



Quarterly Performance Report 2021-22

Third Quarter

1 January – 31 March 2022

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Acknowledgement

The Colac Otway Shire Council respectfully acknowledges the Gulidjan and Gadubanud peoples of the Maar Nation as the traditional owners of the Colac Otway Region, the land upon which the activities of the Colac Otway Shire Council is conducted on.

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

Council Plan 2021-2025

Council formally adopted the Council Plan 2021-2025 at a Council meeting held on 27 October 2021. The Council Plan is a document developed in partnership with the community to guide Council's strategic direction over the next four years.

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

Community Engagement

Development of the Council Plan 2021-2025 included a comprehensive community engagement process, which conducted alongside development of the Community Vision 2050. The engagement process included:

- Regional roadshows at 12 community locations
- Online community sessions
- Community survey
- Stakeholder interviews
- Youth summit
- Community panel sessions
- Councillor workshops
- Exhibition of draft Community Vision 2050 and Council Plan 2021-2025

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

Council Plan 2021-2025 Strategic Themes

There are four themes in the Council Plan:

Theme One - Strong and Resilient Economy

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

Theme Two – Valuing the Natural and Built Environment

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

Theme Three – Healthy and Inclusive Community

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

Theme Four – Strong Leadership and Management

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

Links to the Public Health and Wellbeing Plan

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

Preventing Violence	Climate Change	Active Living	Mental Health Wellbeing	Gender Equity	Panel Recommendation
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Chief Executive Report

The third quarter of 2021—22 saw a welcome return of international visitors to Australia after almost two years of border closures.

This was good news for our tourism and hospitality businesses and coincided with a marketing campaign of Australia featuring our region, which was unveiled at a Local Government Tourism Roundtable.

The roundtable discussions were held with Tourism Australia and the Minister of Trade, Tourism and Investment, the Hon. Dan Tehan MP, in Port Campbell, where we could advocate for our shire alongside other regional councils.

Behind the scenes, our businesses had been readying themselves for this moment with support from Council's economic development and tourism team, who helped a number of local tourism businesses go through the 'Connecting with Asia' program.

The return of international visitors, including those on working holiday visas to ease the burden on businesses who have faced worker shortages, was a significant step towards our COVID-recovery and provided more planning certainty for our hardest-hit businesses.

On Australia Day, we welcomed five new Australian citizens for a citizenship ceremony and celebratory morning tea as in-person events returned to Victoria. The new citizens included those from Afghanistan, Thailand, France and the United Kingdom.

A few days later, Council had another welcome event to attend. This time, it was 51 new employees from Vanuatu for Colac's Australian Lamb Company as a way to fill critical labour shortages. These two events were a fantastic way to showcase our increasingly diverse and welcoming community.

For the first time, our Colac Otway Community Awards were moved from within the Australia Day timeline to be part of the iconic Colac Kana Festival, a successful transition.

Up on the main festival stage, Citizen of the Year was presented to Ivan McCallum for his more than 30 years of volunteer leadership roles, Young Citizen of the Year was presented to Sohail Ali for his efforts in coaching of the Colac Otway Rovers Soccer Club junior team and the Community Service Award was presented to Leanne Callahan, a dairy farmer who still finds time to assist the homeless, near homeless and disadvantaged as a volunteer, as well as supporting the needs of their pets.

Council's own main event this quarter was a Civic Thank You held at COPACC to recognize representatives from the community that included healthcare workers, the Community Leaders Group, teachers, supermarket staff, media and emergency services groups as a chance to pause and reflect on all that has been achieved by our community to protect it from COVID. While Council couldn't possibly know or thank every person who has kept the community safe and supported over the last two years, it was hoped that those at the event would extend Council's appreciation to others.

We were also pleased to welcome theatre back to COPACC with a successful launch event for the 2022 *Colac Herald* Theatre Season before a performance by the Australian Whitney Houston Show.

Sporting events also returned, with the first-ever Lochard Energy Warrnambool Women's Classic cycling race starting at the Colac Velodrome. The historic Melbourne to Warrnambool Cycling Festival includes the second oldest one-day cycling event in the world and the longest in the Southern Hemisphere.

We've been cheering the event from the sidelines in Colac Otway Shire since the event began in 1895 and cheers were especially loud around town to mark this very significant event for Colac Otway and our cycling community. It was an honour to showcase our cycling facility and picturesque cycling route to athletes and spectators.

While there was much to celebrate as the region opened up again for visitors and events, COVID came knocking at our doors more than ever with many staff catching the virus or at home isolating with family members who had caught it.



Chief Executive Report

This put pressure on our services as we dealt with changes to restrictions and staffing shortages. However, a steady flow of rapid antigen tests were received to keep essential staff safe and available for shifts.

Our immunisation nurses were also recognised for the work they did to oversee student nurses on their university courses, made harder due to strict COVID protocols, alongside their Council immunisation work and sometimes also shifts for COVID vaccination clinics.

Our Services and Operations team were also busy this quarter with extensive storm clean-up following extreme weather events early in the year.

This quarter, the tender for the development of the Barwon Flow Trails, as part of the initial phase of a broader Forrest Mountain Bike Trail Revitalisation project, was awarded.

The project will help open up the area for a wider range of mountain bike enthusiasts, including all-ability riders and as a family-friendly trail riding destination, alongside an increased offering for the more experienced riders.

Forrest was one of Australia's first mountain bike towns, using mountain biking as a driver for tourism and economic development following the slow-down of the forestry industry in the region.

When completed, the revitalisation of the Forrest Mountain Bike Trails will re-establish Forrest as a nationally-significant mountain bike destination and is an exciting development for the township alongside news of the new caravan park leaseholder, Belgravia.

The contract for vital new infrastructure at the Port of Apollo Bay was also announced. This will include the building of two new floating pontoons at the boat ramp after a funding grant for \$800,000 from Better Boating Victoria (Victorian Fisheries Authority) this quarter. Again, accessibility was a focus of the inclusive design.

A review of our Environment Strategy 2010-2018 was delivered in this quarter, examining 41 targets and Council's progress towards them. The review report was well-received by Council, highlighting some key outcomes including solar installations across many different facilities across the shire, water reduction measures, streetlight globe changes leading to energy and cost reductions, as well as landfill assessments and weed removal.

The Review Report will be used to guide Council's new Environment Strategy, to be developed later in the year.

Council and officers also had a focus on the upcoming Budget and attended six Budget workshops to work towards developing our Draft Budget for 2022-23 (including Draft Fees and Charges), as well as working on the final stages of developing the Draft Asset Plan 2022—23 to 2031—3.

After two years of being kept away from the community, this quarter was a fantastic reintroduction to our people, our places, and our goals for the growth of Colac Otway Shire.

Anne Howard

Chief Executive

Colac Otway Shire Council

Annual Plan 2021 - 2022

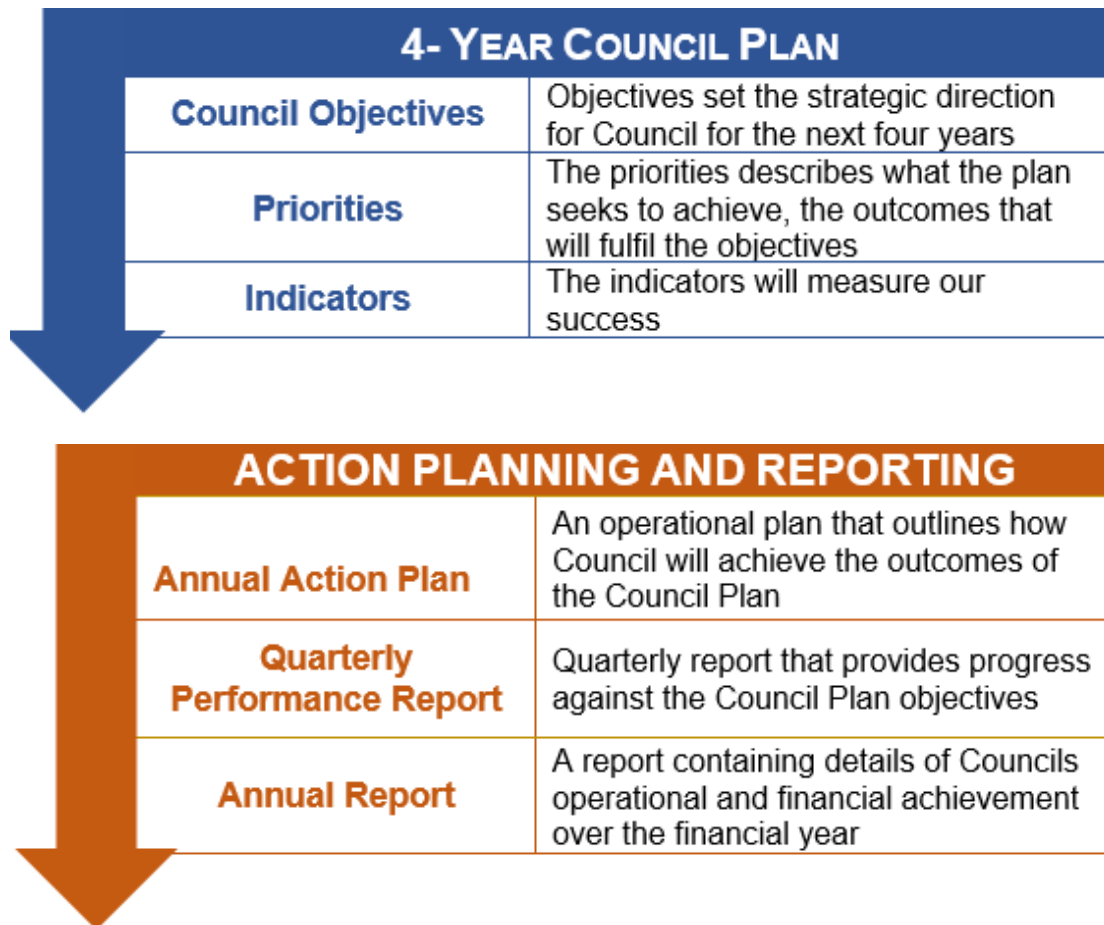
The Annual Plan is an operational plan that outlines how Council will achieve the outcomes of the Council Plan 2021-2025.

