



Quarterly Performance Report 2020/21

First Quarter

1 July - 30 September 2020



Colac Otway
SHIRE

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Acknowledgment

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

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

Introduction

How to read this report

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

Measuring Our Progress

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

Council Direction set in the Council Plan 2017-2021

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

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

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

The first quarter of the 2020/21 financial year for Colac Otway Shire Council was dominated by the organisation's management of COVID-19 outbreaks in Colac and Beeac and the impact of State Government restrictions on Council's customer-facing services.

Council responded to the unprecedented challenges of the pandemic, including provision of relief services, while continuing to deliver Council's core services, major infrastructure projects and meet statutory requirements of the new Local Government Act and 2020 Council Elections.

Colac Otway's COVID-19 relief program included on-the-ground community support and increased communications after it was identified that Council needed to lead and initiate relief at a local level.

At the start of July, with no active cases in COS and the state open for school holiday travel, the focus was on preventing the spread, with Council distributing thermometers to accommodation providers for onsite testing of guests and increasing communications on COVID-19 precautions.

Bluewater pool reopened following ceiling maintenance work and Council received strong community support for the installation of lighting on the Queen Street footpath, which will be partially funded through a Department of Justice grant.

Installation of a 30kW solar PV system on the Colac Community Library and Learning Centre was completed and Colac Otway Shire again recorded above average immunisation rates.

Council received results of a Community satisfaction survey and will continue to focus on improving public perception of planning services and road maintenance, including educating the community on Council-managed roads and State-managed roads.

The first COVID-19 outbreak in Colac in mid-July forced the closure of major employer Australian Lamb Company and prompted the State Government's establishment of an Incident Control Centre in COPACC to lead a localised pandemic management plan with the support of Council, agencies and the Australian Defence Force.



Council established a relief centre at COPACC to distribute food and emergency supplies to people isolating or quarantining and unable to access support, and a dedicated hotline staffed seven days a week, which expanded the role of Colac Otway's COVID-19 Relief & Recovery Team.

Council worked in partnership with ALC, Diversitat, DHHS and the ICC to deliver clear COVID-19 messaging in various languages, and supported Colac Area Health with the promotion and establishment of drive-through COVID-19 testing site at Colac's Central Reserve.

Support for CAH and Great Ocean Health testing sites continued during a second outbreak in Colac, affecting numerous workplaces including major employer Bulla.

The reintroduction of statewide COVID-19 restrictions from August 6 also forced the closure or extended closure of Council's Customer Service Centres, Visitor Information Centres, Bluewater, COPACC and school crossing services.

During ongoing COVID-19 closures, impacted staff were offered leave options or redeployment, with the State Government's Working for Victoria program enabling the extended redeployment of staff into cleaning, and service and operations maintenance roles across the shire.

Work-from-home arrangements continued for Council's office-based staff in accordance with government directions during the quarter while Council's customer service was delivered primarily via phone or online.

The Working for Victoria program also enabled Council to employ local people from outside the organisation across diverse roles including the roll-out of Council's Business & Community Support Package and other initiatives to support post-COVID-19 recovery.

Building on strong relationships with our local businesses and business networks has been vital throughout the COVID-19 process, with business leaders playing a key role in a community-led COVID campaign and prevention approach.

This community partnership continues to be a focus in recovery as Council expand outdoor dining opportunities and develops a "buy local" campaign in consultation with Colac and Apollo Bay Chambers of Commerce.

In addition to COVID-19 management during the first quarter, Council started planning and design for 13 infrastructure projects across the shire, funded under the Federal Government Roads & Community Infrastructure Funding.

Major projects, the Colac Velodrome upgrade and Central Reserve Netball Courts redevelopment, were both delayed however the netball courts are on track for pre-Christmas completion.

The velodrome can be used but the asphaltting has not been completed to a satisfactory standard for competition racing and Council is seeking a resolution.

Other challenges for the quarter included a social-media driven backlash against Council's grey-headed flying fox dispersal program, which gained DELWP approval in August.

Following years of advocacy, Colac Otway Shire secured almost 4.5 hectares of the former Colac High School site for community use, and will continue to seek opportunities to purchase additional adjacent land if it becomes available.

Colac Otway promoted the 2020 Council election and hosted information sessions for potential candidates.


Fourteen (14) candidates, including four Councillors seeking re-election, nominated for October election and conducted non-contact campaigns during challenging times.

Council developed and adopted mandatory policies including the Public Transparency Policy, as required in the new Local Government Act, prior to entering caretaker period.

Community consultation and planning work continued for the Apollo Bay Harbour redevelopment, funded under the Geelong City Deal, while funding advocacy continued for other community projects such as the Forrest Gateway project.

Council meetings continued to be livestreamed and closed to the public, in accordance with COVID-19 restrictions, while Council supported positive community initiatives including a virtual concert and promotions to support local business.

Colac Otway Shire, like other Regional Victorian municipalities, reached the end of the first quarter moving from a COVID-19 relief phase to recovery, cautiously finalising community relief services, and shifting to planning for the upcoming fire danger period.



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:



ON TRACK

Work has commenced and on track



Action has been completed



MONITOR

Action is ongoing for duration of the Council Plan



NEEDS WORK

Project has commenced, actions require further work

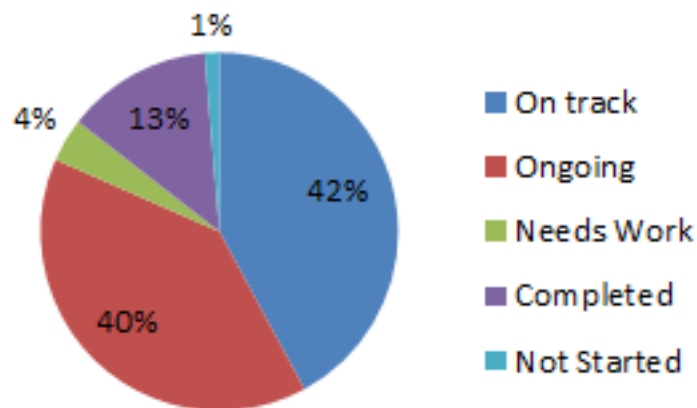


No TARGET

Work has not commenced






The following pie chart shows 42% of the actions are on track as of the first quarter of 2020-2021. There are 30 actions (40%) that are ongoing for the four years of the Council Plan 2017-2021. Of the 76 Council Plan actions, three need further work to ensure they remain on track, COVID-19 restrictions has impacted some of these actions, therefore it is still unknown if these actions can be completed under the current Council Plan. 13% of actions have now been completed under the current Council Plan.

Progress Status





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


Our Prosperity


Action	% Complete	Status
1.1.1. Provide direction on how growth across the shire should proceed and ensure adequate land is provided for industrial and residential use.	25.00	 ON TRACK
<p>The Colac 2050 Growth Plan completed in 2018 establishes growth areas for Colac/Elimity and officers have sought funding from the Victorian Planning Authority to commence a Precinct Structure Plan for the Colac West growth area to facilitate rezoning and release of further residential land. Officers are also liaising with land owners concerning rezoning proposals in Colac, and are finalizing the Development Plan for existing residential zoned land abutting the former Colac High School site which will allow land to be subdivided for housing. Officers are progressing technical assessments for industrially zoned land east of Forest Street in Colac for a Development Plan that aims to facilitate future industrial development. A business case has also been prepared for the 2020/21 budget process for funding of a Settlement Strategy for the Shire that would review planning for small towns in the Shire.</p>		
Action	% Complete	Status
1.1.2 Implement a Colac Otway Economic Development Strategy.	25.00	 ON TRACK
<p>Implementation of the Economic Development strategy is ongoing. The focus in the first quarter has been on our community's response and recovery from COVID-19.</p>		
Action	% Complete	Status
1.1.3 Conduct a review of the housing stock in Colac and establish a Residential Housing Strategy to ensure current and future stock is suitable to attract new residents.	25.00	 ON TRACK
<p>Council has not yet funded a specific review of housing stock in Colac, but strategic planning is occurring to facilitate development of land adjacent to the former Colac High School through preparation of a Development Plan, and funding is being sought externally to initiate a Precinct Structure Plan for the Colac West growth area. Officers have also participated in a Key Worker Housing Project with other Great Ocean Road councils which aims to identify actions to overcome housing availability constraints for employees in Colac's key professional and manufacturing industries and for seasonal workers in Apollo Bay. Officers are also participating in a G21 Regional Social Housing Study which will identify housing needs across the Shire for the most vulnerable and establish strategies to address this.</p>		
Action	% Complete	Status
1.1.4 Identify and improve tourism assets across the Shire.	Ongoing	 MONITOR
<p>This is a significant piece of work that will require funding to complete. The public toilets at Kennett River and surrounding parking areas will be upgraded under the City Deal project in 2021 – work has commenced on pre-planning for this work. Work is also occurring to finalise the Apollo Bay Harbour Development Plan, with Stage 1 redevelopment works set to commence in 2021 under the City Deal project.</p>		
Action	% Complete	Status
1.1.5 Prepare an Infrastructure Master Plan for Apollo Bay and Coastal Townships, covering categories including roads, car parking, bus parking, footpaths and storm water drainage.	25.00	 ON TRACK
<p>A draft Community Infrastructure Plan is being finalised for Apollo Bay, Marengo and Skenes Creek which will be presented to Council early in 2021. It builds on the previous Coastal Tourism Traffic & Parking Study and will provide strategies for improvement of public land in the three townships including the main central foreshore of Apollo Bay and commercial areas. It will specifically address footpath, toilet and other infrastructure improvements required to support residential and tourism needs, and will recommend changes to traffic management. A Harbour Development Plan had been prepared as part of this project, but was progressed separately to exhibition of a draft plan in August, which will be finalized by December.</p>		


Our Prosperity

Action	% Complete	Status
1.1.6 Attract investment to implement key master plans that will drive economic growth such as the Lake Colac Foreshore Master Plan.	Ongoing	 MONITOR
Council continues to seek funding opportunities that will help realise the objectives set out in key strategies including the Lake Colac Foreshore Masterplan. The detailed design work for the Forrest Mountain Bike Strategy implementation continues and should be completed by December 2020.		


Action	% Complete	Status
1.1.7 Remove unnecessary planning triggers to streamline planning processes.	25.00	 ON TRACK
Council is waiting on gazettal of Amendment C102 by the Planning Minister to finalise a process of removing redundant Environmental Significance Overlays at Colac, Elliminyt and in the Warrion Groundwater Area. Amendment C90 has also been submitted to the Planning Minister for approval – this amendment will remove planning permit requirements associated with building works in flood prone areas where they are constructed above the nominated flood level. Officers are also preparing an amendment to Heritage overlay provisions in Colac to remove permit requirements for minor building works following a Council resolution at the September meeting. Officers are also close to finalizing a review of the Erosion Management Overlay provisions which will result in reduced mapping of the overlay and reduced planning permit requirements.		


Action	% Complete	Status
1.1.8 Strengthen partnerships with employers in the Shire, and continue to participate in and support the Designated Area of Migration Agreement and associated projects.	Ongoing	 MONITOR
Council officers have maintained direct contact with employers, and also maintained contact with employer representative bodies such as the Chamber of Commerce and the 'Keeping Colac Safe' business leaders group. Council officers have worked actively with the Warrnambool City Council to support the designated area migration agreement. Council has also worked with the Chin community on the potential for Chin community members to be employed in Colac's manufacturing industries. This project has stalled as a result of the Covid 19 pandemic.		


Action	% Complete	Status
1.2.9 Identify and promote Tourism pathways between attractions across the whole shire.	Ongoing	 No TARGET
While COVID-19 has had a significant effect on tourism, Council continues its activities in tourism promotion in partnership with, and aligned with the strategies of, Great Ocean Road Regional Tourism.		


Action	% Complete	Status
1.2.10 Identify and support employment in tourism.	Ongoing	 MONITOR
COVID-19 has caused a significant downturn of the tourism industry. Council support during this time has included calls to tourism operators to direct them to government support, the implementation of BookEasy online booking software, and an additional injection of \$30,000 for a targeted marketing campaign aimed at attracting domestic visitation to Apollo Bay and the Otways as part of our community's COVID-19 recovery. In addition, Council is facilitating the expansion of outdoor dining throughout the shire, with a particular emphasis on Apollo Bay as it will be a focus for tourism visitation when restrictions list.		


Our Prosperity


Action	% Complete	Status
1.2.11 Explore options to facilitate new tourism accommodation	50.00	 ON TRACK
An assessment of accommodation opportunities for Colac is currently being developed, which will provide a basis for Council to pursue investment from the private sector.		


Action	% Complete	Status
1.2.12 Review Planning controls for the coastal hinterland and support establishment of tourist accommodation.	0.00	 NEEDS WORK
Funding from Council is required to progress this initiative.		

Action	% Complete	Status
1.2.13 Review the Shire Events Strategy and partner with event organisers to assist them preserve the amenity of residents while running successful events.	Complete	
Action completed in 2019/20.		





Action	% Complete	Status
1.2.14 Facilitate the attraction of investment in the development of high standard accommodation in Colac and Apollo Bay, complemented by high yielding nature based experiences.	Ongoing	 MONITOR
An assessment of accommodation opportunities for Colac is currently being developed, which will provide a basis for Council to pursue investment from the private sector.		

Action	% Complete	Status
1.2.15 Encourage and support existing owners of accommodation to upgrade, refurbish and develop new infrastructure to meet visitor demand.	Ongoing	 MONITOR
Due to COVID-19, this action has been temporarily put on hold to respect the financial difficulties our accommodation sector is experiencing as a result of restrictions and social distancing. However, investigations continue into securing opportunities to expand Colac and Apollo Bay's accommodation offerings more broadly.		


Action	% Complete	Status
1.2.16 Review the Great Ocean Road Closure Policy.	Complete	
Policy has been reviewed and endorsed by Council. Expressions of Interest have been advertised and will be reviewed in late October.		


Action	% Complete	Status
1.3.17 Seek regional funds from State and Federal Governments.	Ongoing	 MONITOR
Council is proactive in its advocacy for funding from State and Federal Governments. This is a constant and ongoing process. A focus on grant management is being provided through Economic Development.		


Our Prosperity


Action	% Complete	Status
1.3.18 Develop and maintain regional partnerships and joint advocacy.	25.00	 ON TRACK
Council continues to be involved with all regional bodies, including G21, Barwon Regional Partnership, the Regional Development Australia Barwon South West committee and the great South Coast CEOs group. Council has been involved in a number of joint advocacy plans with each of these groups.		
Action	% Complete	Status
1.3.19 Seek to influence education providers to match local job opportunities with available skills training.	25.00	 ON TRACK
Council has ongoing participation in the GROW program as well as regular liaison with local employers and schools to support the implementation of this action.		
Action	% Complete	Status
1.3.20 Support programs to reduce youth unemployment and promote employment for disadvantaged groups in partnership with employers, G21 and the GROW initiative.	20.00	 MONITOR
Council has ongoing participation in the GROW initiatives and their rollout relevant to the Colac Otway Shire.		
Action	% Complete	Status
1.4.21 Maintaining connections with the Great Ocean Road Authority and provide input into social, economic and environmental values.	25.00	 ON TRACK
Council continues to attend all forums and respond to all questionnaires and requests for information. Council has maintained an ongoing relationship with the interim management arrangements.		


Our Places


Action	% Complete	Status
2.1.1 Develop and implement a Property Strategy.	25.00	 MONITOR
This has been scoped and intention is to develop internally. No further work has commenced on this during the first quarter due to the COVID-19 pandemic.		

Action	% Complete	Status
2.1.2 Develop and maintain constructive partnerships to access appropriate levels of funding, coordination, infrastructure and services.	Ongoing	 MONITOR
Council officers are monitoring federal and state governments to ensure that all grant opportunities are considered and able to be realised - if appropriate		


Action	% Complete	Status
2.1.3 Conduct an ongoing program of service reviews to guide planning for infrastructure	25.00	 ON TRACK
Council has an adopted service review program. Due to COVID-19 the review program has been suspended for the 2020/21 budget year.		


Action	% Complete	Status
2.1.4 Council to work with key stakeholders such as the Otway Coast Committee, the Apollo Bay Chamber of Commerce and Council with the aim of aligning strategic planning and advocacy efforts for Apollo Bay	Ongoing	 MONITOR
Council officers continue to meet with representatives of coastal communities with a focus on the community infrastructure plan for Apollo Bay and implementation of the City Deal. Council officers have liaised directly with the Apollo Bay Chamber of Commerce in relation to responses to the COVID-19 pandemic.		


Action	% Complete	Status
2.2.5 Update the Planning Scheme to reflect changing community needs and priorities.	25.00	 ON TRACK
A range of planning scheme amendments are in various stages of progress, aiming to remove unnecessary planning controls from overlays. A Flood Study is close to being finalized for Birregurra, and draft planning controls are being prepared to reflect outcomes of new flood mapping in the Planning Scheme. Planning scheme amendments are also being prepared to facilitate development outcomes at a future service station site east of Colac and at the Red Rock Art Gallery in Cororooke.		


