - Street Furniture Programme - Apollo Bay Tactile Installation	14,045	0	0	0
00036267 - 2019-20 Capital Works - Street Furniture Programme - Kennett River Wildlife Sign	4,180	0	0	0
00036283 - 2019-20 Capital Works - Street Furniture Programme - Gellibrand Street Concrete Edge	13,252	0	0	0
00036312 - 2019-20 Capital Works - Street Furniture Programme - Hart and Conner Concrete and Tactiles	4,451	0	0	0
00036313 - 2019-20 Capital Works - Street Furniture Programme - Hart and Miller Concrete and Tactiles	4,451	0	0	0
00036320 - 2019-20 Capital Works - Street Furniture Programme - Gellibrand Street Carpark	27,219	0	0	0
00036355 - 2019-20 Capital Works - Street Furniture Programme - Queen Street Public Lighting Installation	4,556	0	0	0
00036361 - 2019-20 Capital Works - Street Furniture Programme - Grey River Road Sealing	676	0	0	0
00036414 - 2019-20 Capital Works - Street Furniture Programme - Hart Street School Crossing Modification	8,727	0	0	0
Road and Street Furniture Programme Total	494,773	296,497	490,000	494,000
Road Improvement Programme				
00033517 - Budget Work Order - Strategic Road Improvements	0	41,665	100,000	100,000
00035076 - 2018-19 - Capital Works - Tourism Traffic and Parking Strategy Implementation	28,763	0	0	0
00035886 - 2018-19 Capital Works - Strategic Road Improvement - Muller Road Skenes Creek Drainage	2,642	0	0	0
00035894 - 2018-19 Capital Works - Strategic Road Improvement - Installation of signs and lone painting Ryans, McKays and Warrowie Road Intersections	917	0	0	0
00036322 - 2019-20 Capital Works - Strategic Road Improvement - Road and Rail Interface	2,108	0	0	0
00036402 - 2019-20 Capital Works - Strategic Road Improvement - Depot Solar Panels	7,000	0	0	0
00036474 - 2019-20 Capital Works - Strategic Road Improvement - Forest Street Asphaltting	1,057	0	0	0
Road Improvement Programme Total	42,486	41,665	100,000	100,000

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Road Reconstruction Programme				
00031850 - Budget Work Order - Sealed Road Reconstruction Renewal Programme	0	1,561,481	2,017,298	2,017,298
00031882 - Budget Work Order - Sealed Roads Major Patch Programme	0	427,035	400,000	400,000
00034815 - 2017-18 Capital Works - Sealed Road Reconstruction Program - Pascoe Street, Apollo Bay	94	0	0	0
00034816 - 2017-18 Capital Works - Sealed Road Reconstruction Program - Murray Street, Apollo Bay	94	0	0	0
00035310 - 2018-19 Capital Works - Road Reconstruction Programme - Queen Street	540	0	0	0
00035575 - 2018-19 Capital Works - Road Reconstruction Programme - Road Design	813	0	0	0
00035601 - 2018-19 Capital Works - Sealed Road Pavement Programme - Binns Road Design & Construction	42,682	455,817	0	455,817
00035986 - 2019-20 Capital Works - Road Reconstruction Programme - Forest Street	3,164	0	0	0
00035991 - 2019-20 Capital Works - Road Reconstruction Programme - Weering School Road	158,578	0	0	0
00035992 - 2019-20 Capital Works - Road Reconstruction Programme - Strachan Street	1,684	0	0	0
00035993 - 2019-20 Capital Works - Road Reconstruction Programme - Collins Road	127,823	0	0	0
00035994 - 2019-20 Capital Works - Road Reconstruction Programme - Drapers Road	165,017	0	0	0
00035995 - 2019-20 Capital Works - Road Reconstruction Programme - Conns Lane	500,607	0	0	0
00036101 - 2019-20 Capital Works - Final Seal - Sealed Road Pavement Programme - Aireys Street	11,729	0	0	0
00036103 - 2019-20 Capital Works - Final Seal - Sealed Road Pavement Programme - Carpendeit Bungador Road	34,684	0	0	0
00036105 - 2019-20 Capital Works - Final Seal - Sealed Road Pavement Programme - Costins Access	7,083	0	0	0
00036106 - 2019-20 Capital Works - Final Seal - Sealed Road Pavement Programme - Fyans Street	17,483	0	0	0
00036107 - 2019-20 Capital Works - Final Seal - Sealed Road Pavement Programme - Murray Street	13,913	0	0	0
00036108 - 2019-20 Capital Works - Final Seal - Sealed Road Pavement Programme - Pascoe Street	6,795	0	0	0
00036109 - 2019-20 Capital Works - Final Seal - Sealed Road Pavement Programme - Queen Street	28,675	0	0	0
00036110 - 2019-20 Capital Works - Final Seal - Sealed Road Pavement Programme - Railway Street	13,023	0	0	0
00036111 - 2019-20 Capital Works - Final Seal - Sealed Road Pavement Programme - Warrowie Road	17,854	0	0	0
00036162 - 2019-20 Capital Works - Crack Sealing Programme - Kennys Lane	1,693	0	0	0
00036163 - 2019-20 Capital Works - Crack Sealing Programme - Browns Lane	2,997	0	0	0
00036239 - 2019-20 Capital Works - Road Reconstruction Programme - Forest Street Road and Bridge Construction	370	0	0	0
00036261 - 2019-20 Capital Works - Sealed Road Pavement Programme - Rossmoyne Road Pavement Widening	3,839	0	0	0
00036262 - 2019-20 Capital Works - Sealed Road Pavement Programme - Boylans Lane Realignment	2,950	0	0	0
00036264 - 2019-20 Capital Works - Sealed Road Pavement Programme - Sheehans Road Widening	10,312	0	0	0
00036281 - 2019-20 Capital Works - Sealed Road Pavement Programme - Repair Section of Pengilley Avenue	7,134	0	0	0
00036293 - 2019-20 Capital Works - Sealed Road Pavement Programme - Collingwood Street Asphalt Replacement	23,270	0	0	0
00036303 - 2019-20 Capital Works - Sealed Road Pavement Programme - Gellibrand Street Carpark	2,910	0	0	0
00036330 - 2019-20 Capital Works - Road Reconstruction Programme - Binns Road Stage 2	1,052,609	0	0	0
00036347 - 2019-20 Capital Works - Road Reconstruction Programme - Settlement Road	1,397	0	0	0
00036348 - 2019-20 Capital Works - Road Reconstruction Programme - Ryans Lane	2,985	0	0	0
00036349 - 2019-20 Capital Works - Road Reconstruction Programme - Irrewillipe Road	71	0	0	0
00036350 - 2019-20 Capital Works - Road Reconstruction Programme - Kawarren East Road	2,922	0	0	0
00036351 - 2019-20 Capital Works - Road Reconstruction Programme - Kervins Road	2,346	0	0	0
00036352 - 2019-20 Capital Works - Road Reconstruction Programme - Mount Hesse Road	6,000	0	0	0
00036420 - 2019-20 Capital Works - Sealed Road Pavement Programme - Bromfield Asphalt Reseal	87,100	0	0	0
00036462 - 2019-20 Capital Works - Sealed Road Pavement Programme - Forest Street	127	0	0	0
00036479 - 2019-20 Capital Works - Major Patch Programme - Carsons Road, Swan Marsh	12,986	0	0	0
00036480 - 2019-20 Capital Works - Major Patch Programme - Settlement Road, Swan Marsh	24,390	0	0	0
00036481 - 2019-20 Capital Works - Major Patch Programme - Baileys Road, Irrewillipe East	13,054	0	0	0
00036482 - 2019-20 Capital Works - Major Patch Programme - Dunlops Road, Birregurra	13,713	0	0	0
00036483 - 2019-20 Capital Works - Major Patch Programme - Christies Road, Elliminyt	15,095	0	0	0
00036484 - 2019-20 Capital Works - Major Patch Programme - Back Larpent Road, Elliminyt	15,859	0	0	0
00036485 - 2019-20 Capital Works - Major Patch Programme - Armstrong Street, Colac	19,845	0	0	0
00036486 - 2019-20 Capital Works - Major Patch Programme - Coads Lane, Colac	20,472	0	0	0
00036487 - 2019-20 Capital Works - Major Patch Programme - Warncoort Cemetery Road, Warncoort	29,381	0	0	0
00036488 - 2019-20 Capital Works - Major Patch Programme - Busty Road, Apollo Bay	13,454	0	0	0
00036489 - 2019-20 Capital Works - Major Patch Programme - Killala Road, Apollo Bay	23,686	0	0	0
00036490 - 2019-20 Capital Works - Major Patch Programme - Horden Vale Road, Horden Vale	25,035	0	0	0
00036491 - 2019-20 Capital Works - Major Patch Programme - Blue Johanna Road, Johanna	25,794	0	0	0
00036492 - 2019-20 Capital Works - Major Patch Programme - Carlisle Gellibrand Road, Carlisle River	38,391	0	0	0
Road Reconstruction Programme Total	2,654,519	2,444,333	2,417,298	2,873,115
Road Side Drainage Programme				
00034688 - 2016-17 Capital Works - Flooding Event - Drainage Programme - Blue Johanna Road_01, Johanna	189	0	0	0
00036018 - 2018-19 Capital Works - Drainage Programme - Hart Street Drainage Stage 1	46,860	0	0	0
Road Side Drainage Programme Total	47,049	0	0	0