As part of the Council Plan 2021-2025, Council commits to generating an annual action plan to demonstrate how we will deliver on our commitments, evaluating our own performance, and publishing results within the annual report each October.

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

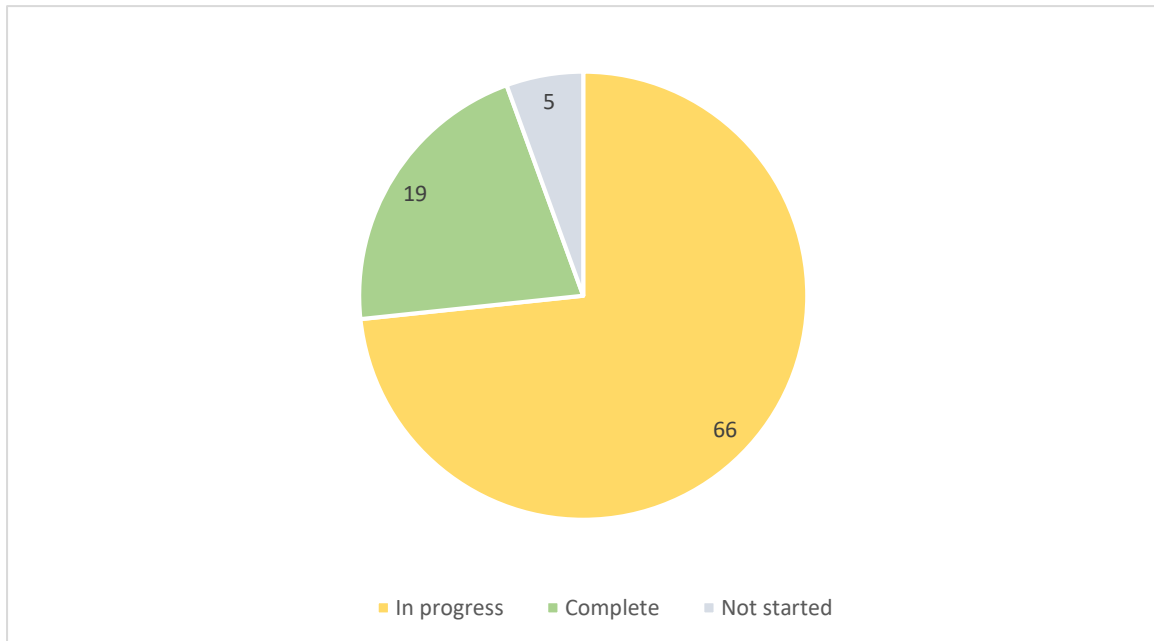
Each quarter, Council will produce a quarterly report showing progress against each of the actions in the annual plan, in addition Council produces an Annual Report, which outlines the work undertaken for the financial period.

Integrated Planning Framework

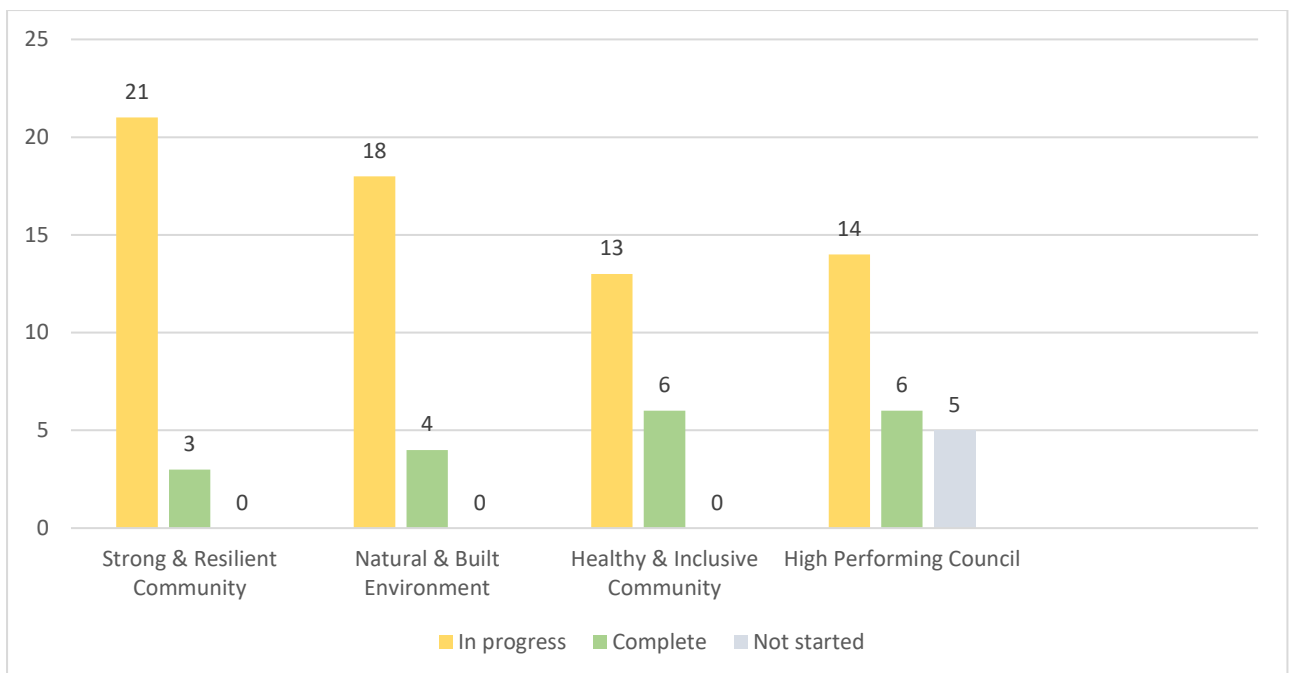


Annual Plan 2021 - 2022

Overall Progress by Action



Progress by Theme



Theme One – Strong and Resilient Economy

1.1 Affordable and available housing will support our growing community and economy

Action #	Year One Annual Actions	Progress Comment	% Complete	Status	Link to Health & Wellbeing Plan
1.1.1 Deliver a strategic growth plan for the shire and settlement strategy for all small towns and rural living areas					
1.1.1.1	<i>Participate in Great Ocean Road Authority Strategic Framework Plan</i>	Officers have attended workshops by the Great Ocean Road Coast and Parks Authority concerning technical work being undertaken as a precursor to the Strategic Framework Plan and have contributed feedback.	75%	In progress	
1.1.3 Facilitate the delivery of more diverse housing stock in Colac and Apollo Bay					
1.1.3.1	<i>Progress sale of the Council owned land at Bruce Street Colac for development with social housing</i>	An Expression of Interest process for sale of the land with a requirement for provision of limited social housing was initiated in February following a review of the project approach late in 2021. The Notice of Intention to see was advertised, resulting in a decision to proceed with sale of the land.	75%	In progress	<div style="display: flex; flex-direction: column; align-items: center;"> <div style="background-color: #4a7ebb; color: white; padding: 2px 5px; margin-bottom: 2px;">Preventing Violence</div> <div style="background-color: #c00000; color: white; padding: 2px 5px; margin-bottom: 2px;">Mental Health & Wellbeing</div> <div style="background-color: #6a3d9a; color: white; padding: 2px 5px; margin-bottom: 2px;">Panel Recommendation</div> <div style="background-color: #8ebf4a; color: white; padding: 2px 5px;">Gender Equity</div> </div>
1.1.3.2	<i>Work with the Apollo Bay community to progress actions that achieve key worker housing</i>	Officers have worked with the Apollo Bay Key Worker Housing taskforce concerning potential housing initiatives, and have provided advice on a number of possible housing sites. Collaborative work was also undertaken with the Great Ocean Road Coast and Parks Authority concerning temporary worker accommodation in the Apollo Bay Recreation Reserve Caravan Park.	75%	In progress	
1.1.4 Increase residential land supply in Colac					
1.1.4.1	<i>Commence Deans Creek Outline Development Plan and Development Contributions Plan</i>	Challenges experienced in recruiting a project officer, but early work commenced to develop governance arrangements for the project. Grant applications lodged with the Victorian Planning Authority and	50%	In progress	