Action	% Complete	Status
2.2.6 Ensure best practice guides planning and management of the natural environment and associated assets.	25.00	 ON TRACK
Environmental Planning advice has been provided to the Planning Department on statutory and strategic planning matters to ensure developments are sustainable and have minimal impact on the natural environment.		


Our Places

Action	% Complete	Status
2.3.7 Enhance the attractiveness of towns in the shire for both residents and tourists/visitors.	50.00	 ON TRACK
Townships within the shire have received beatification and general maintenance activities from Service and Operations in conjunction with Working for Victoria.		


Action	% Complete	Status
2.3.8 Advocate for improvements to public open space where the State Government is the land owner/manager.	Ongoing	 MONITOR
Discussions continue with Otway Coast Committee and DELWP to improve infrastructure and open space where Council is not the land manager. Council officers have been included in discussions with the development of the Apollo Bay Recreation Reserve master plan.		


Action	% Complete	Status
2.3.9 Develop and implement a prioritised program to review and implement master plans, community infrastructure plans and structure plans for small towns across the shire, including the City Deal project.	25.00	 ON TRACK
A business case has been prepared for the 2020/21 budget process for funding of a Settlement Strategy for the Shire that would review planning for small towns in the Shire. The Colac 2050 Growth Plan completed in 2018 establishes growth areas for Colac/Elliminyt and officers have sought funding from the Victorian Planning Authority to commence a Precinct Structure Plan for the Colac West growth area to facilitate rezoning and release of further residential land. Officers are also liaising with land owners concerning rezoning proposals in Colac, and are finalizing the Development Plan for existing residential zoned land abutting the former Colac High School site. A draft Community Infrastructure Plan is being finalized for Apollo Bay, Marengo and Skenes Creek.		


Action	% Complete	Status
2.3.10 Incorporate treatments into infrastructure standards that enhance community perceptions of safety.	Complete	
Crime Prevention Through Environmental Design principles are applied in all design work as industry best practice. This requirement is incorporated into all design briefs.		


Action	% Complete	Status
2.3.11 Maintain parks and gardens, sports reserves and streetscapes.	Ongoing	 MONITOR
A service level has been established for parks and open spaces which includes a schedule of works. The schedule takes into account open space growth rates in the various seasons. There is also a schedule for pressure washing the main streets of Apollo Bay and Colac CBD areas. Scheduled staff leave over the Christmas / New Year period has been managed to ensure that service levels are maintained.		


Our Places


Action	% Complete	Status
2.3.12 Support enjoyment of outdoor experiences through the provision of a network of quality open spaces, including paths and trails.	Ongoing	 MONITOR
Council has received notification that the application to complete Stages one and three of the Cororooke Open Space Master Plan has been successful. Work continues in progressing the upgrade to the Memorial Square Playspace – funding has been secured, and a detailed concept plan finalised following an extensive community engagement process.		

Action	% Complete	Status
2.3.13 Develop a prioritised program of works to support physical activity and active transport, and advocate for funding to continue to implement actions identified in the Active Transport Strategy.	Ongoing	 MONITOR
Council has received notification that the application to complete Stages one and three of the Cororooke Open Space Master Plan has been successful. Work continues in progressing the upgrade to the Memorial Square Playspace – funding has been secured, and a detailed concept plan finalised following an extensive community engagement process.		







Action	% Complete	Status
2.3.14 Evaluate the feasibility of a regional wet waste facility to manage waste from road and drainage maintenance.	Complete	
Action completed in 2019/20		

Action	% Complete	Status
2.3.15 Continue to support the Apollo Bay community's advocacy for the development of a public indoor heated swimming pool in Apollo Bay.	Complete	
Action completed in 2019/20		


Action	% Complete	Status
2.3.16 Work with our community to protect amenity values in our places through strategic compliance action and animal management that is focused on ensuring education, safety and livability.	25.00	 ON TRACK
The Local Laws and Community Safety Team has had to adjust to the challenges faced under COVID Restrictions. More focus has been placed on animal management, free camping areas and facilitating outdoor dining rather than timed parking.		


Action	% Complete	Status
2.4.17 Ensure best practice guides planning and management of the natural environment and associated assets, and Council's response to climate change.	25.00	 ON TRACK
Environmental advice has been provided to all areas of Council to ensure that their programs are undertaken in an environmentally sensitive manner. Advice has recently been provided on community grants and a range of capital works projects.		


Our Places


Action	% Complete	Status
2.4.18 Advocate and drive discussion to minimise coastal erosion in partnership with other stakeholders, implement measures to assist climate adaptation and protection of the Great Ocean Road.	25.00	 ON TRACK
Council continues to advocate for more action to be taken to manage the coastal erosion issues in Apollo Bay and Marengo. The State Government allocated funding to enable further investigations to be undertaken by DELWP. The findings of the investigations will provide a basis for Council to update its advocacy approach to seek the funding required to implement engineering solutions to the current problem areas.		
Action	% Complete	Status
2.4.19 Improve the health and sustainability of the natural environment through structured planning with our partners.	25.00	 ON TRACK
Council continues to work with multiple agencies (e.g. DEWLP, Barwon Water, CCMA etc) through various forums (e.g. G21 Environment Pillar, IWM Network, CCMA Partnership Network etc) to enable joint planning and collaboration on regional projects.		
Action	% Complete	Status
2.4.20 Deliver localised planning to communities to reduce fire risk.	25.00	 ON TRACK
Council to work with High Risk communities to develop local plans that help the local community reduce the threat of fire. Work continues with the Forrest community and plans are being made to provide scenarios to a number of other townships through a 'virtual' portal to enable further conversations to be had that aim to identify local solutions to local problems and help further reduce the threat of fire.		
Action	% Complete	Status
2.4.21 Implement emission reduction programs for Council operations.	25.00	 ON TRACK
Work has commenced on the planning to upgrade more streetlights in 2020/21 but this is contingent on Regional Roads Victoria agreeing to share some of the cost. If Regional Roads Victoria are not willing to share the costs then a proposal will be prepared to use the funding for other emission reduction programs associated with Council's large facilities.		
Action	% Complete	Status
2.4.22 Enhance the level of resource recycling and reuse across the shire.	Complete	
Service and operations utilise recovered road materials for sub base on new roads. This is recovered from asphalt jobs and Vic roads reconstruction work.		
Action	% Complete	Status
2.4.23 Enhance and protect biodiversity through weed control and revegetation.	25.00	 ON TRACK
The last round of the Community Combatting Weeds Project has been allocated and plans for a more targeted approach to manage large weed infestations on Council managed roads and reserves is being developed to enable works to commence in October 2020.		


Our Places


Action	% Complete	Status
2.4.24 Implement Council's Climate Adaption Strategy.	25.00	 ON TRACK
Work has been undertaken in partnership with DELWP to help make the coastal towns of Kennett River, Grey River and Skenes Creek more resilient to extreme climate events. The work undertaken provides a list of actions for Council to seek funding for in order to make the towns more resilient to bushfire, flood and landslips.		


Action	% Complete	Status
2.5.25 Develop a system of capital allocations based on Asset Management Plans.	25.00	 MONITOR
This work has not yet been scheduled. It requires the development of a capital allocation policy or similar. This work will be scheduled as Asset Management Plans near completion. It should be noted, though, that typically 90% of our capital works program is renewal of existing assets.		

Action	% Complete	Status
2.5.26 Develop a project management framework, covering proposals, planning and delivery.	Complete	
Action completed in 2019/20		


Action	% Complete	Status
2.5.27 Develop a capital works reporting framework.	Complete	
Action completed in 2019/20		


Action	% Complete	Status
2.5.28 Deliver the annual capital works program.	25.00	 ON TRACK
Action is ongoing and reported on monthly.		


Action	% Complete	Status
2.6.29 Community based planning to build local understanding and preparedness for emergency events.	25.00	 ON TRACK
Council to work with High Risk communities to develop local plans that help the local community reduce the threat of fire. Work continues with the Forrest community and plans are being made to provide scenarios to a number of other townships through a 'virtual' portal to enable further conversations to be had that aim to identify local solutions to local problems and help further reduce the threat of fire.		


Action	% Complete	Status
2.6.30 Education, joint planning and preparations undertaken to prepare for climate related threats and emergencies.	25.00	 ON TRACK
Council continues to work with a range of organisations (e.g. DELWP, CFA, SES, DHHS) through a range of forums (Municipal Fire Management Planning Committee, Municipal Emergency Management Planning Committee, Regional Emergency Management Committee) to prepare for extreme weather events. The recent audit of Council's Municipal Emergency Management Plan by SES stated that the plan was considered an example of Best Practice.		


Our Community


Action	% Complete	Status
3.1.1 Support community organisations through the community grants program.	Complete	
The 2020/21 Community Grants program is fully allocated.		


Action	% Complete	Status
3.1.2 Support community clubs, groups and associations to provide welcoming and inclusive environments for all members of our community within council facilities.	Ongoing	
No work has been completed in this area due to COVID-19's impact on community sport. Officers have worked with Leisure Networks during this time to support our local sporting clubs during COVID-19 restrictions.		

Action	% Complete	Status
3.2.3 Provide grant programs to involve local people in activities that facilitate their health, wellbeing and enjoyment.	Complete	
The 2020/21 Community Grants program is fully allocated. There are many projects that have been funded which encourage and facilitate health and wellbeing outcomes.		


Action	% Complete	Status
3.2.4 Supports community activities through information dissemination and planning information.	Ongoing	
Officers continue to work with Leisure Networks to provide support and necessary information for our local organisations supporting our community. State Sporting Associations and their representatives have been working closely with Council and clubs during COVID-19 to monitor the impact the pandemic is having on our local clubs and community.		


Action	% Complete	Status
3.3.5 Provide opportunities for lifelong learning and community connections through library programs.	25.00	
Library branches have been closed for much of the quarter due to COVID-19 restrictions. Council has continued planning for the transition of library services to the Geelong Regional Library Corporation to be ready for the July 2021 changeover.		


Action	% Complete	Status
3.3.6 Support for community groups.	Ongoing	
Leisure Networks, on behalf of Colac Otway Shire, has been contacting local sporting organisations throughout COVID-19 to assist and support clubs through these challenging times.		


Action	% Complete	Status
3.4.7 Deliver programs through the Bluewater Centre that promote physical activity in the shire.	Ongoing	
Bluewater has been closed for much of the quarter due to COVID-19 restrictions.		


Our Community


Action	% Complete	Status
3.4.8 Build capacity of local sports groups in promoting healthy eating and physical activity.	Ongoing	 MONITOR
No targeted workshops have been conducted during this period due to COVID-19.		

Action	% Complete	Status
3.4.9 Encourage more people to participate and be inclusive of others.	Ongoing	 MONITOR
No additional progress in the first quarter, due to COVID-19 restrictions.		


Action	% Complete	Status
3.4.10 Participate in the G21 Healthy Eating and Active Living regional priority project.	25.00	 ON TRACK
Council continues to participate in the G21 Healthy Eating and Active Living project.		


Action	% Complete	Status
3.4.11 Consider health of the community when formulating policy for Council's Property Strategy.	20.00	 NEEDS WORK
No further work has commenced on this during the first quarter due to the COVID-19 pandemic.		


Action	% Complete	Status
3.5.12 Increase advocacy in partnership with our community to enhance cultural awareness, inclusiveness, safety and health, community, family and education.	Ongoing	 MONITOR
Council continues to implement the Healthy Babies Strong Families project in partnership with our key partners.		


Action	% Complete	Status
3.6.1.1 Update social infrastructure planning on a continuing basis to guide asset planning.	25.00	 ON TRACK
This should be ongoing as it is a continual cycle of planning and renewal. A social and community infrastructure assessment for Apollo Bay, Marengo and Skenes Creek is currently being prepared as a part of the Community Infrastructure Plan which is due to be considered by Council early in 2021.		


Our Leadership & Management


Action	% Complete	Status
4.1.1 Manage the short and long-term financial sustainability of the shire through prudent financial management.	Ongoing	
<ul style="list-style-type: none"> - The 2020/21 budget was prepared in a manner to ensure Council's working capital was being maintained. - The incoming Council will be briefed on Council's current financial sustainability challenges in preparation for the preparation on the 10 year Financial Plan. - Council will review current services and levels provided to the community as part of the 10 year Financial Plan. - As a matter of prudent financial management officers advocate for revenue increases to line with rate cap to ensure Council costs do not continue to outstrip increased revenue. - The budget is prepared and monitored according to Council's Budget Development and Management Policy. 		

Action	% Complete	Status
4.1.2 Maintain the 10 year long term financial plan (LTFP).	25.00	
An enormous amount of work has been done developing service plans that provide the detail informing the LTFP. The LTFP will be adopted by Council prior to 31 October 2021, as required by the LGA 2020.		


Action	% Complete	Status
4.1.3 Identify new income opportunities	Ongoing	
Council officers are monitoring federal and state governments to ensure that all grant opportunities are considered and able to be realised - if appropriate		


Action	% Complete	Status
4.1.4 Maintain low risk audit rating for financial sustainability.	Ongoing	
The Victorian Auditor General no longer provides an overall risk rating in relation to financial sustainability. Council's results for 2019/20 suggest that 4 of the 7 financial indicators published by the Victorian Auditor General will be low, with Internal Financing and Capital Replacement being medium risk and adjusted underlying result being high risk. These are expected to be published in late 2020/early 2021.		


Action	% Complete	Status
4.2.5 Ensure where ever possible decisions are debated and made in open Council meetings.	50.00	
Consideration is given to all reports by the Governance team and sometimes the Executive Management Team also when it is proposed an item be heard in closed session. Internal practices have been refined in recent years to decrease the number of reports considered in closed session.		


Action	% Complete	Status
4.2.6 Develop and implement a program of regular reporting on key activities to ensure they are focused on implementing priorities.	25.00	
Management reporting to the Executive Management Team is detailed on a monthly basis and where appropriate this is reflected in the Council quarterly report and to the Audit and Risk Committee as necessary.		

Our Leadership & Management


Action	% Complete	Status
4.2.7 Organisational development and legislative compliance	Ongoing	
<ul style="list-style-type: none"> - Wide Area Network (WAN) project is almost completed with Whelan Street and Port of Apollo Bay last two sites remaining to have infrastructure completed. An application for technology change has been submitted to NBN Co. due to current limited connection at the Port. - Windows 10 Standard Operating Environment (SOE) project has been completed. - Development of Disaster Recovery (DR) Plan is progressing and IM Strategy completed and endorsed. - Citrix Virtualization Environment has been developed significantly - updated to cater for secure way for Staff to WFH due to COVID-19. - GIS shared service team work is progressing - GIS Software replacement software Spatial Spectrum Analyst (SSA) having completed Staff training, project completion is expected next quarter due to COVID-19 and further enhancements to the solution based on further Staff feedback from the training. - Submit a Request online forms established and implemented – further enhancements being developed. - Protective Data Security Plan 2018-2020 submitted to OVIC. - Implementation of Victorian Protective Data Security Standards (VPDSS) commenced – Risk Register created to track all elements. - Information Asset Register (IAR) data collection work commenced. - Shared Network Drive restrictions completed – exemptions identified & migration of records commenced. - Teamware Library software closure commenced in order to decommission legacy software – in-house script developed for record migration. - External Mail House Solution (BING) enhanced for organisational usage during COVID-19 working from home arrangements. - External Archive Storage Service (GRACE) engaged and archive transfer built into business processes in order to comply with record keeping standards. 		


Action	% Complete	Status
4.3.8 Support organisational development to ensure key organisational capability areas support the organisation to deliver on Council priorities.	25.00	
<p>Through engagement with the organisation, the People and Culture team identify organisational and cultural activities to support all employees. This is delivered through staff surveys, annual performance management cycle and review of policy and procedure. The implementation of the new values and behaviours will provide a strong platform to drive the culture of the organisation.</p>		


Action	% Complete	Status
4.3.9 Manage our risk exposure, including providing a safe working environment where “Work Health and Safety is everyone’s business”	25.00	
<p>The O&HS and Risk team continue to work with the organisation to ensure a high focus on the safety of employees and the community. Support is provided through up to date policies, advice and risk management processes. This includes health awareness and education, wellbeing and a comprehensive approach to injury or illness in the organisation.</p>		

Action	% Complete	Status
4.4.10 Implement a program of ongoing service reviews to ensure our services are efficient and effective and are valued by the community	Ongoing	
<p>Council has an adopted service review plan. As a result of COVID-19, budget adjustments for the funding of service reviews for 20/21 was reallocated. Service reviews will continue in a limited form as and when funding is available.</p>		

Our Leadership & Management

Action	% Complete	Status
4.4.11 Enhance opportunities for increased local spending of Council expenditure.	Ongoing	 MONITOR
Council's Procurement Policy includes a 5% mandatory weighting in the tender process for local content.		

Action	% Complete	Status
4.4.12 Develop partnerships to procure services and materials on a regional basis.	Ongoing	 MONITOR
Due to COVID-19 restrictions, no further progress has been made with this action.		