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Road Slip Programme				
00031864 - Budget Work Order - Road Slip Rehabilitation Programme	0	161,800	361,800	361,800
00034915 - 2017-2018 - Capital Works - Rehabilitation Programme - Costins Access Landslip Investigation	376	0	0	0
00035159 - 2017-2018 - Capital Works - Road Slip Rehabilitation Programme - Road Slip 13 Wild Dog Road	1,337	0	0	0
00035808 - 2018-2019 - Capital Works - Road Slip Rehabilitation Programme - Site 6 Binns Road	2,895	0	0	0
00035809 - 2018-2019 - Capital Works - Road Slip Rehabilitation Programme - Site 8 Binns Road	5,223	0	0	0
00035810 - 2018-2019 - Capital Works - Road Slip Rehabilitation Programme - Site 10 Killala Road	20,535	0	0	0
00035811 - 2018-2019 - Capital Works - Road Slip Rehabilitation Programme - Site 12 Wild Dog Road	22,905	0	0	0
00035898 - 2018-2019 - Capital Works - Road Slip Rehabilitation Programme - Casino Ave Footbridge Pits and Pipes Installatioin	1,410	0	0	0
00036161 - 2019-20 - Capital Works - Road Slip Rehabilitation Programme - Binns Road	158,825	0	0	0
00036244 - 2019-20 Capital Works - Road Slip Rehabilitation Programme - Costins Access Cultural Heritage	1,980	0	0	0
00036362 - 2019-20 Capital Works - Road Slip Rehabilitation Programme - Blue Johanna Slip - Consultation and Design Works	2,494	0	0	0
Road Slip Programme Total	217,980	161,800	361,800	361,800
Road Stabilisation Programme				
00035326 - 2018-19 Capital Works - Road Stabilisation Program - Baynes Road, Corunnun	5,076	0	0	0
00035335 - 2018-19 Capital Works - Road Stabilisation Program - Carpendeit Bungador Road, Bungador	20,100	0	0	0
00036206 - 2019-20 Capital Works - Road Stabilisation Program - Alvie Transfer Station	7,002	0	0	0
00036207 - 2019-20 Capital Works - Road Stabilisation Program - Corangamite Lake Road	3,200	0	0	0
00036208 - 2019-20 Capital Works - Road Stabilisation Program - Cressy Road	647	0	0	0
00036209 - 2019-20 Capital Works - Road Stabilisation Program - Eurack Road	283	0	0	0
00036210 - 2019-20 Capital Works - Road Stabilisation Program - Poorneet Road	519	0	0	0
00036211 - 2019-20 Capital Works - Road Stabilisation Program - Bourkes Road	2,995	0	0	0
00036212 - 2019-20 Capital Works - Road Stabilisation Program - Old Yeo Road	3,944	0	0	0
00036213 - 2019-20 Capital Works - Road Stabilisation Program - Bushbys Road	330	0	0	0
00036214 - 2019-20 Capital Works - Road Stabilisation Program - Barongarook Road	17,526	0	0	0
00036215 - 2019-20 Capital Works - Road Stabilisation Program - Barry Street	1,631	0	0	0
00036216 - 2019-20 Capital Works - Road Stabilisation Program - Deepdene Road	283	0	0	0
00036217 - 2019-20 Capital Works - Road Stabilisation Program - Scenic Drive	5,621	0	0	0
00036218 - 2019-20 Capital Works - Road Stabilisation Program - Cape Otway Road	283	0	0	0
00036219 - 2019-20 Capital Works - Road Stabilisation Program - Seaview Drive	2,314	0	0	0
00036220 - 2019-20 Capital Works - Road Stabilisation Program - Gambier Street	1,190	0	0	0
00036221 - 2019-20 Capital Works - Road Stabilisation Program - Costin Street	4,565	0	0	0
00036222 - 2019-20 Capital Works - Road Stabilisation Program - Pengilley Avenue	2,284	0	0	0
00036223 - 2019-20 Capital Works - Road Stabilisation Program - Thomson Street	4,877	0	0	0
00036224 - 2019-20 Capital Works - Road Stabilisation Program - Swan Marsh Road	378	0	0	0
00036225 - 2019-20 Capital Works - Road Stabilisation Program - Queen Street	1,032	0	0	0
00036226 - 2019-20 Capital Works - Road Stabilisation Program - Garrett Street	1,554	0	0	0
00036227 - 2019-20 Capital Works - Road Stabilisation Program - Wilson Street	378	0	0	0
00036228 - 2019-20 Capital Works - Road Stabilisation Program - Hill Street	4,121	0	0	0
00036229 - 2019-20 Capital Works - Road Stabilisation Program - Church Street	445	0	0	0
00036230 - 2019-20 Capital Works - Road Stabilisation Program - Polwarth Street	1,067	0	0	0
00036231 - 2019-20 Capital Works - Road Stabilisation Program - Queen Street	283	0	0	0
00036232 - 2019-20 Capital Works - Road Stabilisation Program - Elsinore Street	2,224	0	0	0
00036233 - 2019-20 Capital Works - Road Stabilisation Program - Parker Avenue	378	0	0	0
00036234 - 2019-20 Capital Works - Road Stabilisation Program - Wild Dog Road	6,588	0	0	0
00036235 - 2019-20 Capital Works - Road Stabilisation Program - Phillips Track	378	0	0	0
00036236 - 2019-20 Capital Works - Road Stabilisation Program - Talbot Street	378	0	0	0
00036237 - 2019-20 Capital Works - Road Stabilisation Program - Thomas Street	378	0	0	0
00036238 - 2019-20 Capital Works - Road Stabilisation Program - Morrison Street	378	0	0	0
00036403 - 2019-20 Capital Works - Road Stabilisation Program - Hesse Street	616	0	0	0
00036404 - 2019-20 Capital Works - Road Stabilisation Program - Fyans Street	501	0	0	0
00036405 - 2019-20 Capital Works - Road Stabilisation Program - Scott Street	1,066	0	0	0
00036407 - 2019-20 Capital Works - Road Stabilisation Program - Drapers Road	1,940	0	0	0
00036408 - 2019-20 Capital Works - Road Stabilisation Program - Elliott River Road	1,733	0	0	0
00036409 - 2019-20 Capital Works - Road Stabilisation Program - Hardy Street Apollo Bay	678	0	0	0
00036410 - 2019-20 Capital Works - Road Stabilisation Program - Moore Street to Diana Street Apollo Bay	520	0	0	0
00036411 - 2019-20 Capital Works - Road Stabilisation Program - Pascoe Street to Moore Street Apollo Bay	1,040	0	0	0
Road Stabilisation Programme Total	112,720	0	0	0