Theme One – Strong and Resilient Economy

		Regional Development Victoria have been submitted to assist with the technical work required.			
1.1.4.2	<i>Support the sale of land process at Bruce Street for residential housing</i>	An Expression of Interest process for sale of the land with a requirement for provision of limited social housing was initiated in February following a review of the project approach late in 2021. The Notice of Intention to see was advertised, resulting in a decision to proceed with sale of the land.	75%	In progress	<div style="background-color: #4a7ebb; color: white; padding: 2px;">Preventing Violence</div> <div style="background-color: #c00000; color: white; padding: 2px;">Mental Health & Wellbeing</div> <div style="background-color: #6a3d9a; color: white; padding: 2px;">Panel Recommendation</div> <div style="background-color: #808000; color: white; padding: 2px;">Gender Equity</div>
1.1.4.3	<i>Complete Colac West Development Plan and Shared Infrastructure Plan</i>	Draft Development Plan placed on public exhibition in August/September and submissions heard by Council in November. Officers are finalising a Shared Infrastructure Plan for discussion with land owners. Finalisation of the Plan has been delayed by storm water investigations being undertaken by key land owners in the precinct. Substantial progress has been made in progressing a subdivision within the Development Plan area.	50%	In progress	
1.1.4.4	<i>Process privately led Colac residential housing planning scheme amendments</i>	Officers have facilitated the preparation of amendments to rezone land between Irrewillipe Road and Harris Road in Elliminyt (considered by Council at the December 2021 and March 2022 Council meetings) and west of the Wyuna Estate at Elliminyt (awaiting finalisation of the amendment documentation by the proponent). These should be placed on exhibition early to mid 2022.	75%	In progress	<div style="background-color: #6a3d9a; color: white; padding: 2px;">Panel Recommendation</div>

Theme One – Strong and Resilient Economy

Action #	Year One Annual Actions	Progress Comment	% Complete	Status	Link to Health & Wellbeing Plan
1.1.5 Deliver a Social Housing Strategy					
1.1.5.1	<i>Adopt Social Housing Strategy</i>	Council adopted the Colac Otway Social Housing Plan at its August Council meeting. Officers have since worked with the G21 Project Control Group, Homes Victoria and other stakeholders to progress actions in the Plan.	100%	Completed	Preventing Violence Mental Health & Wellbeing Gender Equity
1.1.5.2	<i>Work with G21 regional partners to finalise a regional plan</i>	Council has worked closely with the G21 region partners to progress a regional plan. G21 has amended its approach and a Big Capacity Build funding proposal has been developed to enable an expansion of the project to encompass other housing issues, including key worker housing, to be conducted over 5 years. Strong relationships have been developed with Homes Victoria concerning potential social housing developments under the Big Housing Build program.	75%	In progress	
1.1.5.3	<i>Work with Homes Victoria and housing providers to deliver social housing projects under the State's Big Housing Build program</i>	Officers have provided details of suitable State Government owned sites to Homes Victoria for potential development under the Big Housing Build program, and met several times to discuss these opportunities. Officers have also discussed opportunities on privately owned land with Homes Victoria, and responded to a Request for Proposal by Homes Victoria for the purchase of Council owned land at Apollo Bay for development of affordable housing.	50%	In progress	Preventing Violence Mental Health & Wellbeing Gender Equity
1.1.5.4	<i>Support the delivery of social housing through development of the Council land at Bruce Street, Colac</i>	An Expression of Interest process for sale of the land with a requirement for provision of limited social housing was initiated in February following a review of the project approach late in 2021. The Notice of Intention to sell was advertised, resulting in a decision to proceed with sale of the land.	75%	In progress	Preventing Violence Mental Health & Wellbeing Panel Recommendation Gender Equity

Theme One – Strong and Resilient Economy

Action #	Year One Annual Actions	Progress Comment	% Complete	Status	Link to Health & Wellbeing Plan
1.1.6 Increase access to affordable accommodation for essential workers					
1.1.6.1	<i>Work with the Apollo Bay community to progress actions that achieve key worker housing</i>	Officers have worked with the Apollo Bay Key Worker Housing taskforce concerning potential housing initiatives, and have provided advice on a number of possible housing sites. Collaborative work was also undertaken with the Great Ocean Road Coast and Parks Authority concerning temporary worker accommodation in the Apollo Bay Recreation Reserve Caravan Park.	75%	In progress	Preventing Violence
					Mental Health & Wellbeing
					Panel Recommendation
					Gender Equity
1.1.6.2	<i>Participate in a regional Key and Essential Housing Worker project</i>	Council has participated in the Project Control Group for the regional Key and Essential Worker Housing project, and has been involved in the engagement of a consultant and project manager. The project has commenced, stakeholder consultation has occurred, and the consultant is investigating the feasibility of development sites for key worker housing across the different Councils.	75%	In progress	Preventing Violence
					Mental Health & Wellbeing
					Panel Recommendation
1.1.6.3	<i>Investigate site options for future provision of key worker housing in Apollo Bay</i>	Officers have worked with the Apollo Bay Key Worker Housing taskforce concerning potential housing initiatives, and have provided advice on a number of possible housing sites. Collaborative work was also undertaken with the Great Ocean Road Coast and Parks Authority concerning temporary worker accommodation in the Apollo Bay Recreation Reserve Caravan Park.	75%	In progress	Preventing Violence
					Mental Health & Wellbeing
					Panel Recommendation
					Gender Equity
1.1.6.4	<i>Advocate to State and Federal Government for support towards key worker accommodation</i>	Council has utilised our membership of G21 and the Barwon South-west Partnership forums to advocate for funding and Government support to address the key worker housing shortage, with representations being made to State and Federal politicians and Government agencies such as Regional Development Victoria. A	75%	In progress	Preventing Violence
					Mental Health & Wellbeing
					Panel Recommendation

Theme One – Strong and Resilient Economy

Action #	Year One Annual Actions	Progress Comment	% Complete	Status	Link to Health & Wellbeing Plan
		submission has been made to Homes Victoria seeking support to establish key worker accommodation under the Big Housing Build program, and an expression of interest was lodged for purchase of the Apollo Bay Kindergarten site in Apollo Bay from Council for affordable accommodation.			Gender Equity
1.1.6.5	<i>Review Council's local law exemption process to consider increased facilitation of short term accommodation on residential lots for essential workers</i>	Officers have developed a complementary local law permit process for consideration of key worker permits to camp on private land for the summer period. This was considered at the November 2021 Council meeting and the process put in place for the 2021-22 summer holiday period.	100%	Completed	

1.2 Attract, retain and grow business in our Shire

Action #	Year One Annual Actions	Progress Comment	% Complete	Status	Link to Health & Wellbeing Plan
1.2.1 Attract and retain a diverse range of businesses and industries, particularly those with green credentials					
1.2.2.1	<i>Deliver small business Digital Transformation program</i>	Consultants are progressing the Digital Infrastructure Capacity and Gap Analysis including undertaking business surveying and market testing. Consultants have also been appointed for the Small Business Digital Literacy Program and business recruitment to the program has commenced.	75%	In progress	

Theme One – Strong and Resilient Economy

1.2.3 Deliver City Deals project in Colac Otway Shire's coastal towns

1.2.3	<i>Complete year one milestones in projects plans</i>	Draft detailed designs for each of the three funded projects have been completed pending approvals from Council and state agencies. Milestone 5 of 8 is nearing completion. The forecast schedule is at some risk due to the complexities of the various approval processes and meeting the requirements of the new Marine and Coastal Act. The funds available under the original agreement will not allow the completion of the full suite of deliverables in each project based on cost estimates. Work is occurring with relevant agencies to determine what elements can be constructed with available funds in each project stream.	75%	In progress	
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1.3 Key infrastructure investment supports our economy and liveability

Action #	Year One Annual Actions	Progress Comment	% Complete	Status	Link to Health & Wellbeing Plan
1.3.1 Attract investment to implement key master plans and projects that will drive economic growth including but not limited to Lake Colac Foreshore Masterplan, Public Toilet Strategy, CBD and Entrances Plan, Apollo Bay, Marengo and Skenes Creek CIP, Murray Street upgrades, township masterplans, Colac Civic Health and Rail Precinct, Memorial Square Masterplan Tourism Traffic and Parking Strategy					
1.3.1.1	<i>Finalise a list of Council priority projects for funding advocacy</i>	Council's Priority Project list has been developed for consideration at the April 2022 Council Meeting.	75%	In progress	

Theme One – Strong and Resilient Economy

1.3.2 Deliver improvements to Colac and Apollo Bay CBD's to support their role as a hub for commerce, tourism and the community					
1.3.2.1	<i>Complete the Apollo Bay Community Infrastructure Plan</i>	Significant progress has been made in resolving outstanding stakeholder concerns, with preparation of a draft Plan that is due to be considered by Council for public exhibition in May/June 2022.	85%	In progress	
1.3.2.2	<i>Finalise the Colac Civic Precinct Master Plan</i>	Stakeholder engagement undertaken relating to opportunities and constraints for the precinct, and draft master plan documentation is being prepared. Project is scheduled to be completed late 2022. Workshop held with Colac Area Health Board and Executive in March to discuss future of health precinct.	65%	In progress	
1.3.3 Advocate to relevant authorities for new and upgraded infrastructure to support business growth e.g. roads, utilities, NBN					
1.3.3.1	<i>Complete a Digital Infrastructure Gap Analysis study</i>	Consultants are progressing the Digital Infrastructure Capacity and Gap Analysis including undertaking business surveying and market testing.	75%	In progress	
1.3.4 Advocate for implementation of the Forrest Waterwaste scheme					
1.3.4.1	<i>Advocate to Barwon Water and State government to fund Forrest Wastewater Upgrade</i>	Council continues to advocate for Barwon Water funding of the wastewater solution for Forrest to be included in its 2023-28 pricing submission to the Essential Services Commissioner.	75%	In progress	