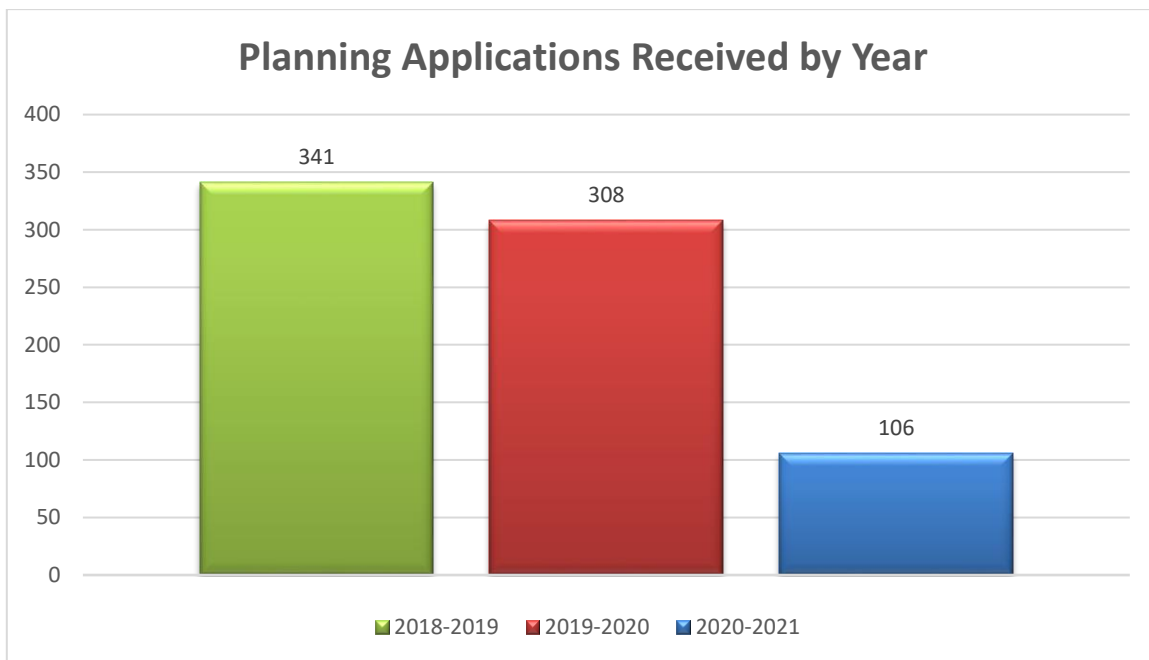
Action	% Complete	Status
4.5.13 Review the Community Engagement Policy to guide council decision making	5.00	 NEEDS WORK
In accordance with the provisions of the <i>Local Government Act 2020</i> , Council is required to adopt a Community Engagement Policy by 1 March 2021 that takes into account the new Act's Community Engagement Principles. Work on this policy revision will commence following the October 2020 local government elections with the newly-elected Councillors. This will be led by Council's Strategic Engagement Coordinator.		



Planning & Building Performance Report

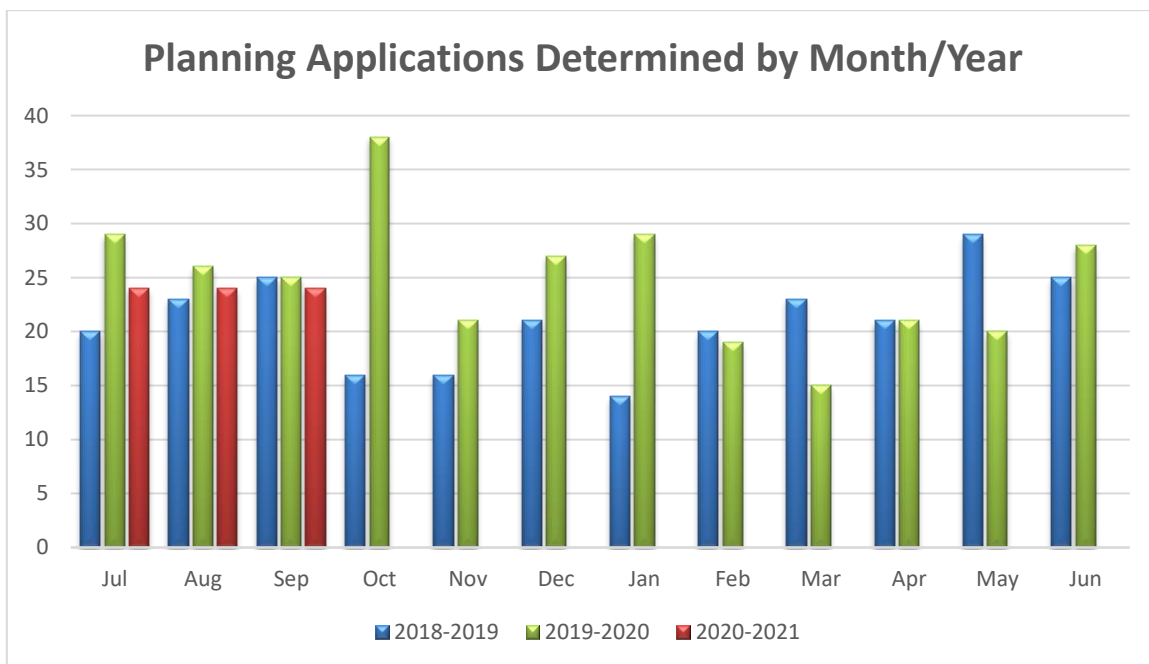
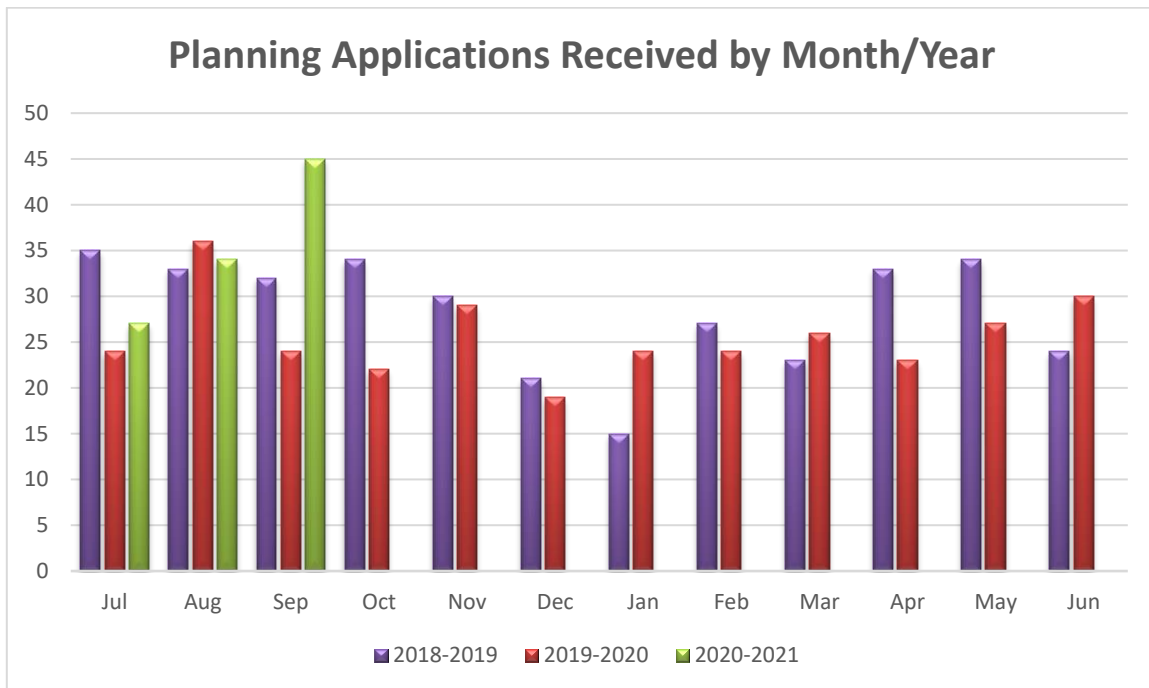
Planning & Building Performance Report

July – September 2020



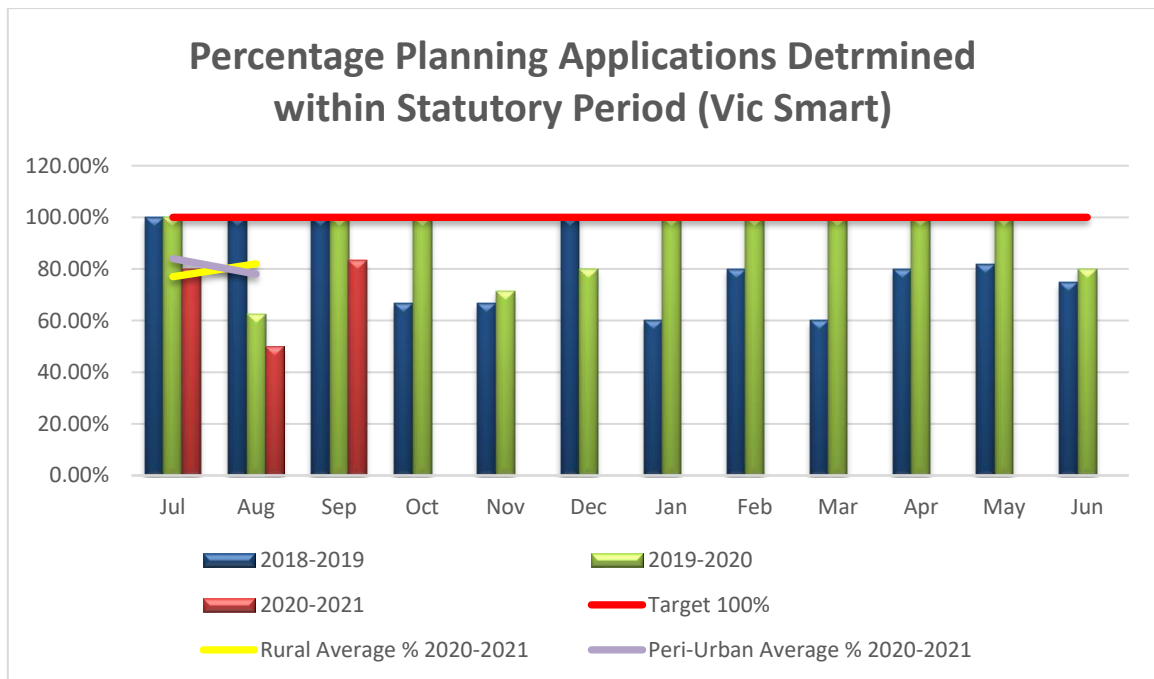
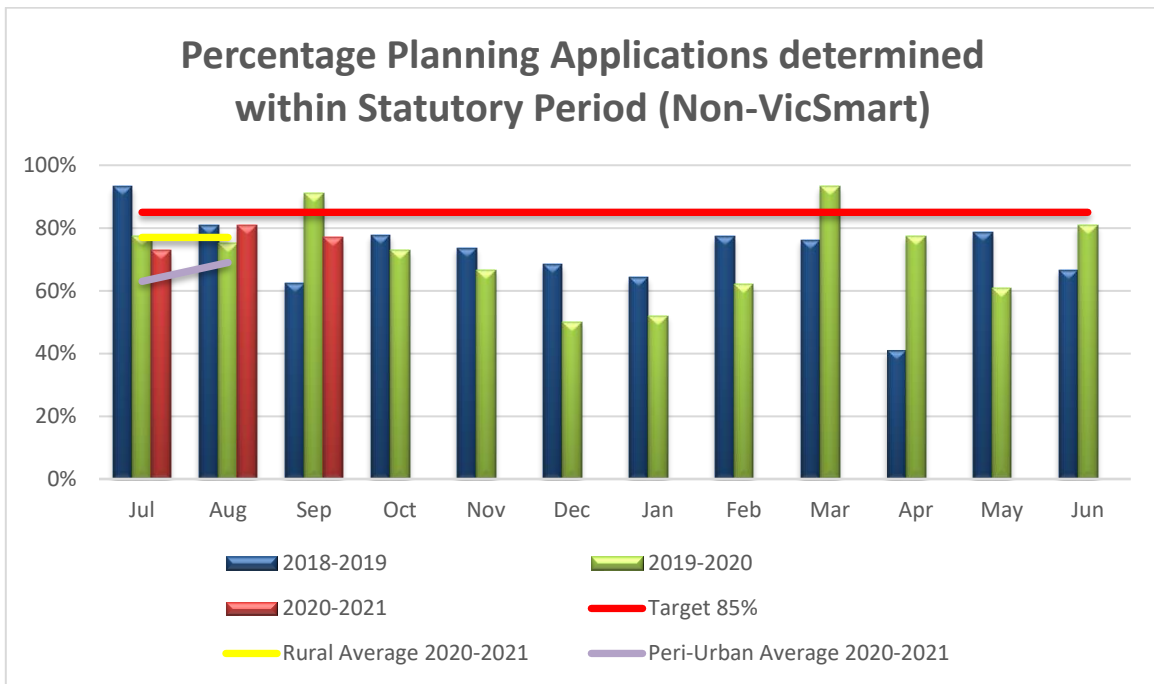
Planning & Building Performance Report

July – September 2020



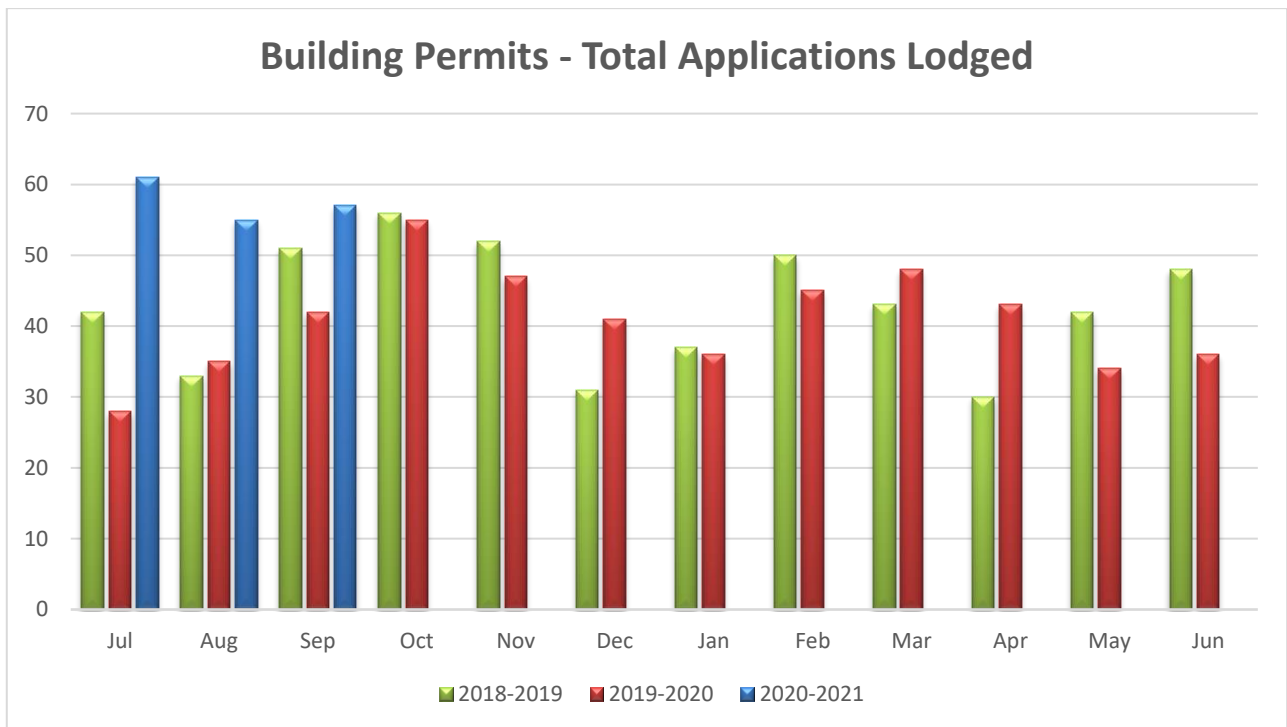
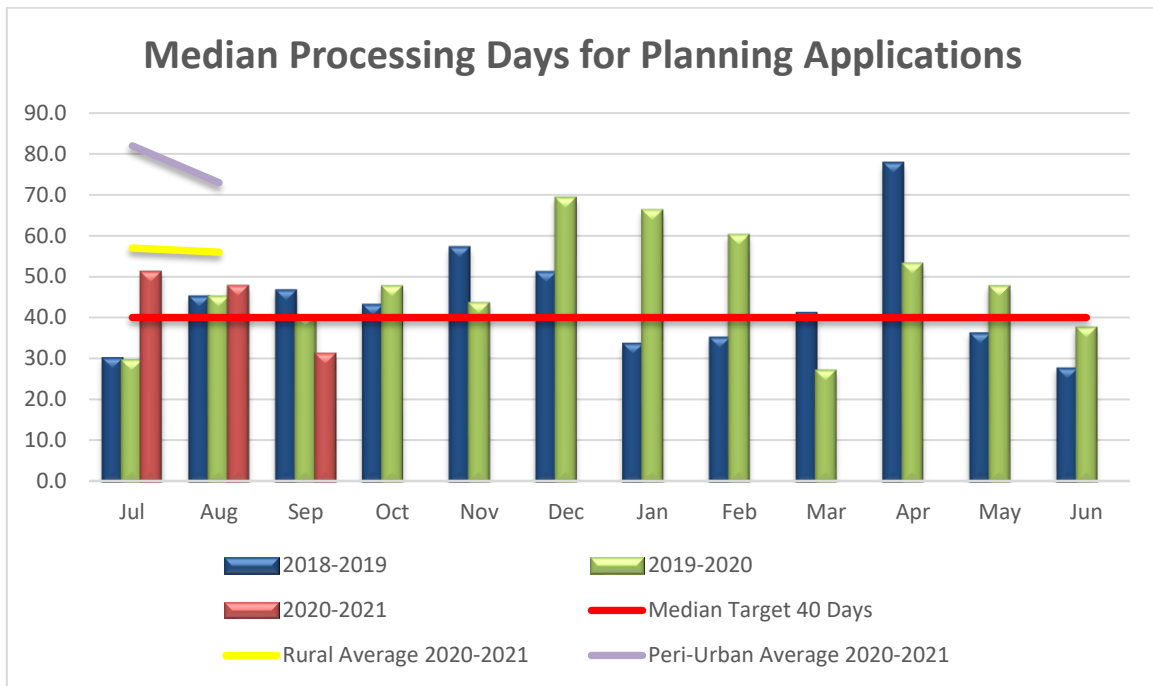
Planning & Building Performance Report