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Stormwater Programme				
00034298 - 2016-17 Capital Works - Stormwater Improvement Programme - Thompson Street Outfall	70,820	0	0	0
00034698 - 2016-17 Major Project - Bushfire Recovery - Wye River and Separation Creek Township - Constructon Retaining Walls	4,871	0	0	0
00035058 - 2016-17 Capital Works - Bushfire Recovery - Wye River and Separation Creek Township - Reticulated Stormwater Drainage– Table drains and driveway culve	430,374	0	0	0
00035059 - 2016-17 Capital Works - Bushfire Recovery - Wye River and Separation Creek Township - Reticulated Stormwater Drainage– Pits & Pipes	1,208,475	1,615,626	0	2,155,029
00035876 - 2018-19 Capital Works - Drainage Improvements Promgramme - Tulloh Street Drainage	120,260	0	0	0
00035969 - Budget - Stormwater Drainage Renewal Programme	0	300,000	300,000	300,000
00035979 - 2018-19 Capital Works - Drainage Improvement Programme - Wydinia Kinder Drainage	7,680	0	0	0
00035983 - 2018-19 Capital Works - Drainage Improvement Programme - Murray Street West Drainage	3,113	0	0	0
00035998 - 2018-19 Capital Works - Drainage Improvement Programme - Open Drainage Renewal Program - Pound Road	7,930	0	0	0
00036004 - 2018-19 Capital Works - Drainage Improvement Programme - Open Drainage Renewal Program - Airey's Street	8,490	0	0	0
00036051 - 2019-20 Capital Works - Drainage Improvement Programme - Hart Street Drainage - Airey St to Irrewillipe Road	4,775	0	0	0
00036260 - 2019-20 Capital Works - Drainge Improvement Programme - Cants Road Level Crossing Drainage Outfall	13,415	0	0	0
00036302 - 2019-20 Capital Works - Drainage Improvement Programme - Thompson Street Outfall	7,171	0	0	0
00036383 - 2019-20 Capital Works - Drainage Improvement Programme - Strachan Street Drainage Works	10,223	0	0	0
Stormwater Programme Total	1,897,599	1,915,626	300,000	2,455,029
Total	12,667,198	13,266,812	13,060,926	18,230,946

COLAC OTWAY SHIRE COUNCIL
SERVICE AREA REPORT
For 9 Months Ending 31 March 2020

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

Notes

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2. The 'Actual' figure does not include commitments.
3. Inaccurate phasing results in unreliable YTD Forecast figures.
4. These are net figures for each service area.

Dept	Unit	Service
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SERVICE	Year to Date			Annual	
	Actual	Forecast	Variance	Budget	Forecast
	\$	\$	\$	\$	\$
Chief Executive Office					
Chief Executive					
03000 - Chief Executive Office Operations (WO)	367,759	335,023	32,736	430,012	445,712
Chief Executive Total	367,759	335,023	32,736	430,012	445,712
Governance					
03010 - Communications Operations (WO)	229,047	268,919	(39,872)	259,916	373,856
03030 - Elected Members Support (WO)	228,919	252,304	(23,385)	338,740	338,740
03320 - Governance Management Operations (WO)	296,959	408,360	(111,401)	534,157	534,157
Governance Total	754,926	929,583	(174,657)	1,132,813	1,246,753
Chief Executive Office Total	1,122,684	1,264,606	(141,922)	1,562,825	1,692,465
Commentary:					
03320 - Governance Management Operations (WO) - This includes budgeted legal costs that have not yet been expended and budget for LG Bill Advice and Support.					

COLAC OTWAY SHIRE COUNCIL
SERVICE AREA REPORT
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Dept	Unit	Service
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SERVICE	Year to Date			Annual	
	Actual	Forecast	Variance	Budget	Forecast
	\$	\$	\$	\$	\$
Corporate Services					
Assets, Borrowings, Overheads, Adjustments					
01130 - Grants Commission Funding (WO)	(2,488,113)	(2,550,000)	61,887	(6,880,283)	(6,880,283)
01511 - Capital Works Income (WO)	(3,939,517)	(4,235,087)	295,570	(3,426,000)	(5,144,096)
01545 - Light Fleet Revenue (WO)	(112,860)	(367,506)	254,646	(490,000)	(490,000)
03055 - On-Cost Recovery	477,539	47,000	430,539	0	47,000
03121 - Loan Repayments	83,865	83,889	(24)	111,853	111,853
03175 - VicRoads Operations (WO)	7,012	0	7,012	0	0
03260 - Corporate Overheads (WO)	60,730	78,753	(18,023)	110,000	110,000
19183 - Asset profit	0	257,256	(257,256)	343,000	343,000
19185 - Depreciation and revaluation	8,249,765	7,949,970	299,795	10,600,000	10,600,000
Assets, Borrowings, Overheads, Adjustments Total	2,338,421	1,264,275	1,074,146	368,570	(1,302,526)
Corporate Services Management					
03100 - Corporate Services Management (WO)	352,591	336,489	16,102	375,876	450,876
03330 - Contracts and Procurement Operations (WO)	178,576	227,019	(48,443)	306,985	306,485
Corporate Services Management Total	531,167	563,508	(32,341)	682,861	757,361
Financial Services					
03110 - Property & Rates Operations (WO)	(28,954)	236,799	(265,753)	286,460	286,460
03111 - Rates Revenue	(27,941,124)	(27,928,797)	(12,327)	(27,984,866)	(28,104,866)
03115 - Financial Services Management (WO)	157,541	181,846	(24,305)	371,256	245,006
03118 - Payroll Services (WO)	128,505	131,150	(2,645)	177,075	177,075
03120 - Financial Control Operations (WO)	302,344	316,593	(14,249)	429,519	429,519
Financial Services Total	(27,381,688)	(27,062,409)	(319,279)	(26,720,556)	(26,966,806)
Information Services					
03140 - IT Services Operations (WO)	1,271,062	1,712,595	(441,533)	2,381,108	2,252,431
03142 - Information Management Services (WO)	121,492	202,128	(80,636)	13,500	269,500
03145 - GIS Operations (WO)	12,052	104,488	(92,436)	95,204	141,204
03150 - Records Management Operations (WO)	195,581	458,243	(262,662)	563,337	601,607
Information Services Total	1,600,187	2,477,454	(877,267)	3,053,149	3,264,742
People and Culture					
03160 - Human Resources Operations (WO)	247,067	329,817	(82,750)	458,388	439,388
03162 - Organisational Development Operations (WO)	234,240	246,200	(11,960)	410,610	322,670
03164 - PPC Management (WO)	5,398	7,487	(2,089)	16,000	5,600
03165 - Risk Management Operations (WO)	725,494	719,061	6,433	693,431	842,765
03170 - Customer Service Operations (WO)	309,629	340,979	(31,350)	477,952	452,856
People and Culture Total	1,521,829	1,643,544	(121,715)	2,056,381	2,063,279
Corporate Services Total	(21,390,084)	(21,113,628)	(276,456)	(20,559,595)	(22,183,950)