Theme One – Strong and Resilient Economy

1.4 Colac Otway Shire is a destination to visit

Action #	Year One Annual Actions	Progress Comment	% Complete	Status	Link to Health & Wellbeing Plan
1.4.4 Facilitate development of sustainable visitor infrastructure and accommodation					
1.4.4.1	<i>Assist GORA with information necessary to conduct the preliminary assessment required to start the Ecotourism certification process</i>	Preliminary Assessment of Ecotourism Certification eligibility for the region has been completed.	100%	Completed	

Theme Two - VALUING THE NATURAL AND BUILT ENVIRONMENT

2.1 We mitigate impacts to people and property arising from climate change					
Action #	Year One Annual Actions	Progress Comment	% Complete	Status	Link to Health & Wellbeing Plan
2.1.2 Green our streets and public places					
2.1.2.1	<i>Deliver Council's Street Tree planting program to identified candidate streets</i>	<p>Street tree planting is proposed to be undertaken in:</p> <ul style="list-style-type: none"> • Manifold Street, Colac • Pollack Street, Colac • Corangamite Street, Colac • Gellibrand Street, Colac <p>In addition plantings are planned for:</p> <ul style="list-style-type: none"> • Wallace Street, Beeac • Deloraine Street, Colac • Roadknight Street, Birregurra • Molesworth Street, Birregurra <p>These works are to be undertaken in Autumn 2022.</p>	75%	In progress	<div style="background-color: #800000; color: white; padding: 2px;">Mental Health & Wellbeing</div> <div style="background-color: #4B0082; color: white; padding: 2px;">Panel Recommendation</div> <div style="background-color: #90EE90; padding: 2px;">Climate Change</div> <div style="background-color: #8B4513; color: white; padding: 2px;">Active Living</div>
2.1.3 Minimise the effects of climate change and extreme weather events on our community					
2.1.3.1	<i>Complete scheduled capital works projects that address impacts from climate change and extreme weather events</i>	<p>The Bass Crescent Outfall upgrade is complete, addressing coastal erosion and preventing further damage to the Great Ocean Road. Works are completed to address a landslip on Morris Access as scheduled. The remaining budget was reallocated due to significant storm events that occurred in September and October 2021 of which there were approximately 40 landslips. The remediation of these new slips will be undertaken with National Disaster Relief and Recovery Authority (NDRRA) funding as it was a declared event, over the period up to June 2024.</p>	100%	Completed	

Theme Two - VALUING THE NATURAL AND BUILT ENVIRONMENT

2.1.3.2	<i>Review and update (as required) emergency plans for emergency events and ensure Council is prepared to undertake its functions (e.g. Council's Pandemic Plans)</i>	Officers continue to monitor, review and update emergency plans to ensure Council is prepared to undertake its functions. The Otway District Strategic Fire Management Plan, in collaboration with Corangamite and Surf Coast Shires, has been updated and endorsed by the Municipal Emergency Management Planning Committee, with quality assurance documents completed and submitted to the Regional Emergency Management Committee for final approval.	75%	In progress	<div style="background-color: #800080; color: white; padding: 2px;">Panel Recommendation</div> <div style="background-color: #90EE90; padding: 2px;">Climate Change</div>
2.1.3.3	<i>Provide support and input to community sustainability projects such as the Apollo bay Neighbourhood Battery Feasibility Study, the Geelong+ Community Solar Program and the BSW Community Power Hub and Small Business Energy Saver Program</i>	Council has continued to support and provide input to community sustainability projects such as the Apollo Bay Neighbourhood Battery Feasibility Study, the Geelong+ Community Solar Program and the Barwon South West Community Power Hub and Small Business Energy Saver Program. Officers have attended various project Advisory/Working Group meetings.	75%	In progress	<div style="background-color: #90EE90; padding: 2px;">Climate Change</div>

2.2 We operate sustainably with a reduced carbon footprint

Action #	Year One Annual Actions	Progress Comment	% Complete	Status	Link to Health & Wellbeing Plan
2.2.1 Improve Council's sustainability practices through the reduction of Council's carbon emissions and/or need to pay for carbon offsets					
2.2.1.1	<i>Establish and verify Council's net-zero emissions/carbon neutral status by participating in a not-for-profit, revegetation based offsetting program</i>	The emissions inventory verification and the purchase of the required not-for-profit revegetation based offsets should be completed by the end of April/early May 2022 to formalise Council's Carbon Neutral status for the 2020-21 financial year	80%	In progress	<div style="background-color: #DC143C; color: white; padding: 2px;">Mental Health & Wellbeing</div> <div style="background-color: #800080; color: white; padding: 2px;">Panel Recommendation</div> <div style="background-color: #90EE90; padding: 2px;">Climate Change</div>

Theme Two - VALUING THE NATURAL AND BUILT ENVIRONMENT

2.2.1.2	<i>Conduct feasibility study into the opportunity to install electric heat pumps at Bluewater Leisure Centre to replace the existing Gas Heat Pumps.</i>	Feasibility Study has been completed and discussed with Councillors.	100%	Completed	<div style="background-color: #800000; color: white; padding: 2px;">Mental Health & Wellbeing</div> <div style="background-color: #4B0082; color: white; padding: 2px;">Panel Recommendation</div> <div style="background-color: #70AD47; color: white; padding: 2px;">Climate Change</div>
2.2.2 Council supports the community to reduce carbon emissions					
2.2.2.1	<i>Explore membership of a regional greenhouse alliance</i>	A formal invitation for the 2022-23 financial year will be considered at the April 2022 Council Meeting.	90%	In progress	
2.2.2.2	<i>Support community initiated environmental projects through the Colac Otway Shire Grant Program</i>	<p>Council's grants program has assisted the following community initiated and business environmental projects in 2021-22:</p> <ul style="list-style-type: none"> • Upgrades to energy and water efficient appliances, lighting and insulation. • Community education workshops in sustainable living. • Home energy efficiency assessments, video and workshops to share strategies. • Organic composting system. • Feasibility study into a neighbourhood battery. • Community riverbank rehabilitation and weed control projects. • Upgrade to the Community Nursery Support Centre which trains community members in plant and environmental initiatives. 	100%	Completed	<div style="background-color: #800000; color: white; padding: 2px;">Mental Health & Wellbeing</div> <div style="background-color: #4B0082; color: white; padding: 2px;">Panel Recommendation</div> <div style="background-color: #70AD47; color: white; padding: 2px;">Climate Change</div>

Theme Two - VALUING THE NATURAL AND BUILT ENVIRONMENT

2.2.3 Educating and assisting our community to act on climate change by reducing waste, emissions and water usage					
2.2.3.1	<i>Conduct detailed and targeted educational activities including bin audits, to educate the community in the correct sorting of household waste at the source</i>	<p>Council's behaviour change campaign was undertaken with the delivery of the fourth glass-only collection bin in November 2021. Key messages as part of the behaviour change campaign included:</p> <ul style="list-style-type: none"> • Separation of the glass from the co-mingled recycling • increasing food waste in the green (FOGO) Organics bins • reducing waste to landfill <p>Bin audits were completed in November 2021. Findings from these will also form part of the behaviour change campaign in 2022. Council's waste team introduced the GoodSort App to the community in November 2021. Residents can search waste materials to find out what bin it should go in.</p>	75%	In progress	<div style="background-color: #4a4a8a; color: white; padding: 2px;">Panel Recommendation</div> <div style="background-color: #76b82a; color: white; padding: 2px;">Climate Change</div>

2.3 Protect and enhance the natural environment					
Action #	Year One Annual Actions	Progress Comment	% Complete	Status	Link to Health & Wellbeing Plan
2.3.1 Environment Strategy reviewed					
2.3.1	<i>Review the existing Environment Strategy and commence community and stakeholder consultation for the new Environment Strategy 2022-2030</i>	The final Environment Strategy Review Report was presented to Council on 2 February 2022 and made publicly available shortly after via Council's website. Community and stakeholder consultation planning for the new Environment Strategy 2022-2030 has commenced and EMT and Council has been briefed regarding revised timelines for delivery of the new Environment Strategy (due to be completed in early 2023).	75%	In progress	<div style="background-color: #76b82a; color: white; padding: 2px;">Climate Change</div>

Theme Two - VALUING THE NATURAL AND BUILT ENVIRONMENT

2.3.2 Protect native vegetation, ecosystems, flora and fauna					
2.3.2.1	<i>Deliver and support community and corporate environmental events (e.g. National Tree Day, World Environment Day, Clean Up Australia Day)</i>	The Environment team continues to deliver and support community and corporate environmental events – having recently delivered two events for Clean Up Australia Day in early March and successfully completed the Colac Secondary College Alpine School Program, and continues to work with the Colac Specialist School for the 2022 school year.	(Ongoing)	In progress	<div style="background-color: #800000; color: white; padding: 2px;">Mental Health & Wellbeing</div> <div style="background-color: #4B0082; color: white; padding: 2px;">Panel Recommendation</div> <div style="background-color: #90EE90; padding: 2px;">Climate Change</div> <div style="background-color: #DAA520; padding: 2px;">Active Living</div>
2.3.3 Undertake pest plant and animal management control programs and community education to target and reduce invasive species in natural systems					
2.3.3.1	<i>Coordinate and deliver annual pest plant and animal control programs across environmental reserves, road reserves and other council managed land</i>	Council's annual pest plant and animal control programs across environmental reserves, road reserves and other council managed land continues to be delivered. Autumn weed control contracts have commenced.	(Ongoing)	In progress	