July – September 2020



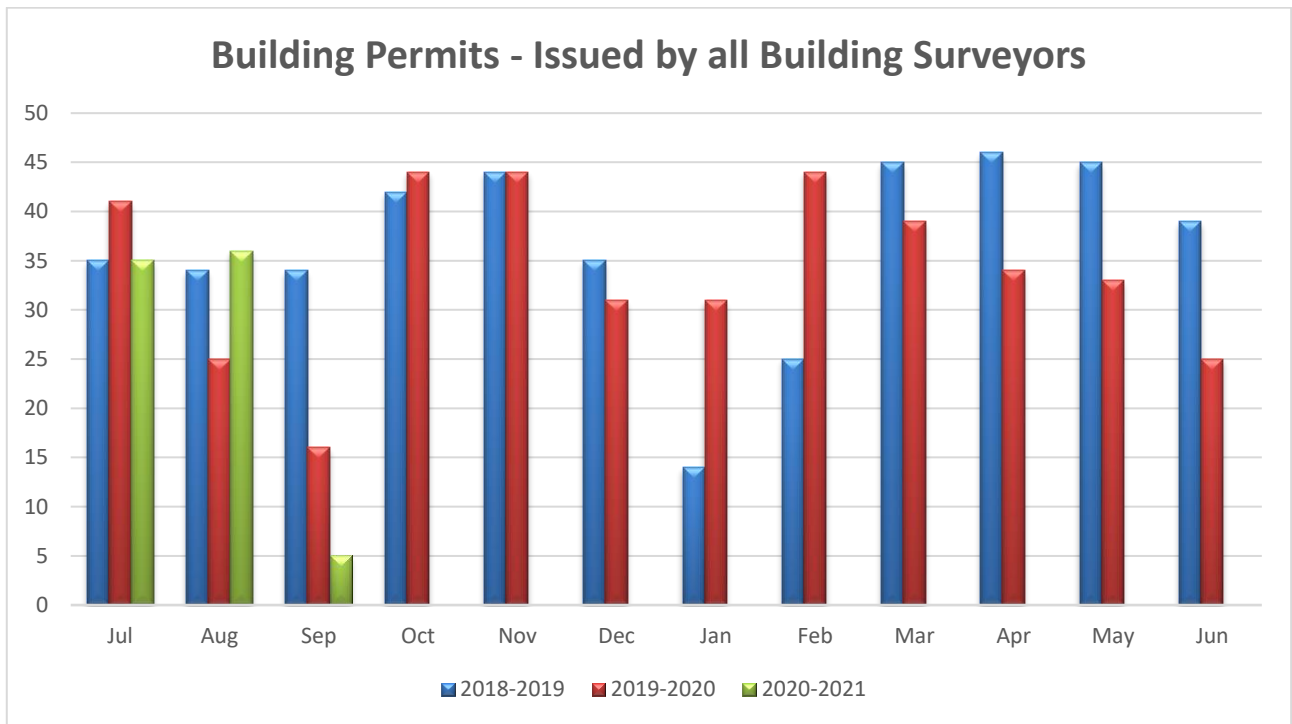
Planning & Building Performance Report

July – September 2020



Planning & Building Performance Report

July – September 2020



Planning Performance

The following is a brief summary of performance and level of activity in Planning:

There has been a significant increase in the number of incoming planning permit applications in the September quarter, with 106 new applications. If this trend were to continue, the rate of incoming applications would be 38% higher than the 2019/20 year, and is an increase of 24% on 2018/19. This could be attributed to Federal Government stimulus incentives for new housing, businesses seeking to adapt to the restrictions imposed on them due to the pandemic, or an increase in demand for alterations and extensions to existing homes whilst people are working from home.

The 45 new planning applications received in September alone was almost double the number received in the corresponding month in 2019, placing additional pressures on planning staff. The additional staff member employed in Statutory Planning in 2019 has assisted the team to respond to this increase in workload. We will continue to monitor workload levels to determine whether additional temporary resources are required to manage this. Pleasingly, the statutory planning team have maintained a high output of planning decisions during the September quarter with an average of 27 applications determined per month. Staff have been able to perform planning assessments and maintain continuity of service well during the COVID-19 working from home arrangements, due to the suite of technological improvements enacted over recent years.

The proportion of planning applications determined within the 60 day statutory period in the quarter ranged between 73-81%, marginally lower than the aspirational target of 85% and similar to performance in the June quarter despite the increase in incoming applications. The team determined between 50-83% VicSmart eligible applications within the statutory 10 business days, less than the target of 10 days. The median number of days for processing planning applications of 31 in September was significantly below the aspirational target of 40 days, continuing a positive trend with a median of 47.5 days in August and 51 days in July. This measure removes the distorting impact of applications processed in either a very short or long period of time, reflecting performance more effectively than an average.

Council's performance is significantly better than that of other rural Councils (median of mid-fifties) and peri-urban Councils adjacent to metropolitan areas (mid-seventies).

Council officers from Planning, Building, Health, Infrastructure and Local Laws have co-ordinated to provide streamlined and expedited advice to businesses in recent months to support them reopening after pandemic related restrictions, particularly relating to expansion of outdoor dining opportunities. This advice and support has been led by Economic Development using the Better Approvals process of a 'concierge', and with the assistance of Working for Victoria funded staff. The State Government gazetted a planning scheme amendment on 21 October 2020 that exempts businesses from complying with planning controls for temporarily changing the way they establish outdoor dining on their own land (including changes to internal dining arrangements). These exemptions apply whilst there is a State of Disaster declaration in place, and for 12 months after this date. The exemptions will therefore apply until at least November 2021, and will also mean that temporary structures to support outdoor dining arrangements on public land can be put in place without planning requirements provided the public land manager is in support. Local Law permits are being issued swiftly for permit applications to establish dining arrangements on footpaths outside food and drink establishments.

Council has been receiving complaints from some residents in Wye River & Separation Creek concerning the on-going exemptions from third party (objector) appeal rights against Council decisions for applications in the bushfire affected areas, particularly where land has been sold and purchasers are seeking to take advantage of the streamlined planning provisions to construct larger and bulkier new houses. The streamlined provisions expire on 30 June 2021, and after this time all planning decisions will revert to the normal planning controls in these towns, restoring objector appeal rights. Both Council and the Progress Association earlier in the year requested the State Government to amend these provisions to address the concern, but this was not supported.

In the meantime, Council have reassured the Association that officers will continue to carefully assess all applications against the neighbourhood character standards that apply to coastal development, and all applications will still be subject to public notice. Officers will be cautious in the way they assess objector's concerns to ensure they are appropriately considered in the process.

Council has also been receiving complaints from residents in the northern areas of Apollo Bay about single dwelling developments that they believe inappropriately respond to the preferred character and amenity of the town. Whilst these concerns are acknowledged, previous strategic planning for Apollo Bay by Council has not resulted in planning controls being applied to this area relating to single dwellings under 8m in height. A neighbourhood character study was undertaken by Council in 2003, and whilst identifying a need to protect the low density character of the town through minimum lot sizes for subdivision and maximum building heights, controls were not considered to be warranted to apply to all types of development. This means that whilst an 8m height provision is in place, single houses under that height do not come under planning control. This leaves Council unable to control the design and appearance of such dwellings. Whilst the concerns of residents are appreciated, the planning framework for Apollo Bay (which seeks to balance neighbourhood character protection with owner rights to develop without unnecessary planning controls) does not currently control this form of development.

A Development Plan was placed on exhibition in September for the residentially zoned area between Pisces Caravan Park and Wild Dog Creek at 6230 and 6280 Great Ocean Road, Apollo Bay. This land was subject to exhibition of a similar Plan in 2017 which Council refused to approve based on concerns about lot sizes, landslip management and the layout. The plan is required to be submitted and approved under Schedule 5 to the Development Plan Overlay (DPO5) in the Colac Otway Planning Scheme, prior to the issue of any permit for subdivision. The previous plan was refused by the Victorian Civil and Administrative Tribunal (VCAT) following a two day hearing in June 2018. The revised version of the Development Plan seeks to address the concerns raised by the Tribunal.

Informal notice of the plan was given for 4 weeks and submissions will be considered before the plan is reported to the Planning Committee for a decision. It is noted that there are no formal rights to object to the plan by residents, but Council can consider the issues raised by them when making a decision. There are no rights of appeal against the decision by objectors.

Building Performance

The following is a brief summary of building activity in the Shire, noting that Council is no longer receiving new building permit applications after Council decided not to continue this service at its May meeting:

173 building permit applications were lodged in the September quarter, far higher than the 105 lodged in the same quarter in 2019 (up 65%), and the 113 lodged in the June 2020 quarter (up 53%). This corresponds with the higher numbers of incoming planning permit applications and reflects a current high level of building construction activity despite the economic impacts of COVID-19.

The number of building permits issued in August (36) was high compared to the same month in 2019 (25), and consistent with July (35). This continues a positive trend in the June quarter of where the number of Building Permits issued in the Shire was quite high (between 39-46).

NB: Building Permit data for September was incomplete when this report was generated and therefore is not referred to above.



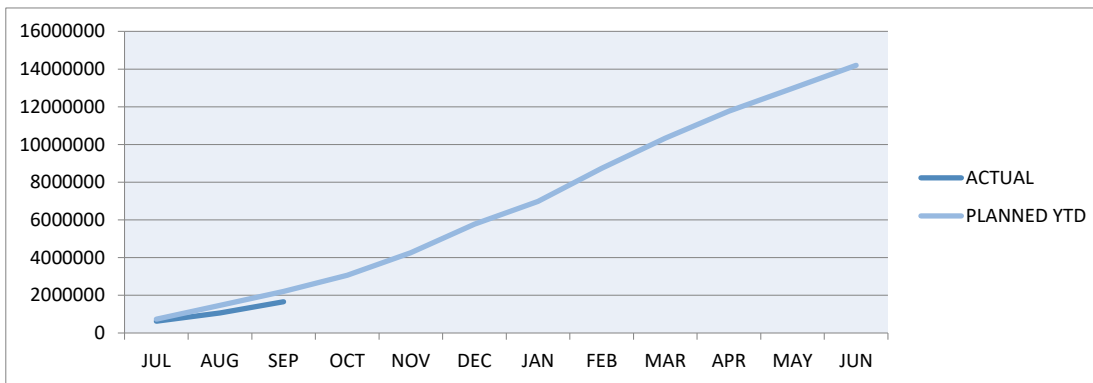
Capital Works & Major Initiatives Performance Report

**COLAC OTWAY SHIRE COUNCIL
CAPITAL EXPENDITURE REPORT
For 3 Months Ending 30 September 2020**

Current Capital Works Program Percentage Summary as at 30 September 2020

	Year to Date		Annual
	Actual	Forecast	Forecast
	\$	\$	\$
Capital Project Expenditure - YTD	1,658,561	2,400,009	14,346,467
Planned vs Actual		69%	12%

Expenditure - Forecast vs Actual



Commentary

The Capital Projects Year-to-date (YTD) expenditure to 30 September 2020 of \$1.66m is 75% of the \$2.4m forecasted YTD spend, and 12% 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.

COLAC OTWAY SHIRE COUNCIL
CAPITAL EXPENDITURE REPORT
For 3 Months Ending 30 September 2020

2020-21 Capital Expenditure Program Summary

	Year to Date		Annual		YTD/
	Actual	Forecast	Budget	Forecast	Forecast
	\$	\$	\$	\$	%
Active Reserves Programme	960	0	0	0	0%
Bridges Programme	411,541	206,978	620,000	1,470,701	28%
Building Programme	59,177	164,481	356,000	657,931	9%
Crack Sealing Programme	1,181	0	80,000	80,000	1%
Footpath Programme	35,225	103,493	413,000	886,002	4%
Furniture Programme	20,874	0	0	0	0%
ICT Hardware Programme	1,345	31,746	21,000	126,991	1%
ICT Software Programme	1,430	30,102	0	120,410	1%
Kerb and Channel Programme	0	35,238	75,000	140,952	0%
Light Fleet Programme	167,052	180,000	720,000	720,000	23%
Major Plant Programme	0	426,249	1,705,000	1,705,000	0%
Open Space Assets	2,706	15,792	50,000	63,172	4%
Open Space Furniture Programme	1,049	0	0	0	0%
Open Space Programme	280,435	350,384	0	891,532	31%
Playground Programme	14,261	146,859	0	687,444	2%
Reseal Programme	393	0	862,539	862,539	0%
Resheet Programme	510,965	299,997	1,200,000	1,200,000	43%
Road and Street Furniture Programme	7,398	32,499	130,000	150,000	5%
Road Improvement Programme	65,911	123,846	430,735	780,394	8%
Road Reconstruction Programme	14,709	0	2,280,000	2,480,000	1%
Road Slip Programme	39,693	159,960	574,000	639,855	6%
Road Stabilisation Programme	0	7,386	314,000	343,544	0%
Stormwater Assets	0	84,999	340,000	340,000	0%
Stormwater Programme	22,256	0	0	0	0%
Total	1,658,561	2,400,009	10,171,274	14,346,467	12%

COLAC OTWAY SHIRE COUNCIL
CAPITAL EXPENDITURE REPORT
For 3 Months Ending 30 September 2020

Work Order	Year to Date		Annual	
	Actual	Forecast	Budget	Forecast
	\$	\$	\$	\$
Active Reserves Programme				
00035287 - 2018-19 Capital Works - Active Reserve Programme - Cororooke Toilets	396	0	0	0
00035814 - 2018-19 - Capital Works - Western Reserve Oval Reconstruction and Lighting	565	0	0	0
Active Reserves Programme Total	960	0	0	0
Bridges Programme				
00031853 - Budget Work Order - Bridge Rehabilitation Programme	0	154,998	620,000	760,484
00035604 - 2018-19 - Capital Works - Bridge Programme - Consultancy Fees	3,294	0	0	0
00036158 - 2019-20 Capital Works - Bridge Programme - Forest St Bridge Widening	406,484	31,980	0	127,917
00036729 - 2020-21 Capital Works - LRCI Fund - Bridges - Barongarook Creek Pedestrian Bridge	1,595	20,000	0	427,300
00036731 - 2020-21 Capital Works - LRCI Fund - Stormwater - Drainage and Pedestrian Crossing Forrest Common	168	0	0	155,000
Bridges Programme Total	411,541	206,978	620,000	1,470,701
Building Programme				
00031855 - Budget Work Order - Building Renewal Programme	0	89,001	356,000	356,000
00035072 - 2018-19 - Capital Works - Forrest Caravan Park Waste Water Upgrade	3,682	63,606	0	254,431
00035543 - 2018-19 Capital Works - Building Renewal Programme - Gellibrand Neighbourhood House	0	11,874	0	47,500
00035999 - 2018-19 Capital Works - Building Renewal Programme - Kennett River Toilets	916	0	0	0
00036384 - 2019-20 Capital Works - Building Renewal Programme - Bluewater - Building Renewal Works	52,058	0	0	0
00036418 - 2019-20 Capital Works - Building Renewal Programme - Rae St Precinct EWS	1,948	0	0	0
00036718 - 2020-21 Capital Works - Building Renewal Programme - Bluewater Roof Replacement	574	0	0	0
Building Programme Total	59,177	164,481	356,000	657,931
Crack Sealing Programme				
00036325 - Budget Work Order - Crack Sealing Programme	1,181	0	80,000	80,000
Crack Sealing Programme Total	1,181	0	80,000	80,000
Footpath Programme				
00031845 - Budget Work Order - Footpath Renewal Programme	2,782	75,750	303,000	303,000
00036506 - 2019-20 Capital Works - Footpath Renewal Programme - Cressy Gravel Path	753	0	0	0
00036510 - 2020-21 Capital Works - Roadknight Street Footpath Birregurra	1,586	26,741	110,000	110,000
00036533 - 2019-20 Capital Works - Footpath Renewal Programme - Beeac Gravel Path	2,644	0	0	0
00036666 - 2020-21 Capital Works - Footpath Renewal Programme - Corangamite Street	1,069	0	0	0
00036669 - 2020-21 Capital Works - Footpath Renewal Programme - Wilson Street	2,209	0	0	0
00036670 - 2020-21 Capital Works - Footpath Renewal Programme - Murray Street	12,088	0	0	0
00036687 - 2020-21 Capital Works - Footpath Renewal Programme - Bartlett Street	6,217	0	0	0
00036722 - 2020-21 Capital Works - LRCI Fund - Roadknight Street Footpath	1,977	0	0	195,000
00036723 - 2020-21 Capital Works - LRCI Fund - Footpath - Thomson Street, Apollo Bay	686	0	0	40,000
00036724 - 2020-21 Capital Works - LRCI Fund - Footpath - Tulloh Street Elliminyt	970	0	0	80,000
00036725 - 2020-21 Capital Works - LRCI Fund - Footpath - Corangamite Lake Road, Cororooke	1,100	0	0	85,000
00036726 - 2020-21 Capital Works - LRCI Fund - Footpath - Colac Lavers Hill Road, Gellibrand	647	1	0	60,001
00036727 - 2020-21 Capital Works - LRCI Fund - Footpath - College Drive, Lavers Hill	194	1,001	0	13,001
00036740 - 2020-21 Capital Works - Footpath Programme - Great Ocean Road Path	175	0	0	0
00036741 - 2020-21 Capital Works - Footpath Programme - Rex Norman Park Paths	129	0	0	0
Footpath Programme Total	35,225	103,493	413,000	886,002
Furniture Programme				
00032708 - Capital Works 2015-16 - Furniture and Equipment Replacement Programme - Upgrade of 2-way Radio System	20,874	0	0	0
Furniture Programme Total	20,874	0	0	0
ICT Hardware Programme				
00035067 - 2018-19 - Capital Works - Wide Area Network (WAN) Upgrade and Expansion	1,345	26,496	0	105,991
00036453 - 2020-21 Capital Works - Council Meeting Audio Recording System	0	5,250	21,000	21,000
ICT Hardware Programme Total	1,345	31,746	21,000	126,991
ICT Software Programme				
00035065 - 2018-19 - Capital Works - Civica Suite - Major Upgrade + functionality expansion	1,430	30,102	0	120,410
ICT Software Programme Total	1,430	30,102	0	120,410