Commentary:

01511 - Capital Works Income (WO) - This variance is due to timing of budgeted Grants relating to:

- Central Reserve Lighting and Netball Court Redevelopment.
- Memorial Square Playspace..

03055 - On-Cost Recovery - A portion of this variance is due to incorrect phasing of the budget. This account will be impacted by timing differences due to the timing of staff utilising their leave, and the timing of provision adjustments for staff leave balances.

03110 - Property & Rates Operations (WO) - This variance is due to the Rates Council Pension Concession. This is a timing issue and is offset in 03111 - Rates Revenue. Rates Revenue is forecast to exceed budget due to larger than expected supplementary valuations and identified Holiday Rental properties that were being rated as residential.

03140 - IT Services Operations (WO) variance is due to timing differences relating to Major Project delivery & software license renewal, and permanent identified savings.

03145 - GIS Operations (WO) - The expenditure will differ from budget due to the implementation of a new shared-service arrangement resulting in a positive variance.

03150 - Records Management Operations (WO) - This is due to timing differences between spend on Major Project - DocuSign Implementation and Municipal Management Software Remediation.

COLAC OTWAY SHIRE COUNCIL
SERVICE AREA REPORT
For 9 Months Ending 31 March 2020

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Dept	Unit	Service
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SERVICE	Year to Date			Annual	
	Actual	Forecast	Variance	Budget	Forecast
	\$	\$	\$	\$	\$
Development and Community Services					
Community Services					
03750 - Family & Children`s Services Operations (WO)	51,859	15,524	36,335	121,129	136,129
03770 - Maternal & Child Health Operations (WO)	85,276	66,644	18,632	62,057	88,867
03820 - Aged Care Management Administration (WO)	(375,250)	(535,937)	160,687	(237,509)	(533,509)
03871 - Regional Assessment Service Operations (WO)	(66,568)	(24,155)	(42,413)	(88,922)	(31,034)
04140 - Community Service Management Operations (WO)	93,871	212,386	(118,515)	252,514	327,514
Community Services Total	(210,812)	(265,538)	54,726	109,269	(12,033)
Development and Community Services Management					
04000 - Community & Development Services Management (WO)	226,822	142,669	84,153	192,565	192,565
Development and Community Services Management Total	226,822	142,669	84,153	192,565	192,565
Economic Development					
03350 - Colac Livestock Selling Centre Operations (WO)	(79,202)	(32,294)	(46,908)	(40,645)	(40,645)
03910 - Events Operations (WO)	86,815	94,388	(7,573)	113,673	123,673
03920 - Tourism Operations (WO)	170,022	157,396	12,626	211,049	211,049
04150 - Colac Visitor Information Centre Operations (WO)	122,879	85,367	37,512	115,281	115,281
04155 - Great Ocean Road VIC Operations (WO)	208,297	219,817	(11,520)	278,136	301,932
04170 - Economic Development Operations (WO)	798,605	856,963	(58,358)	939,549	1,127,055
04175 - Airfield Operations (WO)	(4,407)	(6,597)	2,190	(8,800)	(8,800)
Economic Development Total	1,303,009	1,375,040	(72,031)	1,608,243	1,829,545
Environment and Community Safety					
03415 - Landfill Management (WO)	120,525	135,528	(15,003)	183,042	183,042
04037 - School Crossing Supervision Operations (WO)	44,106	51,241	(7,135)	69,885	69,885
04040 - Local Laws Operations (WO)	294,623	193,416	101,207	266,762	284,762
04060 - Environmental and Community Safety Operations (WO)	389,352	710,060	(320,708)	412,781	905,147
04065 - Environment & Community Safety Management (WO)	136,159	225,876	(89,717)	303,516	303,516
04085 - Emergency Management Operations (WO)	182,100	206,349	(24,249)	198,112	277,395
Environment and Community Safety Total	1,166,865	1,522,470	(355,605)	1,434,098	2,023,747
Planning, Building and Health					
04005 - Strategic Planning Operations (WO)	424,306	722,145	(297,839)	281,106	943,752
04007 - Planning Building & Health Management (WO)	373,565	456,152	(82,587)	536,199	621,504
04010 - Statutory Planning Operations (WO)	340,266	266,621	73,645	304,827	361,827
04015 - Planning Compliance (WO)	41,089	0			
04020 - Building Services Operations (WO)	124,359	161,253	(36,894)	152,475	215,021
04100 - Public Health Operations (WO)	232,055	268,948	(36,893)	364,345	392,345
Planning, Building and Health Total	1,535,639	1,875,119	(339,480)	1,638,952	2,534,449
Development and Community Services Total	4,021,523	4,649,760	(628,237)	4,983,127	6,568,273
Commentary:					
04140 - Community Service Management Operations (WO) - Grant funding has been received, not yet spent.					
04015 - Planning Compliance (WO) - Reallocation of services, adjusted as part of the March Forecast adjustment.					
04060 - Environmental and Community Safety Operations (WO) - Funded projects started to be completed by June.					
04040 - Local Laws Operations (WO) - Forecast has been adjusted.to show income Budgeted but never received.					
04005 - Strategic Planning Operations (WO) - Delay of Major Projects due to State Government works / reviews.					
04007 - Planning Building & Health Management (WO) - Delay in Erosion Overlay review due to State Government review of the overlay - put to tender in coming month.					

COLAC OTWAY SHIRE COUNCIL
SERVICE AREA REPORT
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Dept	Unit	Service
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SERVICE	Year to Date			Annual	
	Actual	Forecast	Variance	Budget	Forecast
	\$	\$	\$	\$	\$
Disaster Recovery					
Flood					
06070 - Disaster Recovery Events (Bushfire) (WO)	(16,062)	(16,000)	(62)	0	(16,000)
06090 - Disaster Recovery Events (Flood) (WO)	(553,970)	(553,000)	(970)	0	(553,000)
Flood Total	(570,032)	(569,000)	(1,032)	0	(569,000)
Disaster Recovery Total	(570,032)	(569,000)	(1,032)	0	(569,000)
Commentary:					
06070 - Disaster Recovery Events (Bushfire) (WO) - Funding received for Disaster Recovery works completed in 2019-20 and a previous year.					
06090 - Disaster Recovery Events (Flood) (WO) - Funding received for Disaster Recovery works completed in 2018-19.					