2.4 We will satisfy our community's reasonable expectations to reduce waste going to landfill, increase resource recovery and minimise waste charges					
Action #	Year One Annual Actions	Progress Comment	% Complete	Status	Link to Health & Wellbeing Plan
2.4.1 Increase community satisfaction by community education, phone apps, reducing waste to landfill, pursuing joint waste contracts and other innovative approaches in partnership with our community and business sectors					
2.4.1.1	<i>Continue to implement year one actions from the Colac Otway Resource Recovery and Waste Management Strategy, including roll out of the COS Shire "Good Sort" app for residents</i>	<p>To increase community satisfaction with the waste management system the following is being undertaken:</p> <ul style="list-style-type: none"> • Community education to support the rollout of the purple glass-only bin and changes to the recycling streams. • Using communication and social media channels to promote ways of reducing waste, reusing and recycling. • Council's GoodSort App (waste App) has received some positive feedback so far. 	75%	In progress	<div style="background-color: #4B0082; color: white; padding: 2px;">Panel Recommendation</div>

Theme Two - VALUING THE NATURAL AND BUILT ENVIRONMENT

		The goal is that through targeted communication Council increases community confidence of the kerbside recycling services.			
2.4.1.2	<i>Continue to identify opportunities to collaborate with regional partners, including Barwon Water and Barwon South West Waste Resource & Recovery Group</i>	Colac Otway Shire Council's waste department is one of the nine Councils which work collaboratively as part of the Barwon South West Waste Resource Recovery Group to identify joint opportunities and look into regional partnerships. Currently Council is looking into the following projects. <ul style="list-style-type: none"> • G21 Council's joint recycling facility in the Geelong area, (MRF) • A joint recycling facility collaboration with the Ballarat City Council (MRF) • Barwon Water organics facility (RON) 	75%	In progress	Climate Change
2.4.2 Reduce the % of food and organic (FOGO) waste in the landfill waste stream (red bin) by awareness raising and innovative approaches					
2.4.2.1	<i>Review Events Policy and include provisions for waste wise events</i>	Review of the existing Event Policy has commenced.	10%	In progress	Climate Change
2.4.2.2	<i>Conduct detailed and targeted educational activities including bin audits, to educate the community in the correct sorting of household waste at the source</i>	As part of Council's waste and recycling behaviour change campaign Council introduced kitchen caddy liners to encourage food waste in the green (FOGO) Organics bins and reduce food waste to landfill. Council's bin audit program was completed in November 2021. Findings from these will also form part of the behaviour change campaign. Council's GoodSort App (waste App) is an innovative way for our community to improve their waste & recycling awareness.	75%	In progress	Climate Change
2.4.3 Reduce the % of contamination of the recycling waste stream (yellow bin) by awareness raising and innovative approaches					
2.4.3.1	<i>Conduct detailed and targeted educational activities including bin audits, to educate the community in the correct sorting of household waste at the source</i>	Council's behaviour change campaign included the separation of the glass from the co-mingled recycling; this is one way to reducing contamination in the co-mingled recycle streams. Council's bin audit program was completed in November 2021. Findings from this will also form part of the behaviour change campaign. Council's	75%	In progress	Climate Change

Theme Two - VALUING THE NATURAL AND BUILT ENVIRONMENT

		GoodSort App (waste App) is an innovative way for our community to improve their waste & recycling awareness.			
2.4.4 Divert glass from landfill by rollout of glass recycling bins (purple bin) and public awareness raising and innovative approaches					
2.4.4.1	<i>Introduce a fourth glass collection bin for the kerbside collection of glass, which will reduce the contamination of the current comingle stream</i>	Reducing contamination in the yellow recycling bins started in October, when Council started to rollout the fourth purple glass bin to all residents who receive a kerbside waste collection. The rollout delivered 10,500 bins to residents. The first purple glass bin collections in November 2021 collected 18.2 tonnes of glass.	100%	Completed	Climate Change
2.4.5 Trial a hard waste collection service					
2.4.5.1	<i>Research and present options for a hard waste service leading to trials</i>	Council's Waste department is currently researching options for a hard waste collection and will provide options to Council over the coming months.	40%	In progress	Climate Change

2.5 Provide and maintain an attractive and safe built environment

Action #	Year One Annual Actions	Progress Comment	% Complete	Status	Link to Health & Wellbeing Plan
2.5.1 Maintain road and drainage assets to ensure they are safe and reliable					
2.5.1.1	<i>Ensure that identified road defects are rectified in accordance with settings in the Road Management Plan</i>	Colac Otway Shire's Services and Operations department ensures that in day-to-day operations maintenance to roads and drainage is in accordance with the Colac Otway Shire Road Management Plan (2021). Defect compliance is to be greater than 85% monthly.	(Ongoing)	In progress	

Theme Two - VALUING THE NATURAL AND BUILT ENVIRONMENT

2.5.2 Deliver a relevant Capital Works Program					
2.5.2.1	<i>Provide efficient and effective Capital works delivery in line with agreed targets</i>	COVID related impacts continue to affect the capital works delivery rate. Impacts include: delays caused by reduced availability of contractors and consultants affected by COVID, material delivery delays and shortages, increased tendered rates and a reduction of tender submissions in a competitive market. Delivery of Capital Works this year is expected to be in the order of 70% of the program, with the majority of the balance of the works committed and in progress by end of Financial Year. \$6 million had been spent at the end of March, with a further approximately \$3 million of work completed and pending payment.	45%	In progress	
2.5.3 Council meets annual infrastructure renewal gap					
2.5.3.1	<i>Complete Council's Asset Plan</i>	Asset management plans (AMPs) have been prepared for all major asset classes: open space and recreation, paths, buildings, bridges, roads and drainage. A draft 'Asset Plan' that brings these documents together has been prepared in line with the requirements of the Local Government Act 2020. The Plan will be presented for adoption in May/June 2022, following a period of public consultation.	90%	In progress	Panel Recommendation

Theme Three – HEALTHY AND INCLUSIVE COMMUNITY

Action #	Year One Annual Actions	Progress Comment	% Complete	Status	Link to Health & Wellbeing Plan
3.1 All people have the opportunity to achieve and thrive in our shire					
3.1.1 Advocate for access to and provision of education, employment and lifelong learning opportunities					
3.1.1.1	<i>Deliver Small Business Digital Transformation project</i>	Consultants are progressing the Digital Infrastructure Capacity and Gap Analysis including undertaking business surveying and market testing. Consultants have been appointed for the Small Business Digital Literacy Program and business recruitment to the program has commenced.	50%	In progress	
3.1.1.2	<i>Deliver the Colac Otway Careers/Jobs Fair</i>	The Careers Fair was scheduled for October 2021, however due to COVID-19 restrictions, was postponed. The event is planned to proceed in mid-2022.	25%	In progress	<div style="background-color: #c00000; color: white; padding: 2px;">Mental Health & Wellbeing</div> <div style="background-color: #6a3d9a; color: white; padding: 2px;">Panel Recommendation</div> <div style="background-color: #0070c0; color: white; padding: 2px;">Preventing Violence</div>
3.1.2 Create environments where children can be happy, healthy, supported, educated and safe					
3.1.2.1	<i>Continue to work towards securing long-term childcare solutions for Apollo Bay and Colac</i>	A study has been prepared to consider the financial modelling for a childcare extension at the Apollo Bay Early Years Hub.	25%	In progress	<div style="background-color: #c00000; color: white; padding: 2px;">Mental Health & Wellbeing</div> <div style="background-color: #6a3d9a; color: white; padding: 2px;">Panel Recommendation</div> <div style="background-color: #0070c0; color: white; padding: 2px;">Preventing Violence</div> <div style="background-color: #92d050; color: white; padding: 2px;">Gender Equity</div>
3.1.2.2	<i>Complete Early Years Infrastructure Plan to guide facility maintenance and investment decisions across the shire</i>	This plan is in draft and will be progressed further in coming months. Ongoing discussions are taking place with relevant State Government partners with regards to the future of our early year's	15%	In progress	<div style="background-color: #c00000; color: white; padding: 2px;">Mental Health & Wellbeing</div> <div style="background-color: #6a3d9a; color: white; padding: 2px;">Panel Recommendation</div>

Theme Three – HEALTHY AND INCLUSIVE COMMUNITY

Action #	Year One Annual Actions	Progress Comment	% Complete	Status	Link to Health & Wellbeing Plan
		infrastructure, particularly in relation to Building Blocks funding opportunities.			Preventing Violence
3.1.2.3	<i>Work with service providers, P-12 College and community to transition the Apollo Bay Preschool into new Apollo Bay Early Years Hub</i>	Sub-licence with One Tree Community Services signed and executed. State Government service approval secured. Kindergarten services commenced in the new facility at the start of Term one.	100%	Completed	Mental Health & Wellbeing Panel Recommendation Preventing Violence
3.1.3 Provide services to enable lifelong health and wellbeing from the early to senior years					
3.1.3.1	<i>Partner with other community organisations within Colac Otway Shire and boarding Aged Care and Disability services to enhance relationships with the community in building high quality and accessible service delivery to the home and community</i>	Relationships with other agencies established and further developed. The partnership will move into the next phase as aged care services go through changes in 2023. Monthly meetings have been established with key partners.	100%	Completed	
3.2 People are active and socially connected through engaging quality spaces and places					
Action #	Year One Annual Actions	Progress Comment	% Complete	Status	Link to Health & Wellbeing Plan
3.2.1 Provide safe, inclusive, accessible and integrated transport networks that support active transport					
3.2.1.1	<i>Construction of a shared pedestrian and cycling path along the Great Ocean Road north of Cawood Street, Apollo Bay</i>	Project still in design phase due to complexities with land ownership status and on ground topography challenges.	25%	In progress	Mental Health & Wellbeing Climate Change Active Living