COLAC OTWAY SHIRE COUNCIL
CAPITAL EXPENDITURE REPORT
For 3 Months Ending 30 September 2020

Work Order	Year to Date		Annual	
	Actual	Forecast	Budget	Forecast
	\$	\$	\$	\$
Kerb and Channel Programme				
00031854 - Budget Work Order - Kerb and Channel Replacement Programme	0	35,238	75,000	140,952
Kerb and Channel Programme Total	0	35,238	75,000	140,952
Light Fleet Programme				
00031824 - Budget Work Order - Light Fleet Acquisitions and Sales	0	180,000	720,000	720,000
00036738 - 2020-21 Capital Works - Fleet Replacement - Ford Fortuner GXL	45,850	0	0	0
00036739 - 2020-21 Capital Works - Fleet Replacement - Toyota Kluger GXL AWD	46,185	0	0	0
00036743 - 2020-21 Capital Works - Fleet Replacement - Toyota Hilux SR Space Cab	37,508	0	0	0
00036744 - 2020-21 Capital Works - Fleet Replacement - Toyota Hilux SR Space Cab	37,508	0	0	0
Light Fleet Programme Total	167,052	180,000	720,000	720,000
Major Plant Programme				
00031825 - Budget Work Order - Major Plant Acquisitions and Sales	0	399,999	1,600,000	1,600,000
00036455 - 2020-21 Capital Works - Operational Skid Steer Attachments	0	18,750	75,000	75,000
00036456 - 2020-21 Capital Works - Slip-on Field Sprayer Unit	0	7,500	30,000	30,000
Major Plant Programme Total	0	426,249	1,705,000	1,705,000
Open Space Assets				
00031849 - Budget Work Order - Open Space Renewal Programme	64	15,792	50,000	63,172
00035152 - 2019-2018 - Capital Works - Memorial Square Public Safety Infrastructure	2,643	0	0	0
Open Space Assets Total	2,706	15,792	50,000	63,172
Open Space Furniture Programme				
00031922 - Colac CBD and Entrances Project Works	1,049	0	0	0
Open Space Furniture Programme Total	1,049	0	0	0
Open Space Programme				
00035945 - 2019-20 - Capital Works - Open Space - Central Reserve Lighting and Netball Court Redevelopment	202,482	279,827	0	609,308
00036011 - 2019-20 - Capital Works - Open Space - Elliminyt Recreation Reserve Velodrome Resurfacing	65,903	32,556	0	130,224
00036421 - 2019-20 Capital Works - Botanic Gardens Heritage Tree Works	1,780	38,001	0	152,000
00036509 - 2019-20 Capital Works - Open Space - Barongarook Picnic Area Relocation Works	10,269	0	0	0
Open Space Programme Total	280,435	350,384	0	891,532
Playground Programme				
00035101 - 2018-19 Capital Works - Memorial Square Masterplan Implementation	0	2,811	0	11,245
00035946 - 2019-20 Capital Works - Playground Programme - Memorial Square Playspace	13,898	144,048	0	576,199
00036733 - 2020-21 Capital Works - LRCI Fund - Playground Programme - Pejuli St Playspace	363	0	0	100,000
Playground Programme Total	14,261	146,859	0	687,444
Reseal Programme				
00031880 - Budget Work Order - Local Roads Reseal Programme	393	0	862,539	862,539
Reseal Programme Total	393	0	862,539	862,539

COLAC OTWAY SHIRE COUNCIL
CAPITAL EXPENDITURE REPORT
For 3 Months Ending 30 September 2020

Work Order	Year to Date		Annual	
	Actual	Forecast	Budget	Forecast
	\$	\$	\$	\$
Resheet Programme				
00031851 - Budget Work Order - Unsealed Road Resheet Programme	1,009	299,997	1,200,000	1,200,000
00035204 - 2018-2019 Capital Works - Resheet Programme - McMasters Road, Eurack	224	0	0	0
00036467 - 2019-20 Capital Works - Resheet Programme - Biddles Road, Apollo Bay	859	0	0	0
00036543 - 2020-21 Capital Works - Unsealed Road Pavement Programme - Barham River Road, Apollo Bay	46,367	0	0	0
00036544 - 2020-21 Capital Works - Unsealed Road Pavement Programme - Binns Road, Apollo Bay	375	0	0	0
00036547 - 2020-21 Capital Works - Unsealed Road Pavement Programme - Binns Road, Glenaire	99,267	0	0	0
00036548 - 2020-21 Capital Works - Unsealed Road Pavement Programme - Wild Dog Creek Road	8,148	0	0	0
00036560 - 2020-21 Capital Works - Unsealed Road Pavement Programme - Karlson St, Skenes Ck	5,032	0	0	0
00036562 - 2020-21 Capital Works - Unsealed Road Pavement Programme - Tiger Lane, Skenes Ck	12,606	0	0	0
00036566 - 2020-21 Capital Works - Unsealed Road Pavement Programme - Cashins Road, Kawarren	10,982	0	0	0
00036575 - 2020-21 Capital Works - Unsealed Road Pavement Programme - Beal Street, Birregurra	4,068	0	0	0
00036576 - 2020-21 Capital Works - Unsealed Road Pavement Programme - Beeac Dreeite Road, Dreeite	13,122	0	0	0
00036579 - 2020-21 Capital Works - Unsealed Road Pavement Programme - Boxs Road, Pirron Yallock	8,224	0	0	0
00036580 - 2020-21 Capital Works - Unsealed Road Pavement Programme - Christies Road, Elliminyt	10,595	0	0	0
00036581 - 2020-21 Capital Works - Unsealed Road Pavement Programme - Clifton Road, Carpendeit	22,916	0	0	0
00036582 - 2020-21 Capital Works - Unsealed Road Pavement Programme - Dewings Bridge Road, Barwon Downs	32,948	0	0	0
00036583 - 2020-21 Capital Works - Unsealed Road Pavement Programme - Dykes Road, Stonyford	15,078	0	0	0
00036584 - 2020-21 Capital Works - Unsealed Road Pavement Programme - Farrells Road, Warrion	4,056	0	0	0
00036585 - 2020-21 Capital Works - Unsealed Road Pavement Programme - Forest Street South, Elliminyt	7,051	0	0	0
00036586 - 2020-21 Capital Works - Unsealed Road Pavement Programme - Gold Hole Road, Barongarook	41,838	0	0	0
00036587 - 2020-21 Capital Works - Unsealed Road Pavement Programme - McLaughlins Road, Barwon Downs	10,552	0	0	0
00036589 - 2020-21 Capital Works - Unsealed Road Pavement Programme - Parks Lodge Road, Barongarook	39,228	0	0	0
00036591 - 2020-21 Capital Works - Unsealed Road Pavement Programme - Rifle Butts Road, Colac West	5,556	0	0	0
00036592 - 2020-21 Capital Works - Unsealed Road Pavement Programme - South Larpent Road, Larpent	22,451	0	0	0
00036593 - 2020-21 Capital Works - Unsealed Road Pavement Programme - Scoullers Road, Stonyford	27,333	0	0	0
00036594 - 2020-21 Capital Works - Unsealed Road Pavement Programme - Taylors Road, Barwon Downs	37,889	0	0	0
00036595 - 2020-21 Capital Works - Unsealed Road Pavement Programme - Warncoort Cemetery Road, Warncoort	23,189	0	0	0
Resheet Programme Total	510,965	299,997	1,200,000	1,200,000
Road and Street Furniture Programme				
00031867 - Budget Work Order - Road Safety Devices Programme	218	32,499	130,000	130,000
00034829 - 2017-18 Capital Works - Street Furniture Renewal Programme - Misc Sign Replacement	1,708	0	0	0
00035947 - 2019-20 Capital Works - Street Furniture Programme - Coastal Tourism Parking, Traffic & Interim Toilet	188	0	0	0
00036355 - 2019-20 Capital Works - Street Furniture Programme - Queen Street Public Lighting Installation	3,917	0	0	0
00036476 - 2019-20 Capital Works - Street Furniture Programme - Welcome to Colac Signs	972	0	0	0
00036730 - 2020-21 Capital Works - LRCI Fund - Road Safety - Speed Hump Installation - Wilson Street, Colac	395	0	0	20,000
Road and Street Furniture Programme Total	7,398	32,499	130,000	150,000

COLAC OTWAY SHIRE COUNCIL
CAPITAL EXPENDITURE REPORT
For 3 Months Ending 30 September 2020

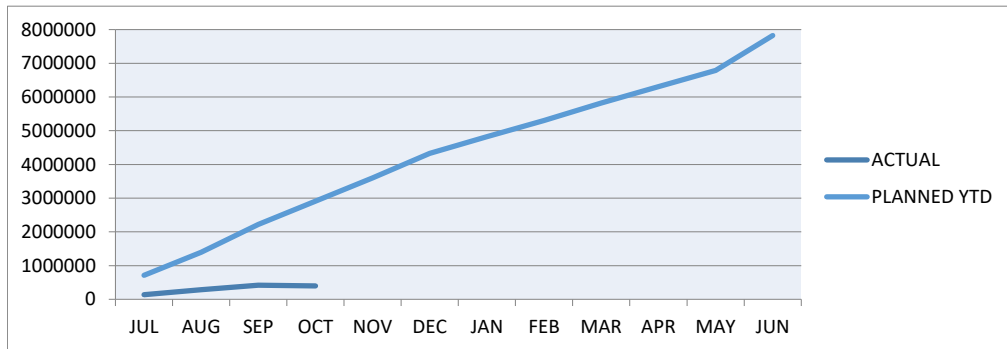
Work Order	Year to Date		Annual	
	Actual	Forecast	Budget	Forecast
	\$	\$	\$	\$
Road Improvement Programme				
00033517 - Budget Work Order - Strategic Road Improvements	37,432	16,164	0	64,659
00036322 - 2019-20 Capital Works - Strategic Road Improvement - Road and Rail Interface	23,043	0	0	0
00036451 - 2020-21 Capital Works - Colac Otway Parking & traffic Strategy Implementation (Forrest - TAC Grant)	5,436	42,684	170,735	170,735
00036457 - 2020-21 Capital Works - Rail Level Crossing Interface Improvement (Back Larpent Road)	0	39,999	160,000	160,000
00036459 - 2020-21 Capital Works - COS Tourism and Parking Strategy - Delivery of Improvement Works	0	24,999	100,000	100,000
00036728 - 2020-21 Capital Works - LRCI Fund - Road Improvement - Swan March-Stoneyford Road, Swan Marsh	0	0	0	285,000
Road Improvement Programme Total	65,911	123,846	430,735	780,394
Road Reconstruction Programme				
00031850 - Budget Work Order - Sealed Road Reconstruction Renewal Programme	725	0	2,280,000	2,280,000
00031882 - Budget Work Order - Sealed Roads Major Patch Programme	1,067	0	0	0
00035993 - 2019-20 Capital Works - Road Reconstruction Programme - Collins Road	200	0	0	0
00036105 - 2019-20 Capital Works - Final Seal - Sealed Road Pavement Programme - Costins Access	637	0	0	0
00036454 - 2020-21 Capital Works - Colac Aerodrome - taxiway - earthworks - Grant Match	524	0	0	0
00036597 - 2020-21 Capital Works - Sealed Road Pavement Programme - Forest Street Reconstruction	10,897	0	0	0
00036720 - 2020-21 Capital Works - LRCI Fund - Road Reconstruction - Connor Street, Colac	660	0	0	200,000
Road Reconstruction Programme Total	14,709	0	2,280,000	2,480,000
Road Slip Programme				
00031864 - Budget Work Order - Road Slip Rehabilitation Programme	546	159,960	574,000	639,855
00035081 - 2017-18 Capital Works - Flooding Event - Road Slip Programme - Creamery Road, Barwon Downs	10,700	0	0	0
00035808 - 2018-2019 - Capital Works - Road Slip Rehabilitation Programme - Site 6 Binns Road	82	0	0	0
00035809 - 2018-2019 - Capital Works - Road Slip Rehabilitation Programme - Site 8 Binns Road	82	0	0	0
00035810 - 2018-2019 - Capital Works - Road Slip Rehabilitation Programme - Site 10 Killala Road	82	0	0	0
00035811 - 2018-2019 - Capital Works - Road Slip Rehabilitation Programme - Site 12 Wild Dog Road	82	0	0	0
00036496 - 2019-20 Capital Works - Road Slip Rehabilitation Programme - Blue Johanna Slip - Landslip Remediation	1,072	0	0	0
00036499 - 2019-20 Capital Works - Road Slip Rehabilitation Programme - Blue Johanna Slip - Landslip Remediation Small	17,554	0	0	0
00036607 - 2020-21 Capital Works - Landslip Rehabilitation Program - Sunnyside Road Landslip	9,493	0	0	0
Road Slip Programme Total	39,693	159,960	574,000	639,855
Road Stabilisation Programme				
00035355 - 2018-19 Capital Works - Road Stabilisation Program - Hearn Street, Colac	0	7,386	0	29,544
00036736 - Budget Work Order - Road Stabilisation Programme	0	0	314,000	314,000
Road Stabilisation Programme Total	0	7,386	314,000	343,544
Stormwater Assets				
00031841 - Budget Work Order - Drainage Renewal Programme	0	84,999	340,000	340,000
Stormwater Assets Total	0	84,999	340,000	340,000
Stormwater Programme				
00034298 - 2016-17 Capital Works - Stormwater Improvement Programme - Thompson Street Outfall	7,046	0	0	0
00035058 - 2016-17 Capital Works - Bushfire Recovery - Wye River and Separation Creek Township - Reticulated Stormwater Drainage- Table drains and driveway culve	0	0	0	0
00035059 - 2016-17 Capital Works - Bushfire Recovery - Wye River and Separation Creek Township - Reticulated Stormwater Drainage- Pits & Pipes	11,756	0	0	0
00035969 - Budget Work Order - Stormwater Programme	2,211	0	0	0
00036302 - 2019-20 Capital Works - Drainage Improvement Programme - Thompson Street Outfall	706	0	0	0
00036515 - 2020-21 Capital Works - Roadside Drainage Program - Poorneet Road	268	0	0	0
00036524 - 2020-21 Capital Works - Roadside Drainage Program - Kennys Lane	268	0	0	0
Stormwater Programme Total	22,256	0	0	0
Total	1,658,561	2,400,009	10,171,274	14,346,467

**COLAC OTWAY SHIRE COUNCIL
MAJOR INITIATIVES REPORT
For 3 Months Ending 30 September 2020**

Current Major Initiatives Percentage Summary as at 30 September 2020

	2020-21 Actual	2020-21 Forecast		
Major Initiatives Expenditure	423,082	7,876,203	5%	Expended
Major Initiatives Income	(1,171,722)	(5,852,180)	20%	Received
Major Initiatives Net	(748,640)	2,024,023		

Expenditure - Forecast vs Actual



Commentary

The forecast YTD expenditure as at 30 September was \$2.2m. The Actual YTD spend has been \$0.4m. This indicates that only 19% of expected Major Initiatives 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 INITIATIVES REPORT - EXPENDITURE
For 3 Months Ending 30 September 2020

Notes

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

Project	YTD Actuals	Annual Budget	Annual Forecast	Comment
	\$	\$	\$	
Full Listing of Major Initiatives				
Major Initiatives in Original Budget				
Forrest Mountain Bike Trail Revitalisation	0	750,000	750,000	Onground work will commence once pre-planning studies have been completed, likely to be during 2021 (see row 38 for more information).
ICT Program	4,425	215,000	317,976	Telecommunications Continuity - In discussions with multiple vendors on options available in market with cloud based solutions, with a target implementation for EOFY. Completed 1 vendor demo with members of ICT X functional group and Surf Coast ICT team invitees. A 2nd Contact Centre specific demo is scheduled for Customer Assist Team. This solution will further enable a more mobile workforce. Discussions and RFQ proposal in progress for AV Room setups for use with MS Teams for COPACC, S&OPS, Nelson St and Whelan Street AB.
Community Vision Plan	0	100,000	100,000	Community Engagement processes are being developed to inform the Plan
Energy Efficient Main Roads Street Lighting Upgrade Completion	0	70,000	70,000	costs of the upgrades to the remaining lights. We hope to have confirmation of their commitment by the end of Nov. If they are not willing to share the cost then a major variation will need to be
Bruce Street Landfill Audit	0	55,000	55,000	A request for quote process has been undertaken and work awarded. The project is on track to be completed in early 2021.
Grant Preparation / Detailed Design	783	50,000	50,000	Some priorities have been identified to progress with available staff (GOR path, • Blackspot funding, Colac entry signs, further work to progress road safety projects) Currently recruiting design co-ordinator to manage remaining scoping work (eg Harris st bridge) up to \$100k
Alvie Landfill - Update & Verify Rehabilitation Plan	0	35,000	35,000	A request for quote process has been undertaken and work awarded. The project is on track to be completed in early 2021.