COLAC OTWAY SHIRE COUNCIL
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SERVICE	Year to Date			Annual	
	Actual	Forecast	Variance	Budget	Forecast
	\$	\$	\$	\$	\$
Infrastructure and Leisure Services					
Arts and Leisure					
03710 - Libraries (WO)	750,676	563,412	187,264	716,210	716,210
03735 - Bluewater Fitness Centre Operations (WO)	525,347	710,933	(185,586)	817,722	916,708
03740 - Recreation Operations (WO)	205,861	211,135	(5,274)	233,827	283,827
03745 - Arts & Leisure Management (WO)	206,081	187,239	18,842	231,542	251,546
03880 - COPACC Management Operations (WO)	297,394	307,702	(10,308)	405,819	445,819
Arts and Leisure Total	1,985,359	1,980,421	4,938	2,405,120	2,614,110
Assets and Project Delivery					
03310 - Capital Works Management (WO)	629,161	437,246	191,915	953,910	595,191
03340 - Strategic Asset & Property Services Operations (WO)	980,659	1,010,833	(30,174)	1,202,311	1,282,900
03490 - Buildings Maintenance & Operations (WO)	696,488	493,448	203,040	879,100	809,100
04038 - Standpipe Management Operations (WO)	3,738	5,924	(2,186)	8,000	8,000
Assets and Project Delivery Total	2,310,046	1,947,451	362,595	3,043,321	2,695,191
Infrastructure and Leisure Services Management					
03200 - Infrastructure & Leisure Services Management (WO)	335,193	146,015	189,178	193,390	193,390
03205 - Infrastructure Customer Services (WO)	165,855	307,671	(141,816)	414,980	414,980
Infrastructure and Leisure Services Management Total	501,048	453,686	47,362	608,370	608,370
Services and Operations					
03240 - Parks, Gardens and Open Space Maintenance (WO)	1,021,663	1,746,059	(724,396)	2,187,535	2,312,533
03274 - Transport Infrastructure Maintenance (WO)	3,635,456	2,521,659	1,113,797	3,168,891	3,328,893
03410 - Waste Management Administration (WO)	286,313	404,878	(118,565)	538,217	538,457
03411 - Waste Services (Garbage Charge Income)	(3,203,110)	(3,182,183)	(20,927)	(3,185,436)	(3,185,436)
03420 - Domestic Refuse Collection (WO)	929,148	1,156,545	(227,398)	1,542,053	1,542,053
03431 - Transfer Station Operations (WO)	1,227,424	1,369,638	(142,214)	1,826,185	1,826,185
03550 - Plant Operations (WO)	(37,272)	(37,722)	450	(50,100)	(50,100)
03551 - Plant Operations (GL Only)	(852,300)	(604,476)	(247,824)	(395,150)	(806,150)
03570 - Services & Operations Depot (WO)	868,841	722,391	146,450	971,108	971,108
Services and Operations Total	3,876,162	4,096,789	(220,627)	6,603,303	6,477,543
Infrastructure and Leisure Services Total	8,672,616	8,478,347	194,269	12,660,114	12,395,214
Commentary:					
Arts and Leisure - There is going to be a large change in this area due to Covid-19 with changes to income and also expenses to follow.					
Services and Operations - when combining master accounts 3274, 3240, 3550, 3551 there is an overrun of \$288k. There has been additional works completed in the drainage maintenance with council and a contractor providing these works.					
03420 - Domestic Refuse Collection (WO) - This is a timing issue, as there is a pending invoice expected to be received by Council.					
03431 - Transfer Station Operations (WO) - his is a timing issue, as there is a pending invoice expected to be received by Council.					
03550 - Plant Operations (WO) & 03551 - We are currently utilising plant more effectively than budget.					

COLAC OTWAY SHIRE COUNCIL
SERVICE AREA REPORT
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Dept	Unit	Service
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SERVICE	Year to Date			Annual	
	Actual	Forecast	Variance	Budget	Forecast
	\$	\$	\$	\$	\$
Port of Apollo Bay					
Capital Works					
37510 - Apollo Bay Harbour Capital Works (WO)	156,242	244,526	(88,284)	0	312,899
Capital Works Total	156,242	244,526	(88,284)	0	312,899
Port Administration					
33550 - Apollo Bay Harbour Major Plant Operation Cost	33,101	0	33,101	0	0
35510 - Apollo Bay Harbour Admin (WO)	108,504	854,701	(746,197)	0	1,455,809
Port Administration Total	141,605	854,701	(713,096)	0	1,455,809
Port of Apollo Bay Total	297,846	1,099,227	(801,381)	0	1,768,708
Total	(7,845,447)	(6,190,688)	(1,654,759)	(1,353,529)	(328,290)

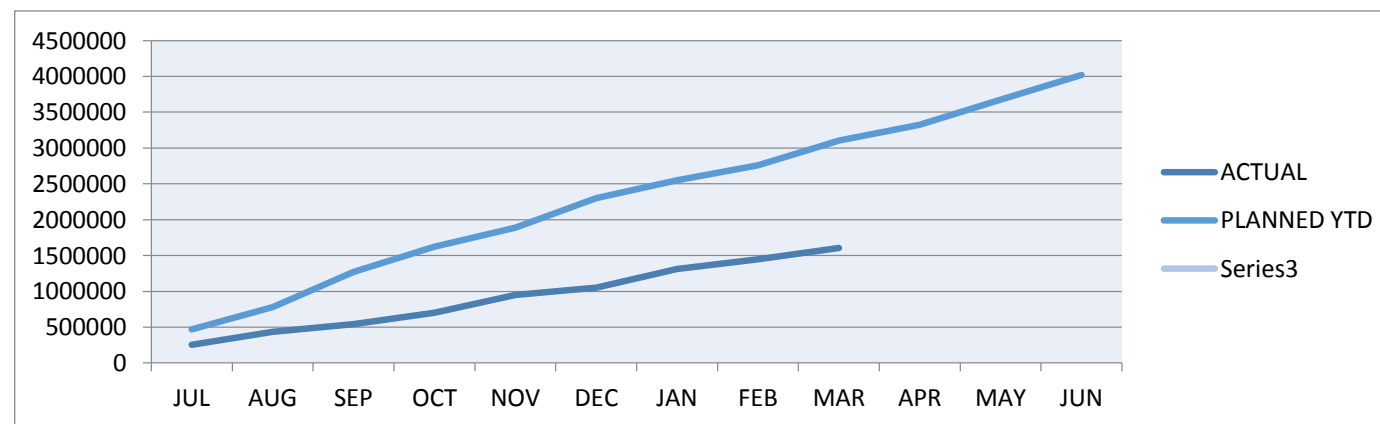
Commentary:
POAB is fully-funded.
35510 - Apollo Bay Harbour Admin (WO) - Further expenditure on the in-harbour dredging project was forecast (\$730k variance).

COLAC OTWAY SHIRE COUNCIL
MAJOR PROJECTS REPORT
For 9 Months Ending 31 March 2020

Current Major Projects Program Percentage Summary as at 31 March 2020

	2019-20 Actual	2019-20 Forecast		
Major Project Expenditure	1,607,621	4,008,231	40%	Expended
Major Project Income	(285,733)	(879,941)	32%	Received
Major Project Net	1,321,889	3,128,290		

Expenditure - Forecast vs Actual



Commentary

The forecast YTD expenditure as at 31 March was \$3.1m. The Actual YTD spend has been \$1.6m
This indicates that only 52% of expected Major Project spend has been achieved.