Theme Three – HEALTHY AND INCLUSIVE COMMUNITY

3.2.1.2	<i>Upgrade the shared path along the Barongarook Creek, Colac</i>	Path installation completed from Chapel Street through to Lake Colac at a width of 2.5 metres a majority of the way except some small sections near Chapel Street bridge that needed to be slightly narrower in a designated bike walking area. The path is open for use. Old seating was removed with new seating and signage soon to be installed. Old railings at the bridge have been removed and replaced.	95%	In progress	<div style="background-color: #c00000; color: white; padding: 2px;">Mental Health & Wellbeing</div> <div style="background-color: #90ee90; padding: 2px;">Climate Change</div> <div style="background-color: #808000; padding: 2px;">Active Living</div>
3.2.2 Plan for and supply quality public open space to meet community needs					
3.2.2.1	<i>Complete upgrades to Memorial Square Playspace and Cororooke Open Space</i>	The official opening for the Memorial Square Playspace is to occur in May. Pricing estimates received for Cororooke Open Space and are being assessed.	60%	In progress	<div style="background-color: #c00000; color: white; padding: 2px;">Mental Health & Wellbeing</div> <div style="background-color: #4b0082; color: white; padding: 2px;">Panel Recommendations</div> <div style="background-color: #808000; padding: 2px;">Active Living</div>
3.2.2.2	<i>Secure land on the former Colac High School site for future public open space</i>	Council has acquired 2.4ha of the site, whilst the acquisition of the additional 2ha is likely to be finalised by mid-2022.	75%	In progress	
3.2.3 Provide fit for purpose accessible and well-utilised recreation, arts and community facilities and services					
3.2.3.1	<i>Complete masterplans with four city reserves (Eastern Reserve, Western Reserve, Lake Oval and Central Reserve) to provide direction for facility upgrades and improvements</i>	Draft concept masterplans for each reserve have been presented to key user groups in order to receive feedback. This feedback will be considered and incorporated into the documents as appropriate, before the final draft City Reserves Masterplan is considered by Council seeking support to be placed on public exhibition.	65%	In progress	<div style="background-color: #c00000; color: white; padding: 2px;">Mental Health & Wellbeing</div> <div style="background-color: #4b0082; color: white; padding: 2px;">Panel Recommendations</div> <div style="background-color: #808000; padding: 2px;">Active Living</div>
3.2.3.2	<i>Implement oval lighting upgrades at five sporting reserves, being Alvie, Birregurra, Gellibrand, Irrewillipe and Warrowie recreation reserves</i>	Works have commenced onsite at Birregurra. Alvie, Gellibrand, Warrowie and Irrewillipe Recreation Reserves: contract were approved at the February 2022 Council meeting with works having commenced onsite. Contract variation approved by	50%	In progress	<div style="background-color: #c00000; color: white; padding: 2px;">Mental Health & Wellbeing</div> <div style="background-color: #808000; padding: 2px;">Active Living</div>

Theme Three – HEALTHY AND INCLUSIVE COMMUNITY

		the State Government funding agency allowing for an upgrade from 100 lux to 150 lux, which is within existing budget.			
3.2.6 Promote and demonstrate gender equity					
3.2.6.1	<i>Develop and implement the Gender Equity Plan.</i>	The Gender Equality Action Plan (GEAP) was approved and implemented by 31 March 2022 in accordance with the Gender Equality Act 2020. The GEAP was submitted successfully to the Commission for Gender Equality in the Public Sector by 31 March 2022.	100%	Completed	<div style="display: flex; flex-direction: column; align-items: center;"> <div style="background-color: #c00000; color: white; padding: 2px;">Mental Health & Wellbeing</div> <div style="background-color: #0056b3; color: white; padding: 2px;">Preventing Violence</div> <div style="background-color: #808000; color: white; padding: 2px;">Gender Equity</div> </div>
3.3 We are a safe, equitable and inclusive community					
3.3.1 Support stakeholders such as Colac Area Health, Great Ocean Road Health, Barwon Health, Hesse Rural Health, Headspace and other community groups to improve mental health and wellbeing in our community					
3.3.1.1	<i>Support Colac Area Health’s advocacy for a Headspace facility in Colac</i>	Council was a partner to a successful consortium application to government for a Headspace facility in Colac. Council is now a member of the consortia committee put in place to oversee the establishment of the facility.	100%	Completed	<div style="display: flex; flex-direction: column; align-items: center;"> <div style="background-color: #c00000; color: white; padding: 2px;">Mental Health & Wellbeing</div> <div style="background-color: #0056b3; color: white; padding: 2px;">Preventing Violence</div> <div style="background-color: #808000; color: white; padding: 2px;">Active Living</div> </div>
3.3.2 Support relevant stakeholders to improve healthy eating and living in our community					
3.3.2.1	<i>Conduct an EOI for a private operator to open a café facility in Bluewater that provides health eating options</i>	An Expression of Interest process for the lease of cafe services at Bluewater is expected to be finalised in the fourth quarter of 2021/2022.	25%	In progress	
3.3.3 Diversity is embraced					
3.3.3.1	<i>Conduct community consultation to understand community views and perceptions on the future of Councils Australia Day Events</i>	Community consultation is complete with community feedback presented to the October 2021 Council Meeting.	100%	Completed	

Theme Three – HEALTHY AND INCLUSIVE COMMUNITY

3.3.4 Deliver a Reconciliation Action Plan in consultation with Eastern Maar Aboriginal Cooperative					
3.3.4.1	<i>Complete Reflect Action Plan in partnership with local Aboriginal community, ensuring it includes a specific section for the early years</i>	Application lodged with Reconciliation Australia to prepare a Reconciliation Action Plan (RAP). Desktop analysis of Council's current reconciliation activities as they apply to Reconciliation Australia's RAP templates have been completed, and RAP working group about to be re-invigorated.	25%	In progress	<div style="background-color: #c00000; color: white; padding: 2px;">Mental Health & Wellbeing</div> <div style="background-color: #0056b3; color: white; padding: 2px;">Preventing Violence</div>
3.3.5 Provide community safety services that enhance the liveability of our shire					
3.3.5.1	<i>Commence a campaign to highlight the positive aspects of Council's compliance activities</i>	An audit of the main compliance issues has been done with the Local Laws team, as well as a web review. Compliance letters were reviewed and it was suggested a line offering people advice if they were experiencing financial issues was included.	70%	In progress	
3.3.6 Support health, enforcement and other services to support initiatives to reduce all forms of violence					
3.3.6.1	<i>Raise awareness about gender equity by displaying flags in Murray Street as part of the 16 Days of Activism Against Gender-Based Violence, and partner with other agencies to support events during this period</i>	Project complete. Council purchased flags to display in Murray Street as part of the 16 Days of Activism Against Gender-Based Violence. The flags went on display during November and December 2021, and were accompanied by awareness raising and publicity to promote discussion about gender equity in the community. Council has also partnered with Colac Area Health to support a community walk and event.	100%	Completed	<div style="background-color: #c00000; color: white; padding: 2px;">Mental Health & Wellbeing</div> <div style="background-color: #0056b3; color: white; padding: 2px;">Preventing Violence</div> <div style="background-color: #808000; color: white; padding: 2px;">Gender Equity</div>

Theme Four – HIGH PERFORMING COUNCIL

4.1 We commit to a program of best practice and continuous improvement

Action #	Year One Annual Actions	Progress Comment	% Complete	Status	Link to Health & Wellbeing Plan
4.1.1 Identify and embrace best practice and modernise systems to realise efficiencies					
4.1.1.1	<i>Upgrade to a modern cloud based phone system for access to enhanced features, improving reliability, security, scalability and accessibility from anywhere, including during an emergency, whilst delivering a seamless customer experience</i>	<p>Project rollout delays have been occurring due to porting issues from current phone provider to new phone provider. These issue have now been resolved with current provider and we are awaiting confirmation of a porting date to be accepted. The new Contact Centre configuration is being reviewed by the Customer Service Team to ensure readiness for rollout. Reference help guides for staff to refer back to are being finalised in readiness for rollout. Handsets have been setup and ready for rollout. The IT Team have been using the new phone client software during testing phase in readiness for rollout. The Communication team have drafted a notification for the public of potential telephone down time during the porting period. Communications will be released once porting date has been confirmed.</p>	40%	In progress	
4.1.1.2	<i>Investigate and scope further cyber security and data protection measures to provide continued protection and compliance for council systems</i>	<p>Continuing works with Working with Municipal Association of Victoria (MAV) vendor proof point to implement Domain Based Message Authentication Reporting and Conformance (DMARC) to strengthen email security. The IT Team are reviewing current endpoint solution and trialling other solutions available in the market. A project commenced to undertake a Security Risk Profile Assessment (SRPA) to determine Councils information security risks. This will be completed alongside the Protective Data Security Plan required to be submitted to OVIC 30 August 2022.</p>	(Ongoing)	In progress	

Theme Four – HIGH PERFORMING COUNCIL

Action #	Year One Annual Actions	Progress Comment	% Complete	Status	Link to Health & Wellbeing Plan
4.1.1.3	<i>Upgrade conference rooms to modern meeting technology</i>	Vendor has been selected via RFQ process and equipment ordered. Current ETA for arrival of hardware on order is September 2022. Worldwide hardware shortages due to the pandemic are delaying this project as equipment is in huge demand across the world. Works to install, configure, setup and test currently available equipment is scheduled for 10th May.	20%	In progress	