COLAC OTWAY SHIRE COUNCIL
MAJOR INITIATIVES REPORT - EXPENDITURE
For 3 Months Ending 30 September 2020

Notes

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

Project	YTD Actuals	Annual Budget	Annual Forecast	Comment
	\$	\$	\$	
Preparation Municipal Public Health & Wellbeing Plan	0	30,000	30,000	Community Engagement processes are being developed to inform the Plan
Development of the Council Plan 2021-2025	0	25,000	25,000	Community Engagement processes are being developed to inform the Plan
Services & Operations Bring Your Own Device (Phone)	0	15,360	15,360	Project to be operationalised quarter three 2021
Planning & Building ICT Improvements	0	15,000	15,000	No expenditure to date due to COVID restrictions preventing on-site IT access by consultant. Works being scheduled for early 2021.
Recurrent Access and Compliance Works - Public Spaces and Facilities	0	15,000	15,000	COPACC parking and entry path works - currently testing levels for feasibility to meet compliance requirements for accessible grade
SpendMapp - Regional Spend Data to evaluate Local Economy, Events, Visitor habits etc	0	15,000	15,000	Agreement with SpendMapp signed and the first year of data was paid for out of the 2019-20 budget. This budget will be expended in June 2021.
Colac Otway Shire Advertising and Marketing	0	10,000	10,000	
Councillor Induction Program	0	10,000	10,000	
City Deal Project - Apollo Bay Harbour Redevelopment	94,522	3,600,000	4,163,765	
Apollo Bay Early Years Hub - Council Contribution	0	500,000	500,000	Project Control Group and Design Reference Group have been formed by Victorian Schools Building Authority. Designs and costings are being finalised. Project to be completed for opening January 2022.
COS Central Enrolment for Kindergarten	0	75,000	75,000	Scoping of Central Enrolment processes have commenced.
Major Initiatives in Original Budget Total	99,730	5,585,360	6,252,101	

COLAC OTWAY SHIRE COUNCIL
MAJOR INITIATIVES REPORT - EXPENDITURE
For 3 Months Ending 30 September 2020

Notes

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

Project	YTD Actuals	Annual Budget	Annual Forecast	Comment
	\$	\$	\$	
Major Initiatives Carried Forward				
Bruce St Investigation	5,186	0	15,000	Environmental audit complete and valuation undertaken of the site. A property consultant is being engaged to prepare information on affordable housing options for Council to consider as part of sale consideration.
Council Property Management Framework	0	0	113,677	
Streamlining Planning Scheme - cutting red tape	696	0	33,242	On track. Amendment C106 (Heritage) considered at September Council meeting and subject to current authorisation request to Minister. A broader amendment to Planning Scheme is due early 2021 to review other overlay schedules.
Economic Development - Forrest Mountain Bike Trail Implementation	462	0	83,321	Currently in pre-planning study phase, due for completion by January 2021. Tenders for onground work have been awarded.
Small Town Improvement Programme (STIP) - Apollo bay Memorial Options Plan	0	0	7,000	On hold until Department of Transport decides what it wishes to do with the intersection.
Amendment C90 - Flood Overlay Changes	2,420	0	2,500	Minor expenditure associated with finalisation of amendment with DELWP that extended unexpectedly into 20/21.
Pound Road records archive remediation and administration	300	37,968	37,968	Stage 1 of project complete with large transfer of physical archives to external storage site, stage 2 delayed due COVID resource constraints. Stage 2 to be scoped to initiate back scanning element of project with 20-21 budget submission process.
Trim Upgrade and Development	3,879	19,697	19,697	Test Environment have been developed, and roll out to test users has commenced. Initial testing due 27 November 2020 to allow necessary bug/issue fixes. Live production environment set to be deployed weekend of 15 January 2020.
CCTV Upgrades for Colac CBD	0	0	27,000	Funding is for operations - needs to be transferred to Strategic Property ops budget
Birregurra Stormwater Drainage Strategy	11,245	0	0	
Memorial Square Toilet Design (Masterplan Implementation)	4,111	0	0	Options have been tested and concepts have been prepared. Currently undertakeing targeted consultation regarding traffic arrangements. Concepts are being finalised for presentation to EMT, Council and public exhibition. On track.
Apollo Bay Harbour Precinct Development Plan	920	0	90,602	On track. Draft Development Plan exhibited and Council to consider submissions at the December meeting. ARUP developing Business Case for additional private/public investment, due to be completed early 2021. Timing fast tracked to facilitate City Deal implementation.
GROW Project	0	0	12,000	Money will be expended before Christmas - was directed towards an accommodation feasibility study.
Former Colac High School Site Master Plan	1,560	0	17,407	Waiting on confirmation from DTF about the land acquisition process. Continuing discussions with the VSBA regarding the master planning process for the new Colac Specialist School and how this will interact with the open space.

COLAC OTWAY SHIRE COUNCIL
MAJOR INITIATIVES REPORT - EXPENDITURE
For 3 Months Ending 30 September 2020

Notes

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

Project	YTD Actuals	Annual Budget	Annual Forecast	Comment
	\$	\$	\$	
Colac Civic Precinct Plan	40,031	0	82,412	Completed Office and COPACC needs assessment and commencing procurement for the Master Plan part of the project. Expecting additional grant income which needs to be reforecast.
Revised Erosion Management Overlay Mapping	2,750	0	53,976	Project on track and due to be completed by 31 December.
Development of Public Toilet Strategy	6,854	0	0	Background report finalised. Draft strategy currently being drafted - expected January. Delays caused by staff changes and insufficient data re toilet assets. Note carry forward figure of \$45,000 is not currently showing in this table as forecast budget.
ICT - Works Management System	0	0	30,000	
ICT - ePlanning - Public Portal	0	0	50,000	Work commenced on project brief and scheduling times with other Councils to investigate options.
Infrastructure External Design	29,408	0	0	Carried forward amount (not showing in forecast figure). Consultant engaged to deliver designs, underway and on track.
S&O Safety Audit Action Plan	14,821	0	20,008	Audit items 83% completed. Reporting to EMT separately each quarter. Remaining budget expected to be spent on Admin support and some contractors to complete remaining actions.
Kerbside Collection & Transfer Station Operations Contract Preparation	36,171	30,000	30,000	
Domestic Wastewater Management Plan Review	0	0	15,000	Project initiated, and consultant appointed to prepare technical information. Being conducted inhouse with technical support. Due to be completed April/May 2021.
Colac West Development Plan	1,105	0	0	Project was not funded as was anticipated to be completed in 2019/20 and no carry forward funds available. Significant delay in 2020 due to COVID restrictions impacting on ability to complete cultural heritage assessment. Expenditure still to occur on that element and completion of stormwater assessment and urban design. Will require allocation of funds.
Communities Combating Pests & Weeds Impacts During Drought 2019-2020	0	0	104,724	The final round of grants have been finalised and all funds allocated. Invoices are being processed and the project is on track to be completed by the end of Dec 2020
Apollo Bay Community Infrastructure Plan	45,902	0	147,040	Some delay to completion of draft CIP due to fast tracking of Harbour Development Plan (now separate project), and issues being resolved with stakeholders such as DELWP and RRV. Expect draft Plan to Council in April 2021.
Gender Equity	5,000	0	4,300	On track. \$5,000 spent on gender equity program - a women's leadership program has been purchased and is due to commence on 24/9/2020.
J Barrys Road Industry Development Plan	3,740	0	89,120	On track. Consultants currently preparing technical assessments.
OBRT Risk Assessments	11,300	0	0	Risk assessments completed and paid for in 2019/20 financial year (Services and Operations to lead implementation of recommendations). 2020/21 Financial year actual expenditure paid for the Old Beechy Rail Trail Licence Agreement - Landowner Public Liability Insurance Policy (annual premium), as a result of undertaking the risk assessments and licence agreement negotiations. <i>Note: Need to allocate \$12,000 annually for Landowner Public Liability Insurance Policy Premium (ongoing operational expense).</i>

COLAC OTWAY SHIRE COUNCIL
MAJOR INITIATIVES REPORT - EXPENDITURE
For 3 Months Ending 30 September 2020

Notes

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

Project	YTD Actuals	Annual Budget	Annual Forecast	Comment
	\$	\$	\$	
City Deal Project - Great Ocean Walk Stage 1 Wild Dog to Skenes Creek	43,428	0	169,778	
City Deal Project - Infrastructure Improvements Kennett River	49,834	0	276,512	
LRCI Fund - Apollo Bay Recreation Reserve	681	0	40,000	Contractor has been appointed and works have commenced onsite for the sealing of the remaining two tennis/netball courts at the reserve.
Transition of Library Services	1,548	0	0	Progressing well.
Major Initiatives Carried Forward Total	323,352	87,665	1,572,284	
New Major Initiatives from 2020/21 funding				
Local Planning & Change Management Grant	0	0	31,818	
Bruce Street Solar Array	0	0	20,000	A request for quote is currently being developed to progress the feasibility study. The works are expected to be undertaken by March 2021
New Major Initiatives from 2020/21 funding Total	0	0	51,818	
Total Initiatives Expenditure	423,082	5,673,025	7,876,203	

COLAC OTWAY SHIRE COUNCIL
 MAJOR INITIATIVES REPORT - INCOME
 For 3 Months Ending 30 September 2020

Work Order	YTD Actuals	Annual Budget	Annual Forecast
	\$	\$	\$
Income for Major Initiatives			
Major Initiatives in Original Budget			
City Deal Project - Apollo Bay Harbour Redevelopment	(563,765)	(3,600,000)	(4,163,765)
Forrest MTB Revitalisation	0	(500,000)	(500,000)
Apollo Bay Early Years Hub - Council Contribution	0	(500,000)	(500,000)
COS Central Enrolment for Kindergarten	(27,678)	(75,000)	(75,000)
Major Initiatives in Original Budget Total	(591,443)	(4,675,000)	(5,238,765)
Major Initiatives Carried Forward			
Forrest Mountain Bike Trail Implementation	0	0	(46,187)
J Barrys Road Industry Development Plan	(89,120)	0	(89,120)
City Deal Project - Great Ocean Walk Stage 1 Wild Dog to Skenes Creek	(169,778)	0	(169,778)
City Deal Project - Infrastructure Improvements Kennett River	(276,512)	0	(276,512)
Major Initiatives Carried Forward Total	(535,410)	0	(581,597)
New Major Initiatives from 2020/21 funding			
Local Planning & Change Management Grant	(31,818)	0	(31,818)
Amendment C109cola 10 Drapers Road, Colac East - Signage Amendment	(3,051)	0	0
Kerbside Transition	(10,000)	0	0
New Major Initiatives from 2020/21 funding Total	(44,869)	0	(31,818)
Total Major Initiatives Income	(1,171,722)	(4,675,000)	(5,852,180)



Financial Performance Report

Quarterly Budget Report for 3 Months Ending 30 September 2020

Executive Summary

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

After taking the 2019/20 actual results into consideration (including carry forwards), the following summary can be provided in relation to the 2020/21 forecast results.

Compared to the adopted budget:

- The Original Budget adopted an operating deficit of (\$448k).
- The September 2020 forecast adjustments have increased the operating result by \$1.395m to \$947k.
- Capital works program is currently forecast to increase by \$4.2m to \$14.4m.
- Closing cash balance is currently forecast to increase by \$1m to \$14.8m.
- Reserve balance is forecast to increase by \$1.4m to \$14.3m. I.e. Cash will only exceed reserves by approximately \$536k.

Further detail of these results are contained within the body of this report. The current forecast assumes that all major projects and capital works are completed on 30 June 2021 and that 50% of the 2021/22 Federal Assistance Grants are received in advance again.

Impact of the COVID-19 pandemic on the 2020/21 budget

The 2020/21 budget was impacted by the onset of the COVID-19 pandemic, requiring Council to make amendments to support the community and cover expected lost revenue and increased costs resulting from the pandemic. These amendments included a reduction in spending of \$1.94m to enable Council to deliver a responsible budget. This reduced spending was to cater for:

- Allocated \$950k to help lead and support the community.
- \$785k expected lost revenue/additional cost (refer to Table 1):
 - \$455k operational impact in 2019/20
 - \$330k operational impact in 2020/21

Table 1

Lost Revenue/additional cost	2019/20 \$'000	2020/21 \$'000	Total \$'000	Comments
Operations				
BWFC	(40)	(40)	(80)	
COPACC	(80)	(20)	(100)	
Interest on Rates	(15)	0	(15)	Interest to be waived until 30 June 2020.
Additional IT Infrast.	(75)	0	(75)	System upgrade and remote access for staff to continue working
Visitor Information Centre closures	(30)	(30)	(60)	\$15k per month lost revenue/offset by \$5k in casual wages per month
Audio/Visual Conferencing Hardware and Software	(50)	0	(50)	To enable Council business to continue.
Additional cleaning service	(70)	(70)	(140)	\$5,000 per week
Employee Costs - Delay recruitment	50		50	Estimate across the organisation
PPE Equipment	(15)		(15)	Masks, hand sanitiser & wipes for staff protection
Reduced Planning & Building Permit revenue		(50)	(50)	Reduced permit demand & loss of fee revenue due to economic impacts - mainly in 2020/21.
Virus Vaccination (when available)	0	0	0	Cost unknown at this time
Reduced Local Laws Infringements, fees, etc.	(80)	(70)	(150)	
Other	(50)	(50)	(100)	Contingency for additional expenditure
Total Deficit relating to operations	(455)	(330)	(785)	

It is important to note that \$1.35m of this reduced spend was relating to Capital Works, which is not reflected in the Operational Result. The budget was therefore constructed to produce an operational deficit, but to still maintain Council's working capital.

The reduction in Capital Works, included reductions to the following:

- Sealed Road Resealing Program (\$350k)
- Building Renewal (\$250k)
- Unsealed Road Reconstruction Program (\$200k)
- Footpath Renewal Program (\$100k)
- Matching Grants Funding Allocation (\$448k)

The budget contained flexibility for Council should the final cost be greater than \$785k, such as reducing the amount allocated to the Business and Community Support Fund or borrowing from internal reserves.

September Update of COVID-19 impact

Officers continue to monitor the estimated impacts of COVID-19, which are still considered reasonable at this stage. Below are the changes to the forecasted operational impact of the Pandemic:

- School Crossings – Reduced expenditure due to reduced staffing requirements (\$13k).
- COPACC – Costs of COVID lower than expected (\$53k).
- Due to uncertainty surrounding restrictions of gym and pool use in Victoria, there is uncertainty regarding the forecasted impact on Bluewater Leisure Centre, although this is being monitored closely by Officers.

OPERATING RESULT

Council's net surplus to 30 September 2020 is \$26.1m. 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 deficit of (\$448k). The adjustments in Table 2 provide a reconciliation to the forecast surplus of \$947k.