It is important to note that:

- The forecast YTD figure relies on accurate phasing.
- The 'Actual' figure does not include commitments.

COLAC OTWAY SHIRE COUNCIL
MAJOR PROJECTS REPORT - EXPENDITURE
For 9 Months Ending 31 March 2020

Notes

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

Project	YTD Actuals	Annual Budget	Annual Forecast		Comment
	\$	\$	\$		
Projects unlikely to fully expend in 2019-20					
Projects with expected carryover into 2020-21					
City Deal Project	0	500,000	500,000		City Deal Director appointed.
Community Grants - Garden Awards	0	5,000	5,000		Rotary has advised they are not in a position to deliver this event in 2019 but will be delivering it in 2020, which will essentially be next financial year.
Building Facade Improvement Programme Category 4	4,000	20,000	20,000		Will be underspent (was not fully allocated). Gellibrand Store has indicated that they may not go ahead with their project.
Lighting Infrastructure for Event Promotion	23,065	40,000	40,000		Light tracking systems have been installed and Wooden Christmas trees completed & displayed for Christmas. Will determine how to expend remaining funds eg: additional tracks, flags etc.
ICT - Digital Enablement of a Mobile Workforce	13,419	70,000	70,000		Currently in progress. Various programmes of work across various departments and committees.
ICT - ePlanning - Public Portal	0	50,000	50,000		Initial meeting held to scope project, but delay in procuring suitable contractor to oversee project. Need to research what is being done elsewhere before committing to final scope. Will require project carryover, or project funds can be redirected in short term to balance 2019/20 budget & fresh funds sourced in future budget process..
Colac Civic Precinct Plan	24,447	100,000	197,010		Consultant engaged following a tender process for Council office and COPACC needs analysis, which commenced in February and will be completed in July/August. The wider project will be completed in 2020/21, and will require significant carryover.
Domestic Wastewater Management Plan Review	0	30,000	30,000		Project deferred due to COVID-19 response & relief, being led from Health Department. Funds can be either carried forward to 2020/21, or used to balance 2019/20 budget & officers to review capacity to undertake more limited review in-house later in 2020.
Former Colac High School Site Master Plan	32,593	50,000	50,000		No further expenditure planned for this financial year. Due diligence work complete, now negotiating with the VSBA to acquire land.
Assessing Landslide Risk To Key Infrastructure and Assets in COS	550	41,281	41,281		Key slip sites have been selected to undergo further testing to produce the scope of works for renewal. The delivery of these projects is dependant on the renewal methodology.
Memorial Square Toilet Design (Masterplan Implementation)	1,912	95,589	95,589		RFQ currently being developed. Will not be fully expended as project is late to commence.
Small Town Improvement Programme (STIP) - Apollo bay Memorial Options Plan	0	7,000	7,000		Funding for the Memorial which has been put on hold. RSL requested change of purpose for this funding to fund cannons RSL etc. Funds to be carried forward until RRV finalise plans for the intersection of GOR/Nelson St
Telecommunications Continuity (Mirgration Phone Systems)	0	55,000	55,000		On-hold pending selection of appropriate new system. Unlikely to spend in current FY. Will require additional funds for 2020-21
Streamlining Planning Scheme - cutting red tape	34,744	83,560	83,560		Delay completing amendment due to significant delay in DELWP undertaking Planning Policy Framework translation. Will require some carryover.

COLAC OTWAY SHIRE COUNCIL
MAJOR PROJECTS REPORT - EXPENDITURE
For 9 Months Ending 31 March 2020

Notes

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

Project	YTD Actuals	Annual Budget	Annual Forecast	Comment
	\$	\$	\$	
Apollo Bay Harbour Precinct Development Plan	54,119	402,508	402,508	Will not fully expend funds in 19/20 due to delay finalising Development Plan via CIP project, but project progressing well - draft CIP for Apollo Bay (including Development Plan) due mid 2020 for exhibition in latter part of the year; Business Case for Harbour redevelopment being prepared by ARUP (ILM completed); and technical studies completed for Harbour. Some expenditure being reflected in Apollo Bay CIP project, where Development Plan being prepared. Revised project cost due to funds used for Development Plan in CIP is expected to be approx. \$320,000, of which \$90K expected to be spent 19/20. Balance at end of financial year needs carry over in 20/21 to fund the Eol process and complete ARUP Business Case.
Revised Erosion Management Overlay Mapping	0	77,580	77,580	Work was planned to commence early in 2019, but was deferred due to DELWP planned reforms to the overlay. Consultant currently being appointed following a quotation process. Will require some carryover.
J Barrys Road Industry Development Plan	0	0	90,000	Project commenced early 2020 after receipt of VPA funding. Some work will be completed by June 2020, but carry over of balance into 20/21 will be required.
Total	188,849	1,627,518	1,814,528	
Project Savings identified				
GIS software restructure	0	75,000	0	Not required due to Brimbank GIS collaborative MoU. This forecast was updated as part of the in December 2019 Forecast.
Weigh Bridge Upgrade Software	102	70,242	240	Action Complete. Software is installed and running at the Alvie & Apollo Bay transfer stations since July 2019. This forecast was updated as part of the in December 2019 Forecast.
Total Project Savings Identified	102	145,242	240	

COLAC OTWAY SHIRE COUNCIL
MAJOR PROJECTS REPORT - EXPENDITURE
For 9 Months Ending 31 March 2020

Notes

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

Project	YTD Actuals	Annual Budget	Annual Forecast		Comment
	\$	\$	\$		
Full Listing of Major Projects					
Projects in Original Budget					
City Deal Project	0	500,000	500,000		City Deal Director appointed.
EziTracker: Managing Remote Workforces	17,248	2,000	2,000		EziTracker has a monthly account based on usage rates. Income from OPASS will need to cover this ongoing payment. This will need to be included in the 2020/21 budget.
Community Grants Programme Category 1	150,224	160,000	172,876		There were some funds carried over from previous financial year for a number of projects. This category includes payments to Apollo Bay for Light up the Pine, and the Colac and District Chamber of Commerce.
Community Events & Support Programme Category 2	76,566	101,500	101,500		Expenditure on track.
Small Grants Programme Category 3	26,765	30,000	30,000		Expenditure on track, may be slightly underspent as indicated.
Building Facade Improvement Programme Category 4	4,000	20,000	20,000		Will be underspent (was not fully allocated). Gellibrand Store has indicated that they may not go ahead with their project.
Community Grants - student achievement awards	0	1,000	1,000		Eco Dev issued certificates in late 2019 (one school didn't claim). It appears the money was paid out of the wrong work order and will need to be journaled across.
Community Grants - Garden Awards	0	5,000	5,000		Rotary has advised they are not in a position to deliver this event in 2019 but will be delivering it in 2020, which will essentially be next financial year.
Community Grants Programme Smarty Grants	11,364	12,500	12,500		On track. Annual subscription
Small Town Priorities	0	100,000	100,000		Project/s have been endorsed by EMT and communicated to council. Work starting on Cressy footpath (\$50K, and Beeac footpath (20K). Other project is signage in Cororooke, Birregurra and other small downs (12K).
Lighting Infrastructure for Event Promotion	23,065	40,000	40,000		Light tracking systems have been installed and Wooden Christmas trees completed & displayed for Christmas. Will determine how to expend remaining funds eg: additional tracks, flags etc.
ICT - Digital Enablement of a Mobile Workforce	13,419	70,000	70,000		Currently in progress. Various programmes of work across various departments and committees.
ICT - Works Management System	0	30,000	30,000		RB Comment: Per the ICT Strategic Plan, this initiative is intended to deliver an automation and reporting system for works allocation. This is dependant on completion of A)Assets system project phase 1, and B) Assets Mobility project Phase 2 per Buddhima
ICT - ePlanning - Public Portal	0	50,000	50,000		Initial meeting held to scope project, but delay in procuring suitable contractor to oversee project. Need to research what is being done elsewhere before committing to final scope. Will require project carryover, or project funds can be redirected in short term to balance 2019/20 budget & fresh funds sourced in future budget process..
ICT - Resourcing Strategy	68,725	130,000	130,000		On track to expend in 2019/20.
GIS software restructure	0	75,000	0		Not required due to Brimbank GIS collaborative MoU. Have updated as part of the in December 2019 Forecast.