Action #	Year One Annual Actions	Progress Comment	% Complete	Status	Link to Health & Wellbeing Plan
4.1.2 Digital transformation to improve customer experience and interactions with community					
4.1.2.1	<i>Develop online process for Public Event Permit applications</i>	Work has commenced to set-up an online application process.	25%	In progress	
4.1.2.2	<i>Develop online process to submit new animal registrations (Cats and Dogs) through Councils website</i>	The Online Animal registration facility project has been implemented. It was made available to the public in August 2021. This facilitates efficient management of the registration of new animals and the re-registration of existing animals. Instead of all new registrations being required to be made at the Council office, or sent to the Council office for processing by Council staff, customers can now enter their own registration details.	100%	Completed	
4.1.2.3	<i>Develop online process to submit 'Request forms' through Council's website</i>	The online 'Submit a Request Form' has been developed and is now available on Council's website. The form was published online in October 2020 but was integrated with Merit CRM in July 2021. Any future improvements to this process will be completed under business as usual functions.	100%	Completed	

Theme Four – HIGH PERFORMING COUNCIL

Action #	Year One Annual Actions	Progress Comment	% Complete	Status	Link to Health & Wellbeing Plan
4.1.2.4	<i>Deliver an online self-assessment tool for small business to establish their permit requirements through the Better Approval process</i>	An online small business permit self-assessment tool went live on Council's website in September 2021.	100%	Completed	

Action #	Year One Annual Actions	Progress Comment	% Complete	Status	Link to Health & Wellbeing Plan
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4.1.3 Building and Planning services are customer and solution focussed

4.1.3.1	<i>Introduce customer survey for planning and building related services</i>	A survey was introduced in March 2022 for completion by planning permit applicants upon the issue of a decision on planning permit applications. The results of the survey will be reviewed periodically to inform service improvements.	100%	Completed	
4.1.3.2	<i>Prepare report on expanding the scope of applications suitable for VicSmart approval</i>	Council has been successful in attracting funding support from the Department of Environment Land Water and Planning for the engagement of a consultant to review the opportunity of expanding the range of planning permit applications that could be assessed as Vicsmart (with a more streamlined approval pathway).	25%	In progress	

4.1.4 Undertake a rolling program of service reviews

4.1.4.1	<i>Conduct a service review of Services and Operations</i>	The 2021-22 budget has \$120k allocated for service reviews of Service and Operations and Colac Regional Saleyards, to be undertaken in quarter four.	0%	Not started	
4.1.4.2	<i>Conduct a service review of Colac Regional Saleyards</i>	The 2021-22 budget has \$120k allocated for service reviews of Service and Operations and Colac Regional Saleyards, to be undertaken in quarter four.	0%	Not started	

Theme Four – HIGH PERFORMING COUNCIL

Action #	Year One Annual Actions	Progress Comment	% Complete	Status	Link to Health & Wellbeing Plan
4.2 We are a financially robust organisation					
Action #	Year One Annual Actions	Progress Comment	% Complete	Status	Link to Health & Wellbeing Plan
4.2.1 Plan for sustainable portfolio of assets to deliver the services the community needs within our financial constraints					
4.2.1.1	<i>Capital Funds Allocation and Prioritisation Policies adopted.</i>	A Draft Capital Works Prioritisation Policy was placed on public exhibition over September and October 2021. Council is preparing revisions to the draft policy for presentation and adoption at a future Council meeting.	80%	In progress	
4.2.2 Adopt a policy and approach to guide the disposal of assets no longer required					
4.2.2.1	<i>Capital Funds Allocation and Prioritisation Policy adopted</i>	A Draft Capital Works Prioritisation Policy was placed on public exhibition over September and October 2021. Council is preparing revisions to the draft policy for presentation and adoption at a future Council meeting.	80%	In progress	
4.2.4 Council businesses maximise community utilisation and minimise council subsidy ratios					
4.2.4.1	<i>Conduct a service review of Colac Regional Saleyards</i>	The 2021-22 budget has \$120k allocated for service reviews of Service and Operations and Colac Regional Saleyards, to be undertaken in quarter four.	0%	Not started	
4.2.5 Financial and risk management practices are responsible and sustainable					
4.2.5.1	<i>Review Revenue and Rating Policy</i>		90%	In progress	
4.2.5.2	<i>Review Council's Investment Policy</i>	Review of Council's Investment Policy will commence in quarter four.	0%	Not started	

Theme Four – HIGH PERFORMING COUNCIL

4.3 We provide exceptional customer service					
Action #	Year One Annual Actions	Progress Comment	% Complete	Status	Link to Health & Wellbeing Plan
4.3.1 Council service delivery is efficient, accessible, solution-focused and responsive to the needs of the community					
4.3.1.1	<i>Undertake engagement with our coastal communities to better understand factors that contribute to perceptions of Council's performance</i>	Engagement Plan has been developed and a report will be provided to an upcoming Councillor Briefing.	50%	In progress	
4.3.1.2	<i>Development of online forms and payment options to deliver accessible customer services for all customers</i>	Customers are now able to use our online payment facilities to pay their rates, debtor invoices (Home Care, Planning Permits etc), infringements, new animal registration and registration renewals. This work was completed in August 2021. The 'Submit a Request' form allows customers to report on over 30 Council services. Submissions from this form directly integrate with our Merit CRM program. This work was completed in July 2021. Continuous review and/or development of all Council forms (internal and external) is now a regular business function.	100%	Completed	
4.3.1.3	<i>Development and implementation of Customer Service Charter.</i>	Development of a Customer Service Charter has commenced.	65%	In progress	

Theme Four – HIGH PERFORMING COUNCIL

4.4 We support and invest in our people					
Action #	Year One Annual Actions	Progress Comment	% Complete	Status	Link to Health & Wellbeing Plan
4.4.1 We respect and invest in our employees and continue to strengthen our workplace culture					
4.4.1.1	<i>Commence the development of the organisation's purpose with engagement at the team level</i>	This work has been deferred until early 2023 due to the re-focus of resources to support the workforce through COVID-related matters including vaccinations, organisation design and recruitment demands. Workplace culture work has continued through other forums including the finalisation of Council's first Gender Equality Action Plan.	0%	Not started	Mental Health & Wellbeing
4.4.2 We commit to safe work practices and take a positive approach to our work					
4.4.2.1	<i>Review Council's safety programs against best practice using the National Audit Tool</i>	Gap analysis underway. This will be finalised by the OH&S and Risk Officer position when filled.	60%	In progress	
4.4.2.2	<i>Implement the actions of the Prevention of Sexual Harassment Plan</i>	Majority of the actions outlined in the prevention of sexual harassment plan have been completed and final actions will be completed by 30 June 2022.	90%	In progress	Mental Health & Wellbeing Preventing Violence Gender Equity
4.4.3 Develop a skilled and diverse workforce by investing in training and development.					
4.4.3.1	<i>Investment in leadership programs across the organisation to create internal pathways for career progression, development and succession planning</i>	The Senior Leadership Team participated in a Leadership Program in the second half of 2021. The program was designed to identify and support individual professional development.	Ongoing	In progress	Mental Health & Wellbeing Gender Equity
4.4.3.2	<i>Develop a Workforce Plan</i>	The workforce plan was finalised and approved by the CEO, and implemented in December 2021.	100%	Completed	Mental Health & Wellbeing Gender Equity

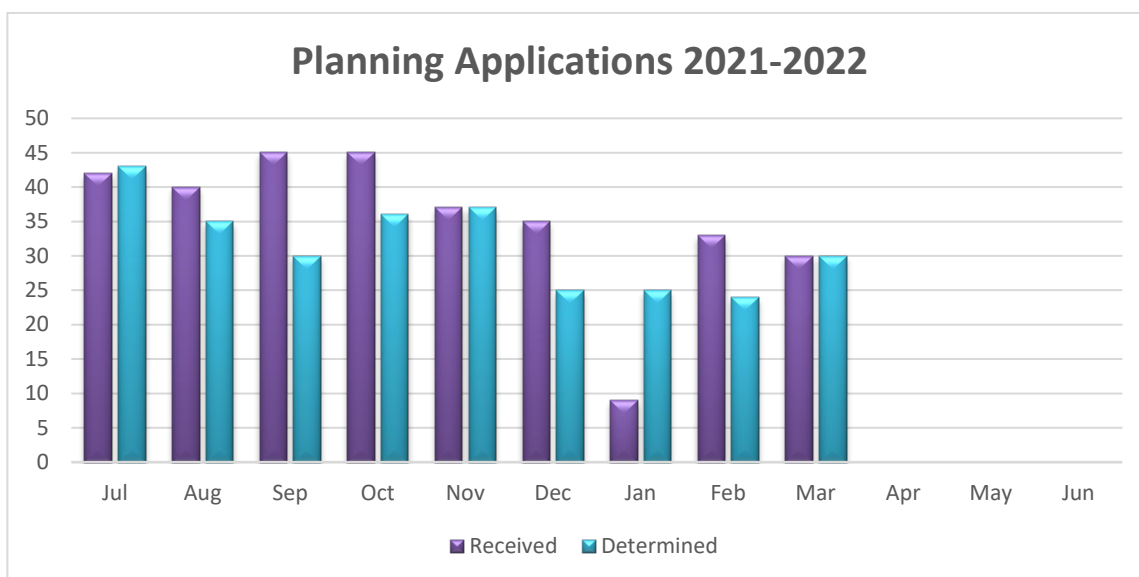
Theme Four – HIGH PERFORMING COUNCIL

Action #	Year One Annual Actions	Progress Comment	% Complete	Status	Link to Health & Wellbeing Plan
4.4.4 Council provides clear, accessible communication and opportunities for the community to participate in decisions that affect them in line with the Community Engagement Framework					
4.4.4.1	<i>Deliver training to Council staff to improve Council's community engagement practices in line with the Community Engagement Policy and Framework</i>	Training for Council staff will take place in the fourth quarter.	75%	In progress	