Table 2

	\$'000
2020/21 Adopted Budget Surplus/(Deficit)	(448)
Operating Carry Overs from 2019/20*	(702)
Port of Apollo Bay Carry Overs from 2019/20*	(175)
Major Initiatives Carry Overs from 2019/20*	(934)
Outstanding Grants relating to above 2019/20 projects*	1,413
2020/21 LRCI Funding received- Government Budget Grant increase above expectations.	1,662
Insurance – Unbudgeted legal Reimbursement	284
Beeac land sale	60
Increase in number of subdivision on Roads Permits	55
Infrastructure Development - Engineering fees received	51
MAV 2020/21 Invoice processed in 2019/20	40
Unbudgeted Family Day Care funding received - Federal Support	31
Staff satisfaction Survey- Reduction in resourcing requirements	20
Bruce St investigation - Government reform delay in work	(15)
Bruce Street Solar Array – To be included as part of budget adoption	(20)
Rent for Pound Road Depot incorrectly excluded from budget	(23)
Building Permit Fees - No permit related fees will be received due to Council service change to no longer process building permit applications	(25)
Insurance premium increase above expectations - MAV Insurance - Local Government Liability	(30)
BoQ - Payment to liquidators to release equipment – Not budgeted	(32)
Insurance premium increase above expectations - Councillor & Officer Liability	(35)
Increase in budget for product scoping – Detailed design works for potential grant funding opportunities	(50)
Pennyroyal Hall Contributions – Contributions not budgeted	(57)
Relocation of Flying Foxes – Required works above expectations	(70)
Federal Assistance Grant Allocation less than budgeted. (allocation was less than the budgeted increase of 2.5%)	(120)
Other (<\$10k)	1
Changes to expected impact of COVID	
School Crossings – Reduced expenditure due to COVID	13
COPACC – Costs of COVID lower than expected	53
Net Forecast adjustment	1,395
2020/21 Annual Forecast Surplus/(Deficit) as at 30 September 2020	947

*These amounts relate to approved projects that were not complete by 30 June 2020, but still require completing in 2020/21 (Carry over). The funding of these projects are provided for in Council's working capital balance.

Actual results for the 3 months to 30 September 2020 are generally showing that Council will achieve the financial position adopted in the 2020/21 adopted budget.

There remains a number of uncertainties surrounding Council expenditure in 2020/21.

These uncertainties include:

- 2-way radio contract.
- Further work relocating Flying Foxes.
- Election Costs.
- COVID-19 impact on Bluewater Leisure Centre

As will be discussed later in this report, Council's cash balance forecast for 30 June 2021 remains marginal when compared to the level of reserves.

Major Initiatives

Per the attached schedule, \$0.4m of Major Projects have been expended as at 30 September 2020. This represents 7% of the original budget (\$5.6m), but only 5% of the forecast (\$7.9m). \$1.2m of revenue has been received in relation to major projects, which represent 20% of the annual forecast (\$5.9m).

Rates and Charges

Rates and Charges are forecast to achieve budget.

Grants

Grants are progressing ahead of budget primarily due to timing and \$1.19m of new grant revenue being included in the forecast in relation to the unbudgeted, fully funded, projects. Corresponding expenditure has been included in Material and Services and Employee Costs (No net impact):

- Working For Victoria - \$1.08m.
- MCH - \$75k.
- Local Planning and Change Management funding - \$32k.

In addition to these projects, additional LRCI Funding of \$1.7m is forecast to be received, which will increase the Capital Works Program by the equivalent amount.

Contributions – Monetary

Contributions are forecast to achieve budget.

Other Income

Other Income received in 2020/21 is forecast to increase, due to the following:

- Reimbursement of legal expenditure - \$284k.
- Engineering fees - \$78k.

Employee Costs

Employee costs for 2020/21 have been forecast to increase by a total of \$738k due to the following:

- \$784k - Fully-funded by the Working for Victoria grant funding.
- Employee cost savings within COPACC and School Crossings due to COVID-19.

Material and Services

Materials and Services at 30 September 2020 were \$4.5m, which represented 20% of the original budget (\$22.5m) and 17% of the forecast (\$26.0m). The forecast has been adjusted to include carry forwards and the expenditure relating to new funded projects, including:

- \$296k - Fully-funded by the Working for Victoria grant funding.

There was \$63k expended on legal fees for the quarter ending 30 September 2020. The legal expenditure related to the following matters:

- Waste Contract (\$36k)
- 2-Way Radio (\$10k)
- Other (Individually <\$5k) (\$17k)

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

CAPITAL WORKS

As per the attached report \$1.7m of the capital works program has been delivered to 30 September 2020. This represents 16% of the original budget (\$10.1m) and 12% of the current forecast (\$14.3m)

Council's original Capital budget totalled \$10.1m. Table 3 provides a reconciliation to the current forecast of \$14.3m.

Table 3

	\$'000
2020/21 Capital Works Budget	(10,171)
Capital Projects Carry Overs from 2019/20*	(2,204)
2020/21 LRCI Funding - Government Budget Grant increase above expectations, resulting in increased capital works	(1,660)
Bridge Rehabilitation Programme – Budget not sufficient to complete programme of works	(141)
Central Reserve – Increased scope of works resulting in additional costs	(170)
2020/21 Capital Works Forecast	(14,346)

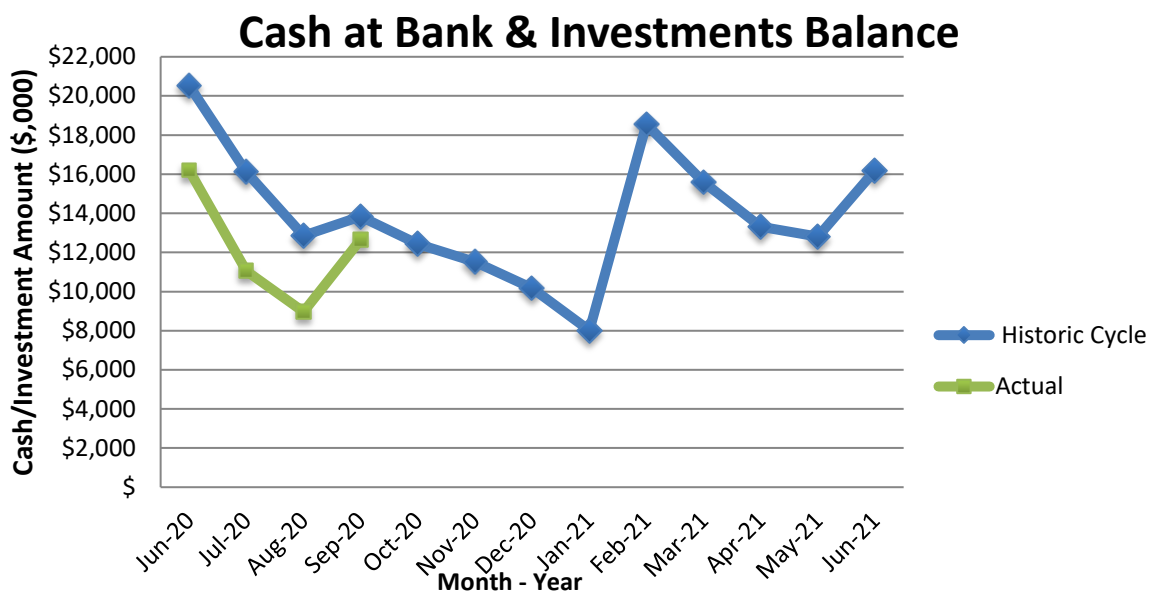
BALANCE SHEET AND CASH FLOW

Cash Balance

The current cash balance is forecast to be \$14.8m at 30 June 2021, which will be approximately \$536k more than the expected Reserves balance of \$14.26m. This assumes all expenditure including capital works and major projects are completed by 30 June 2021.

The graph below shows projections of how Council's cash balance was expected to perform to 30 September 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 September 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 30 September was \$11k, which is below the YTD budget of \$37k. Investment income is subject to timing and the level of interest rates.

As at 30 September 2020, Term Deposits were earning an average of 0.62%. This is 0.37% above the cash rate, which exceeds the performance benchmark of the Reserve Bank Cash rate plus 0.35%. Our investments were within the diversification limits set-out in the investment policy.

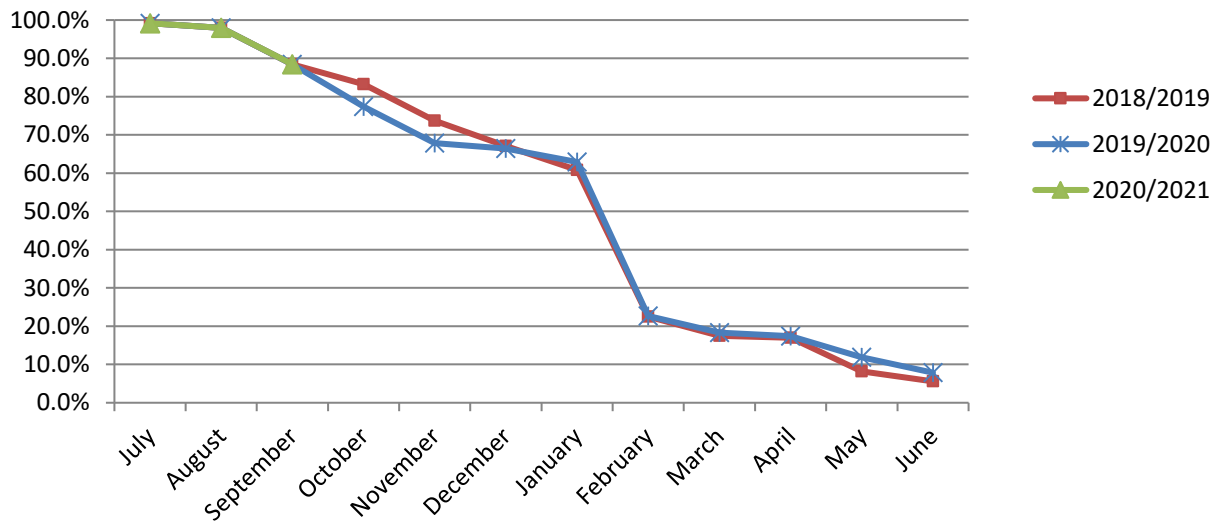
Rate Debtors

As at 30 September 2020, \$31.8 million was raised in rates and charges including batches of supplementary valuations generated by changes to council’s property base. At 30 September 2020 12% of the rates raised have been collected, which was consistent with the same period of the 2019/20 financial year of 12%.

The due date for ratepayers opting to pay in full is 15 February 2021. The due dates for ratepayers opting to pay via instalments are 30 September 2020, 30 November 2020, 28 February 2021 and 31 May 2021. Any ratepayer who has not opted for instalment payments is required to make the full payment before 15 February 2021.

The following graph shows that current collection trends are closely following the 2018/19 and 2019/20 collection trends:

% of Rates Outstanding



Borrowings Analysis

The following is the current schedule of Debt held by Council at 30 September 2020:

Loan Description	Current Year Loan Liability	Non-Current Loan Liability	Meeting Schedule
9203 - Loan 7 - Roads, car parking etc (\$1.65m)	\$0	\$0	Y
9206 - Loan 10 - AB tfr statn, libra (\$2m)(NAB)	\$0	\$0	Y
9207 - Loan 11 - Lakeside, AB tfr s(\$1.1m)(NAB)	\$114,683	\$0	Y
9208 - Loan 12 - Saleyards roof (\$1.178m)(CBA)	\$57,615	\$676,303	Y
9209 - Loan 13 - Street light PV panels (\$416k)	\$44,276	\$61,702	Y
9210 - Loan 14 - Bluewater redevelop(\$1m)(Bond)	\$0	\$0	Y
TOTAL	\$216,573	\$738,005	

As at 30 September 2020 principal repayments of \$70k have been made in 2020/21.

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

Measure	Calculation	Explanation	30-Jun-20	30-Sep-20	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.	27%	31%	Low
Borrowings % of rate Revenue (%)	Interest bearing loans and borrowings/rate revenue	Measurement of the proportion of borrowings against rate revenue raised. The higher the % the higher the proportion of available annual rate revenue is being used to back borrowings.	3%	3%	Low

Other Reserves

The 2020/21 forecast is indicating that Council's cash balance at 30 June 2021 is forecast to be \$536k in excess of the forecast reserves balance, which is a positive result given there was a deficit balance at 30 June 20.

Table 4 summarises the 2020/21 Cash v Reserve movements.

Table 4

	\$'000
Cash v Reserves Surplus/(Deficit) 2019/20	(567)
Increase/(Decrease) in Cash per adopted budget	830
(Increase)/Decrease in Reserves per adopted budget	(99)
Increase/(Decrease) in Operating per forecast (exclude carry forwards)	1,793
(Increase)/Decrease in Capital Works per forecast	(1,971)
Increase/(Decrease) in expected receipts from rates debtors – Balance at 30 June 2020 was larger than expected	550
Cash v Reserves Surplus/(Deficit) Forecast as at 30 September 2020	536

It must be noted that the Balance Sheet is also forecasting a 'Trade and Other Payables' balance of \$5.7m at 30 June 2021. Hence, the current measure of cash v reserves is heavily dependent on the timing of receivables and payables and does not consider Council's net working capital position.

It must be remembered that it is assumed all major projects and capital works are completed this financial year.

Local Authorities Superannuation Fund - Defined Benefits

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

Date	Vested Benefits Index
June 2018	106.0%
September 2018	106.9%
December 2018	101.9%
March 2019	105.4%
June 2019	107.1%
September 2019	107.3%
December 2019	107.7%
March 2020	102.1%
June 2020	104.6%

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

A VBI must generally be kept above the fund's nominated shortfall threshold of 97%. When an actuarial investigation is in progress, the fund's VBI must be at least 100%. A full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year.

As at 30 June 2020, the actual VBI for the sub-plan was 104.6%, which presents a decrease 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.

As at 30 September 2020 the estimated VBI was 104.5%, which represents a 0.1% decrease from the actual VBI as at 30 June 2020.

Colac Otway Shire Council
Comprehensive Income Statement
For 3 Months Ending 30 September 2020

	YTD		Annual		YTD %	
	Actual \$'000	Budget \$'000	Budget \$'000	Forecast \$'000	Budget %	Forecast %
Income						
Rates and charges	31,753	31,737	31,902	31,902	100%	100%
Statutory fees and fines	186	144	598	573	31%	32%
User fees	1,444	1,400	5,818	5,810	25%	25%
Grants - operating	4,504	3,483	14,720	17,089	31%	26%
Grants - capital	463	513	1,800	4,885	26%	9%
Contributions - monetary	24	5	19	19	128%	128%
Contributions - non monetary	-	-	-	-	0%	0%
Net gain (or loss) on disposal of property, infrastructure, plant and equipment	15	55	232	292	6%	5%
Share of net profits (or loss) of associates and joint ventures	-	-	30	30	0%	0%
Other income	77	122	515	921	15%	8%
Total income	38,465	37,458	55,634	61,521	69%	63%
Expenses						
Employee costs	4,694	4,931	20,520	21,258	23%	22%
Materials and services	4,467	5,943	22,480	26,144	20%	17%
Depreciation and amortisation	2,700	2,700	10,800	10,800	25%	25%
Amortisation - right of use assets	38	29	115	115	33%	33%
Bad and doubtful debts	-	1	2	2	0%	0%
Borrowing costs	15	13	53	53	28%	28%
Finance Costs - leases	16	-	49	49	33%	33%
Other expenses	394	503	2,063	2,153	19%	18%
Total expenses	12,325	14,120	56,082	60,574	22%	20%
Surplus/(deficit) for the year	26,141	23,338	(448)	947		
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	26,141	23,338	(448)	947		

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

Colac Otway Shire Council
Balance Sheet
As at 30 September 2020

	YTD	Annual Budget	Annual Forecast
	\$'000	\$'000	\$'000
Assets			
Current assets			
Cash and cash equivalents	12,655	13,842	14,797
Trade and other receivables	33,332	2,897	2,723
Inventories	208	156	190
Other assets	541	273	329
Total current assets	46,735	17,168	18,039
Non-current assets			
Intangible assets	-	-	-
Right of use assets	863	1,152	748
Property, infrastructure, plant and equipment	355,731	322,784	358,448
Investments in associates, joint arrangements and subsidiaries	441	465	471
Total non-current assets	357,035	324,401	359,667
Total assets	403,771	341,569	377,707
Liabilities			
Current liabilities			
Trade and other payables	5,214	4,237	5,749
Trust funds and deposits	1,318	585	724
Interest-bearing liabilities	217	142	142
Lease liabilities	105	110	100
Provisions	4,357	6,100	4,357
Total current liabilities	11,211	11,174	11,072
Non-current liabilities			
Interest-bearing liabilities	738	596	596
Lease liabilities	773	1,042	663
Provisions	9,005	8,555	9,005
Total non-current liabilities	10,516	10,193	10,264
Total liabilities	21,727	21,367	21,336
Net assets	382,044	320,202	356,371
Equity			
Accumulated Surplus	157,148	131,289	133,979
Reserves	224,896	188,913	222,392
Total Equity	382,044	320,202	356,371

Colac Otway Shire Council
Statement of Cash Flows
For 3 Months Ending 30 September 2020