COLAC OTWAY SHIRE COUNCIL
MAJOR PROJECTS REPORT - EXPENDITURE
For 9 Months Ending 31 March 2020

Notes

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

Project	YTD Actuals	Annual Budget	Annual Forecast		Comment
	\$	\$	\$		
Colac Otway Shire Website Upgrade	27,192	30,000	30,000		Two casual officers job-shared this project which commenced in October 2019 and was completed in January 2020. The Communications team is keen to retain the unspent funds for the remainder of the financial year to allow the casual engagement of skilled officers to assist in the creation of online forms across the organisation.
S&O Safety Audit Action Plan	39,954	95,000	95,000		Admin support engaged for 2 days a week to assist. Audit actions are 72% complete.
Colac Structure Plan Review (Colac 2050 Plan)	31,082	40,000	30,996		Growth Plan & Amendment completed.
Colac Civic Precinct Plan	24,447	100,000	197,010		Consultant engaged following a tender process for Council office and COPACC needs analysis, which commenced in February and will be completed in July/August. The wider project will be completed in 2020/21, and will require significant carryover.
Domestic Wastewater Management Plan Review	0	30,000	30,000		Project deferred due to COVID-19 response & relief, being led from Health Department. Funds can be either carried forward to 2020/21, or used to balance 2019/20 budget & officers to review capacity to undertake more limited review in-house later in 2020.
Kerbside Collection & Transfer Station Operations Contract Preparation	38,809	60,000	60,000		Contract has gone to tender and has closed. The tender response is in the evaluation phase until 21/02/20. Tender evaluation was extended by one week due to the complex nature of the contract.
Projects in Original Budget Total	552,860	1,682,000	1,707,882		

COLAC OTWAY SHIRE COUNCIL
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For 9 Months Ending 31 March 2020

Notes

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

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	\$	\$	\$		
Projects Carried Forward					
COPACC Full House Audience Development Project	14,209	40,000	40,000		Project to be acquitted by 30 April 2020. One project component scheduled to be delivered in June 2020 will be necessarily deferred to June 2021, and this has been advised to Creative Victoria and included in the acquittal.
Former Colac High School Site Master Plan	32,593	50,000	50,000		No further expenditure planned for this financial year. Due diligence work complete, now negotiating with the VSBA to acquire land.
OBRT Risk Assessments	19,050	20,004	20,004		Additional Risk Assessments will be required - approx 4. Estimated cost \$10k
Council Property Management Framework	0	20,000	20,000		Anticipate delivery by April 2020. Project to outline for management of Council owned buildings and properties across the shire
Assessing Landslide Risk To Key Infrastructure and Assets in COS	550	41,281	41,281		Key slip sites have been selected to undergo further testing to produce the scope of works for renewal. The delivery of these projects is dependant on the renewal methodology.
Memorial Square Toilet Design (Masterplan Implementation)	1,912	95,589	95,589		RFQ currently being developed. Will not be fully expended as project is late to commence.
Development of Public Toilet Strategy	14,267	25,000	25,000		\$10k spent on background report. Consultant appointed and project underway. Balance to be expended by EOFY.
Infrastructure External Design	94,793	100,000	100,000		Slight overspend due to inclusion of design work for Bluewater roof and ceiling works.
MCH - Hard to Staff Project	8,324	26,810	26,810		This project is in conjunction with Corangamite Shire and is to continue through the 2019-20 period to help fund recently graduated M&CH nurses within both shires. Will be spent by end of the financial year.
Economic Development - Forrest Mountain Bike Trail Implementation	106,181	99,696	99,696		Council's component of this project has been entirely spent. Currently working with funding body to claim progress payment of \$50K, with remaining \$50K to be claimed in 2020-2021 financial year on grant variation. RfQ issued, and is in final assessment phase for (Native Veg/ CHMPs and erosion assessments) for the proposed new trail alignments. The onground component will be delayed due to Eastern Maar's decision to cease fieldwork until the COVID-19 pandemic is over. Some funds will have to be carried over as a result.
Small Town Improvement Programme (STIP) - Forrest Common Master Plan	3,194	3,450	3,450		Recreation has advised the remaining balance will be spent this financial year.
Small Town Improvement Programme (STIP) - Apollo bay Memorial Options Plan	0	7,000	7,000		Funding for the Memorial which has been put on hold. RSL requested change of purpose for this funding to fund cannons RSL etc. Funds to be carried forward until RRV finalise plans for the intersection of GOR/Nelson St
GROW Project	3,800	26,250	26,250		\$10K committed to hotel development opportunity study. Remaining will go towards Forrest MTB trails, which looks as though it will go over budget.
Book Easy Online Booking System	0	10,000	10,000		The roll out of the online booking system will happen before June 30 2020. The amalgamation of Apollo Bay Customer Assist into GORVIC took precedence over the new booking system.

COLAC OTWAY SHIRE COUNCIL
MAJOR PROJECTS REPORT - EXPENDITURE
For 9 Months Ending 31 March 2020