	YTD	Annual		YTD %	
	Actual	Budget	Forecast	Budget	Forecast
	Inflows/ (Outflows) \$'000	Inflows/ (Outflows) \$'000	Inflows/ (Outflows) \$'000	Inflows/ (Outflows) %	Inflows/ (Outflows) %
Cash flows from operating activities					
Rates and charges	5,719	32,065	32,775	18%	17%
Statutory fees and fines	186	598	573	31%	32%
User fees	1,444	5,818	5,810	25%	25%
Grants - operating	2,976	14,798	17,106	20%	17%
Grants - capital	463	1,800	4,885	26%	9%
Contributions - monetary	24	19	19	128%	128%
Trust funds and deposits taken/(paid)	333	(262)	(523)	(127%)	(64%)
Other receipts	76	516	921	15%	8%
Employee costs	(5,394)	(20,520)	(21,258)	26%	25%
Materials and services	(5,667)	(22,328)	(25,828)	25%	22%
Other payments	(394)	(2,063)	(2,153)	19%	18%
Net cash provided by/(used in) operating activities	(234)	10,441	12,326	(2%)	(2%)
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(3,198)	(10,170)	(14,287)	31%	22%
Proceeds from sale of property, infrastructure, plant and equipment	15	1,062	1,062	1%	1%
Net cash provided by/(used in) investing activities	(3,183)	(9,108)	(13,225)	35%	24%
Cash flows from financing activities					
Finance costs	(15)	(53)	(53)	28%	28%
Repayment of borrowings	(69)	(286)	(286)	24%	24%
Interest paid - lease liability	(12)	(49)	(49)	25%	0%
Repayment of lease liabilities	(29)	(115)	(115)	25%	0%
Net cash provided by/(used in) financing activities	(125)	(503)	(503)	25%	25%
Net increase (decrease) in cash and cash equivalents	(3,543)	830	(1,402)		
Cash and cash equivalents at the beginning of the period	16,198	13,012	16,198		
Cash and cash equivalents at the end of the period	12,655	13,842	14,797		

COLAC OTWAY SHIRE COUNCIL
SERVICE AREA REPORT
For 3 Months Ending 30 September 2020

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

Notes

1. Income is presented as a negative. Favourable variances will therefore be a negative.
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		Commentary
	Actual	Forecast	Variance	Budget	Forecast	
	\$	\$	\$	\$	\$	
Chief Executive Office						
Chief Executive						
03000 - Chief Executive Office Operations (WO)	147,350	167,805	(20,455)	573,062	533,062	The September 20 Quarterly Forecast was adjusted to reflect \$40k favourable variance due to the 20/21 MAV membership being paid in 2019-20.
Chief Executive Total	147,350	167,805	(20,455)	573,062	533,062	
Governance						
03010 - Communications Operations (WO)	88,876	96,106	(7,230)	392,817	392,817	
03030 - Elected Members Support (WO)	56,225	98,547	(42,322)	394,200	394,200	
03320 - Governance Management Operations (WO)	101,243	182,890	(81,647)	666,318	710,792	Timing difference relating to the expenditure for VEC and Community Vision Plan.
Governance Total	246,344	377,543	(131,199)	1,453,335	1,497,809	
Chief Executive Office Total	393,694	545,348	(151,654)	2,026,397	2,030,871	
Corporate Services						
Assets, Borrowings, Overheads, Adjustments						
01130 - Grants Commission Funding (WO)	(877,744)	(859,435)	(18,309)	(7,204,418)	(7,084,418)	
01511 - Capital Works Income (WO)	(379,727)	(1,351,994)	972,267	(1,800,000)	(4,974,921)	Timing difference of grants received.
01545 - Light Fleet Revenue (WO)	(14,545)	(140,445)	125,900	(562,000)	(562,000)	
03055 - On-Cost Recovery	(452,016)	243,661	(695,677)	0	0	Timing difference - This Includes the timing of Workcover invoicing and employee leave taken.
03121 - Loan Repayments	14,833	25,488	(10,655)	101,959	101,959	
03175 - VicRoads Operations (WO)	(523)	0	(523)	0	0	
03260 - Corporate Overheads (WO)	19,985	24,999	(5,014)	100,000	100,000	
19183 - Asset profit	0	207,498	(207,498)	830,000	830,000	Timing difference - This is impacted by the timing of asset disposals
19185 - Depreciation, Amortisation and revaluation	2,700,000	2,728,740	(28,740)	10,915,000	10,915,000	
Assets, Borrowings, Overheads, Adjustments Total	1,010,262	878,512	131,750	2,380,541	(674,380)	

COLAC OTWAY SHIRE COUNCIL
SERVICE AREA REPORT
For 3 Months Ending 30 September 2020

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

Notes

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4. These are net figures for each service area.

Dept	Unit	Service
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SERVICE	Year to Date			Annual		Commentary
	Actual	Forecast	Variance	Budget	Forecast	
	\$	\$	\$	\$	\$	
Corporate Services Management						
03100 - Corporate Services Management (WO)	(143,210)	106,266	(249,476)	416,861	441,061	Timing difference - Working for Victoria funding received in excess of related expenditure.
03330 - Contracts and Procurement Operations (WO)	69,428	90,353	(20,925)	353,257	359,057	
Corporate Services Management Total	(73,781)	196,619	(270,400)	770,118	800,118	
Financial Services						
03110 - Property & Rates Operations (WO)	86,601	93,464	(6,863)	312,922	312,922	
03111 - Rates Revenue	(28,674,116)	(28,606,228)	(67,888)	(28,766,728)	(28,766,728)	
03115 - Financial Services Management (WO)	48,534	41,950	6,584	216,504	248,504	
03118 - Payroll Services (WO)	41,920	44,380	(2,460)	182,462	182,462	
03120 - Financial Control Operations (WO)	103,572	115,291	(11,719)	475,662	475,662	
Financial Services Total	(28,393,489)	(28,311,143)	(82,346)	(27,579,178)	(27,547,178)	
Information Services						
03140 - IT Services Operations (WO)	499,178	467,263	31,915	1,799,212	1,898,909	Timing difference - This is due to the timing of software and renewal licenses being different to budget.
03142 - Information Management Services (WO)	43,865	85,321	(41,456)	169,449	345,417	
03145 - GIS Operations (WO)	0	14,499	(14,499)	58,000	58,000	
03150 - Records Management Operations (WO)	57,135	175,824	(118,689)	514,611	720,919	Timing difference - Initiatives budgeted to have been further expended, including Municipal Management Software Remediation and ICT Projects.
Information Services Total	600,178	742,907	(142,729)	2,541,272	3,023,245	

COLAC OTWAY SHIRE COUNCIL
SERVICE AREA REPORT
For 3 Months Ending 30 September 2020

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

Notes

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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		Commentary
	Actual	Forecast	Variance	Budget	Forecast	
	\$	\$	\$	\$	\$	
People and Culture						
03160 - Human Resources Operations (WO)	79,347	109,979	(30,632)	414,173	419,220	
03162 - Organisational Development Operations (WO)	82,167	86,238	(4,071)	351,497	351,497	
03164 - PPC Management (WO)	5,000	7,012	(2,012)	10,850	15,150	
03165 - Risk Management Operations (WO)	533,635	236,938	296,697	653,015	454,023	These are timing differences due to payment of Insurance. The Forecast has been adjusted to reflect MAV Insurance above budget (\$30k), Councillor and Officer Liability Insurance above budget (\$35k) and Reimbursement of Legal Expenditure (\$284k).
03170 - Customer Service Operations (WO)	100,646	113,217	(12,571)	463,216	463,216	
04150 - Colac Visitor Information Centre Operations (WO)	(3,566)	19,807	(23,373)	103,948	103,948	Reduction in salaries due to VIC's extended closure.
04155 - Great Ocean Road VIC Operations (WO)	40,466	45,871	(5,405)	240,547	240,547	
People and Culture Total	837,695	619,062	218,633	2,237,246	2,047,601	
Corporate Services Total	(26,019,135)	(25,874,043)	(145,092)	(19,650,001)	(22,350,594)	

COLAC OTWAY SHIRE COUNCIL
SERVICE AREA REPORT
For 3 Months Ending 30 September 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		Commentary
	Actual	Forecast	Variance	Budget	Forecast	
	\$	\$	\$	\$	\$	
Development and Community Services						
Healthy Active Communities						
03710 - Libraries (WO)	189,098	187,434	1,664	741,000	741,000	
03740 - Recreation Operations (WO)	52,172	62,553	(10,381)	250,212	290,212	
03750 - Family & Children's Services Operations (WO)	(30,152)	(34,503)	4,351	121,885	90,661	
03770 - Maternal & Child Health Operations (WO)	27,582	10,972	16,610	60,688	60,688	Additional salaries to cover leave. Timing difference due to funding payment missing cut off.
04140 - Community Service Management Operations (WO)	22,997	85,101	(62,104)	237,738	374,724	Aboriginal Community Development Healthy Stronger Babies & Community Activation and Social Isolation professional service invoices not yet paid. Some parts of projects are on hold due to staff taking leave and restructure.
Healthy Active Communities Total	261,697	311,557	(49,860)	1,411,523	1,557,285	
OPASS						
03820 - Aged Care Management Administration (WO)	(722,735)	(282,512)	(440,223)	(676,413)	(651,596)	Additional funding received - working with Finance to look at required additional costs
03871 - Regional Assessment Service Operations (WO)	(15,704)	306	(16,010)	(31,351)	(17,237)	Project on hold due to staff leave and correct phasing of income received
OPASS Total	(738,439)	(282,206)	(456,233)	(707,764)	(668,833)	
Development and Community Services Management						
04000 - Community & Development Services Management (WO)	73,751	63,756	9,995	309,446	309,446	
Development and Community Services Management Total	73,751	63,756	9,995	309,446	309,446	

COLAC OTWAY SHIRE COUNCIL
SERVICE AREA REPORT
For 3 Months Ending 30 September 2020

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2. The 'Actual' figure does not include commitments.
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Dept	Unit	Service
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SERVICE	Year to Date			Annual		Commentary
	Actual	Forecast	Variance	Budget	Forecast	
	\$	\$	\$	\$	\$	
Economy and Business Enterprises						
03350 - Colac Livestock Selling Centre Operations (WO)	(18,453)	(16,658)	(1,795)	(29,600)	(29,600)	
03735 - Leisure Centre Operations (WO)	362,456	386,821	(24,365)	936,394	971,394	Due to changes in opening. Expected to be closed in this period. Had nearly a full month of opening.
03880 - COPACC Management Operations (WO)	(20,156)	39,073	(59,229)	567,642	515,140	Received all of Creative VIC Grant, budgeted salaries but staff currently not working
03910 - Events Operations (WO)	22,114	22,731	(617)	127,084	127,084	
03920 - Tourism Operations (WO)	116,519	115,765	754	216,494	216,494	
04170 - Economic Development Operations (WO)	238,448	168,685	69,763	1,153,988	1,312,570	Forreect MTB project invoices not yet processed
04175 - Airfield Operations (WO)	(4,112)	243	(4,355)	(60)	(60)	
Economy and Business Enterprises Total	696,816	716,660	(19,844)	2,971,942	3,113,022	
Planning, Building and Health						
04005 - Strategic Planning Operations (WO)	43,327	194,357	(151,030)	260,704	566,495	Apollo Bay Precinct & J Barry Road Industry Development invoice not yet been processed.
04007 - Planning Building & Health Management (WO)	162,332	129,203	33,129	458,426	594,814	Additional staff expenses above budget
04010 - Statutory Planning Operations (WO)	46,566	73,921	(27,355)	406,161	406,161	Additional planning fees income above budget
04015 - Planning Compliance (WO)	24,174	22,111	2,063	107,584	107,584	
04020 - Building Services Operations (WO)	(1,514)	55,818	(57,332)	201,475	226,475	Some building survey invoices not yet processed
04100 - Public Health Operations (WO)	109,999	119,063	(9,064)	509,467	524,467	Domestic Wastewater Management Plan works scheduled for warmer months
Planning, Building and Health Total	384,883	594,473	(209,590)	1,943,817	2,425,996	
Development and Community Services Total	678,709	1,404,240	(725,531)	5,928,964	6,736,916	

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	Actual	Forecast	Variance	Budget	Forecast	
	\$	\$	\$	\$	\$	
Disaster Recovery						
Flood						
06070 - Disaster Recovery Events (Bushfire) (WO)	0	0	0	0	0	
06090 - Disaster Recovery Events (Flood) (WO)	0	0	0	0	0	
Flood Total	0	0	0	0	0	
Disaster Recovery Total	0	0	0	0	0	
Environment and Infrastructure Services						
Arts and Leisure						
03745 - Arts & Leisure Management (WO)	15,022	25,278	(10,256)	103,550	103,550	OBRT Risk Assessments taking place
Arts and Leisure Total	15,022	25,278	(10,256)	103,550	103,550	
Assets and Project Delivery						
03205 - Infrastructure Development (WO)	90,527	55,387	35,140	341,501	229,726	Currently working through with the area to reallocate budgets and actuals to their respective areas.
03305 - Asset and Project Delivery Management (WO)	11,333	36,854	(25,521)	149,345	154,345	
03310 - Project Delivery (WO)	187,794	112,141	75,653	461,288	461,288	
03340 - Asset Management (WO)	204,297	235,206	(30,909)	865,627	1,029,304	
03345 - Strategic Property Management (WO)	36,987	80,885	(43,898)	100,216	157,216	
04038 - Standpipe Management Operations (WO)	862	2,067	(1,205)	8,500	8,500	
Assets and Project Delivery Total	531,801	522,540	9,261	1,926,477	2,040,379	

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SERVICE	Year to Date			Annual		Commentary
	Actual	Forecast	Variance	Budget	Forecast	
	\$	\$	\$	\$	\$	
Environment and Community Safety						
03415 - Landfill Management (WO)	61,778	42,626	19,152	185,016	185,016	
04037 - School Crossing Supervision Operations (WO)	13,126	13,269	(143)	73,431	60,431	
04040 - Local Laws Operations (WO)	133,047	100,571	32,476	403,765	403,765	Income low due to lack of permits issued
04060 - Environmental and Community Safety Operations (WO)	70,160	89,595	(19,435)	471,022	595,746	Pests & weeds and Street Lighting projects behind forecast
04065 - Environment & Community Safety Management (WO)	46,685	42,607	4,078	200,671	200,671	
04085 - Emergency Management Operations (WO)	236,718	231,221	5,497	952,543	952,543	
Environment and Community Safety Total	561,514	519,889	41,625	2,286,448	2,398,172	

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	Actual	Forecast	Variance	Budget	Forecast	
	\$	\$	\$	\$	\$	
Environment and Infrastructure Services Management						
03200 - Environment & Infrastructure Services Management (WO)	82,406	79,245	3,161	325,969	325,969	
03206 - City Deals Project (WO)	(822,270)	24,837	(847,107)	0	0	
Environment and Infrastructure Services Management Total	(739,865)	104,082	(843,947)	325,969	325,969	
Services and Operations						
03240 - Parks, Gardens and Open Space Maintenance (WO)	317,225	633,634	(316,409)	2,318,500	2,388,500	These items are travelling well, being 100k favorable variance. This is due to the timing of capital works which is phased consistently throughout the year.
03274 - Transport Infrastructure Maintenance (WO)	1,128,123	980,921	147,202	4,035,024	4,035,024	
03550 - Plant Operations (WO)	(59,587)	(16,045)	(43,542)	(66,000)	(66,000)	
03551 - Plant Operations (GL Only)	(353,489)	(341,647)	(11,842)	(1,236,440)	(1,236,440)	
03570 - Services & Operations Depot (WO)	309,697	253,020	56,677	940,499	963,599	
03410 - Waste Management Administration (WO)	90,567	210,231	(119,664)	768,829	768,829	
03411 - Waste Services (Garbage Charge Income) (WO)	(3,079,232)	(3,130,829)	51,597	(3,140,580)	(3,140,580)	Timing of invoice in arrears is causing this variance.
03420 - Domestic Refuse Collection (WO)	246,108	427,295	(181,187)	1,757,691	1,757,691	
03431 - Transfer Station Operations (WO)	255,032	291,977	(36,945)	1,201,063	1,201,063	
03490 - Buildings Maintenance & Operations (WO)	272,101	219,873	52,228	904,450	904,450	
Services and Operations Total	(873,454)	(471,570)	(401,884)	7,483,036	7,576,136	
Environment and Infrastructure Services Total	(504,982)	700,219	(1,205,201)	12,125,480	12,444,206	

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SERVICE	Year to Date			Annual		Commentary
	Actual	Forecast	Variance	Budget	Forecast	
	\$	\$	\$	\$	\$	
Port of Apollo Bay						
Capital Works						
37510 - Apollo Bay Harbour Capital Works (WO)	65,178	126,249	(61,071)	0	284,996	
Capital Works Total	65,178	126,249	(61,071)	0	284,996	
Port Administration						
33550 - Apollo Bay Harbour Major Plant Operation Cost	22,045	0	22,045	0	0	
35510 - Apollo Bay Harbour Admin (WO)	(776,384)	(740,835)	(35,549)	16,907	(93,093)	
Port Administration Total	(754,339)	(740,835)	(13,504)	16,907	(93,093)	
Port of Apollo Bay Total	(689,160)	(614,586)	(74,574)	16,907	191,903	
Total	(26,140,874)	(23,838,822)	(2,302,052)	447,747	(946,698)	

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