Notes

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

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	\$	\$	\$	
AFL Match	47,447	0	0	Most operational costs are now in the system for the AFL game and the operational costs are sitting at \$61,767. The budget for ground preparations does not look accurate - it is sitting at \$23,000 and based on the costs for the previous game it looks as though a lot of staff time may have been incorrectly-coded. It will be easy to get a monetary estimate by comparing previous non-AFL years to the 2020 year.
VASP G21 Phase Three Action Plan Implementation (CRC)	0	9,178	9,178	Awaiting invoicing from Warrnambool City Council - CRC Barwon South West Project Contribution (on behalf of the 10 BSW Councils) to the BSW Climate Alliance Establishment Project (\$27,808 in total). Will definitely be spent in this financial year.
VASP GSC Phase Three Action Plan Implementation (CRC)	0	18,630	18,630	Awaiting invoicing from Warrnambool City Council - CRC Barwon South West Project Contribution (on behalf of the 10 BSW Councils) to the BSW Climate Alliance Establishment Project (\$27,808 in total). Will definitely be spent in this financial year.
VASP Colac Otway - Embedding Climate Adaptation in Colac Otway Projects, Programmes and Processes	269	7,895	7,895	Electric Vehicle Integration - Mitsubishi PHEV Lease Costs (2019-20) - Services & Operations (Fleet) to pay 2020-21 Lease Costs. Needs to be journeled over, but will definitely be spent in this financial year.
SV LGES Program – Energy Audits Implementation	150,654	160,663	160,663	Complete - Works on COPACC and Bluewater completed. Currently in the process of closing out the project. All funds will be spent in this financial year.
Lighting Project	0	100,000	100,000	On Track - Gone out for quotes. Works will commence in May and be completed by 30 June 2020.
Communities Combating Pests & Weeds Impacts During Drought 2019-2020	8,329	200,000	200,000	On Track - Grant program for private landowners - 27 Grants approved. Payments have commenced and the funding will be spent by 30 June 2020.
Pound Road records archive remediation and administration	0	40,000	40,000	Due to current workload in FOI, legal searches, business inductions, trainee training and overarching resourcing challenges, particularly noting the recent training and now pending loss of Wendy back to Contracts & Procurement, an effective project resourcing plan is currently being developed by Richard and Samara. Will be initiated well by Easter 2020 and is ongoing operational business. Due to current workload impacted by COVID-19 this project is only awaiting resourcing to prepare archives for transfer to GRACE. Resourcing has been requested and awaiting approval
Telecommunications Continuity (Mirgration Phone Systems)	0	55,000	55,000	On-hold pending selection of appropriate new system. Unlikely to spend in current FY. Will require additional funds for 2020-21
Trim Upgrade and Development	0	38,023	38,023	Cm upgrade to v9.3 and/or additional records management integrated solutions. Development of this strategy is underway and may evolve into a larger programme of work that satisfies numerous other challenges. 9.4 is now available and intergrates with Authority March Patch due to be completed early May. Project proposal quote is awaiting for approval from GM, once approved project can start. Upgrade in Live will need to wait until Authority March Patch is installed in Live system.
CCTV Upgrades for Colac CBD	0	27,000	27,000	Complete
Docusign Implementation	3,371	38,270	38,270	Fully implemented.
Gender Equity	700	5,000	5,000	Project will engage an consultant and be completed by June 2020.
Bruce St Investigation	17,372	21,713	21,713	Will be fully expended, with forecast over expenditure associated with additional unplanned buffer assessment.

COLAC OTWAY SHIRE COUNCIL
MAJOR PROJECTS REPORT - EXPENDITURE
For 9 Months Ending 31 March 2020

Notes

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

Project	YTD Actuals	Annual Budget	Annual Forecast		Comment
	\$	\$	\$		
Streamlining Planning Scheme - cutting red tape	34,744	83,560	83,560		Delay completing amendment due to significant delay in DELWP undertaking Planning Policy Framework translation. Will require some carryover.
Amendment C90 - Flood Overlay Changes	17,734	31,331	31,331		Will be fully expended - panel report on submissions expected to be considered by Council in May 2020.
Apollo Bay Harbour Precinct Development Plan	54,119	402,508	402,508		Will not fully expend funds in 19/20 due to delay finalising Development Plan via CIP project, but project progressing well - draft CIP for Apollo Bay (including Development Plan) due mid 2020 for exhibition in latter part of the year; Business Case for Harbour redevelopment being prepared by ARUP (ILM completed); and technical studies completed for Harbour. Some expenditure being reflected in Apollo Bay CIP project, where Development Plan being prepared. Revised project cost due to funds used for Development Plan in CIP is expected to be approx. \$320,000, of which \$90K expected to be spent 19/20. Balance at end of financial year needs carry over in 20/21 to fund the Eol process and complete ARUP Business Case.
Revised Erosion Management Overlay Mapping	0	77,580	77,580		Work was planned to commence early in 2019, but was deferred due to DELWP planned reforms to the overlay. Consultant currently being appointed following a quotation process. Will require some carryover.
Colac West Developent Plan	16,405	9,000	9,000		Project was originally planned to be completed by June 2020, but delayed due to identified need for cultural heritage assessment to be undertaken. Consultant engaged for Cultural Heritage work, but delayed due to COVID-19 impact on Eastern Maar, and revision to scope post award of contract. Expenditure higher than originally forecast due to engagement of cultural heritage consultants which was not planned initially.
Apollo Bay Community Infrastructure Plan	269,409	183,538	183,538		Funds will be fully spent. Draft plan to be completed by mid 2020 with final milestone payment in 20/21. Overexpenditure is being offset by savings from Apollo Bay Harbour Development Plan WO, where funds are being drawn to complete the Harbour element of the Plan.
Weigh Bridge Upgrade Software	2,852	70,242	240		Action Complete. Software is installed and running at the Alvie & Apollo Bay transfer stations since July 2019.
Projects Carried Forward Total	922,278	2,144,211	2,074,209		

COLAC OTWAY SHIRE COUNCIL
MAJOR PROJECTS REPORT - EXPENDITURE
For 9 Months Ending 31 March 2020

Notes

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

Project	YTD Actuals	Annual Budget	Annual Forecast		Comment
	\$	\$	\$		
New projects from 2019/20 funding					
Better Approvals Project	2,296	0	715		Project incurred minor costs - project will be complete June 2020.
J Barrys Road Industry Development Plan	0	0	90,000		Project commenced early 2020 after receipt of VPA funding. Some work will be completed by June 2020, but carry over of balance into 20/21 will be required.
Roadside Weeds & Pests Management Project	19,300	0	43,041		On Track - Final works to be completed in May. All funds will be spent in this financial year.
Birregurra Stormwater Drainage Strategy	77,584	0	50,400		The modelling data has been produced and was distributed for public consultation. The models will now be refined with the information discussed during the consultation and the initial draft is due to be reviewed in June 2020.
Walk to School Project (RAC)	6,320	0	15,000		Completed and acquitted.
Bushfire Administration Wye River Marathon Event (RDV)	10,000	0	10,000		Completed.
Advancing Country Towns (ACT) - Green Industry Feasibility Planning	16,984	0	16,984		Completed.
New projects from 2019/20 funding Total	132,483	0	226,140		
Total Major Project Expenditure	1,607,621		4,008,231		

COLAC OTWAY SHIRE COUNCIL
MAJOR PROJECTS REPORT - INCOME
For 9 Months Ending 31 March 2020

Work Order	YTD Actuals	Annual Budget	Annual Forecast	
	\$	\$	\$	
Projects in Original Budget				
City Deal Project	0	0	(500,000)	
Recycling Education - SKM Contract	(6,685)	(5,500)	(5,500)	
'Projects in Original Budget Total	(6,685)	(5,500)	(505,500)	
Projects Carried Forward				
Colac Civic Precinct Plan	0	0	(90,000)	
Apollo Bay Community Infrastructure Plan	(54,545)	0	(60,000)	
Projects Carried Forward Total	(54,545)	0	(150,000)	
New projects from 2019/20 funding				
J Barrys Road Industry Development Plan	(90,000)	0	(90,000)	
Roadside Weeds & Pests Management Project	(43,041)	0	(43,041)	
Birregurra Stormwater Drainage Strategy	(50,400)	0	(50,400)	
Walk to School Project (RAC)	(15,000)	0	(15,000)	
Emergency Wye River Otway Fire Administration	(16,062)	0	(16,000)	
Bushfire Administration Wye River Marathon Event (RDV)	(10,000)	0	(10,000)	
New projects from 2019/20 funding Total	(224,503)	0	(224,441)	
Total Major Project Income	(285,733)		(879,941)	

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Colac Otway
SHIRE