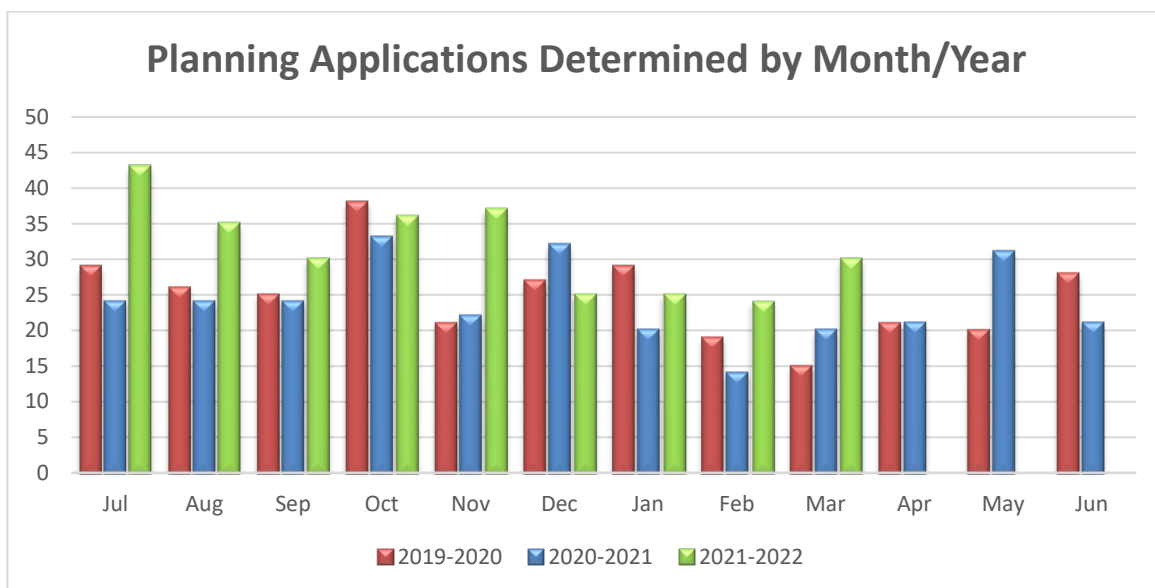
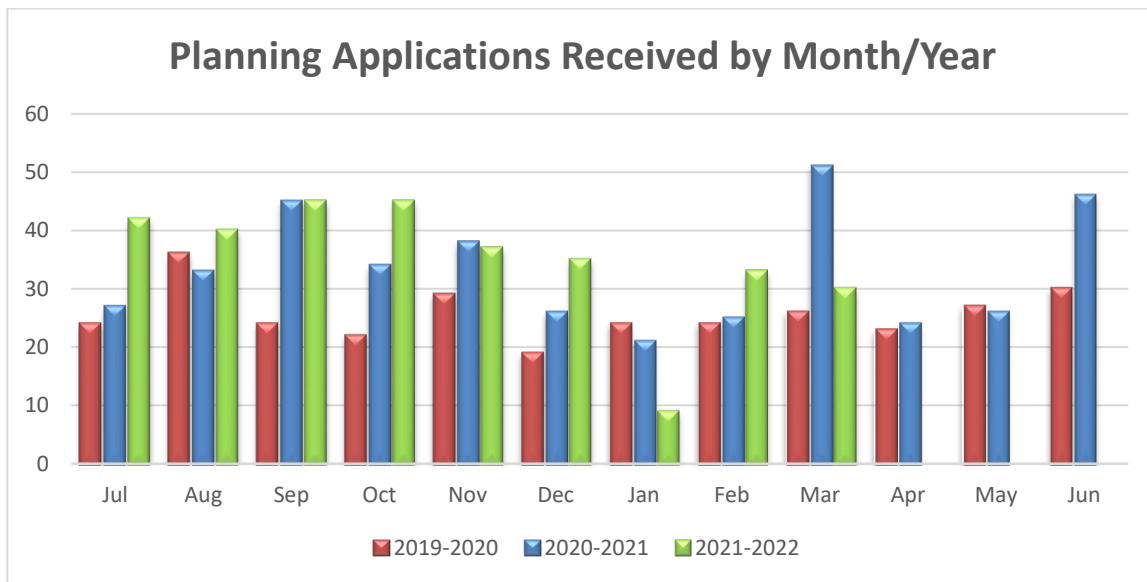
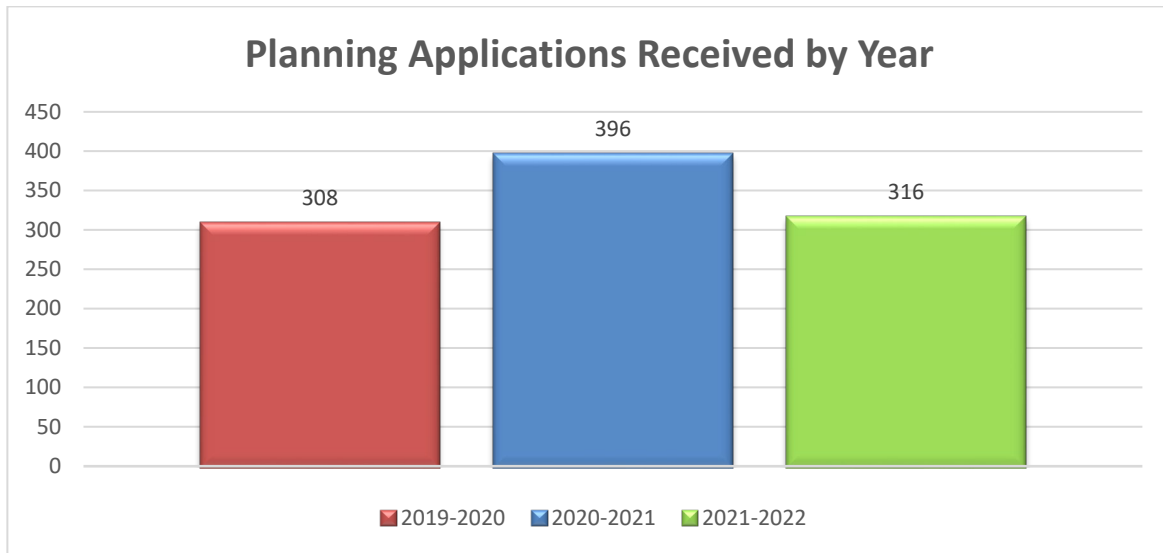
Planning Performance Report

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

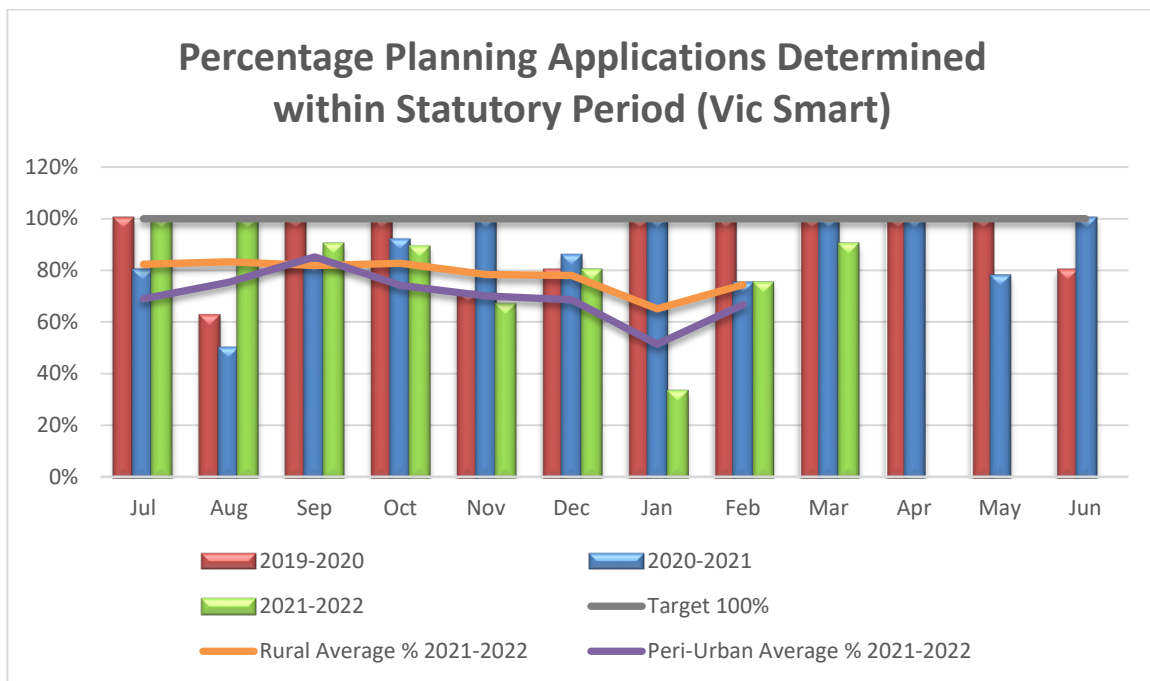
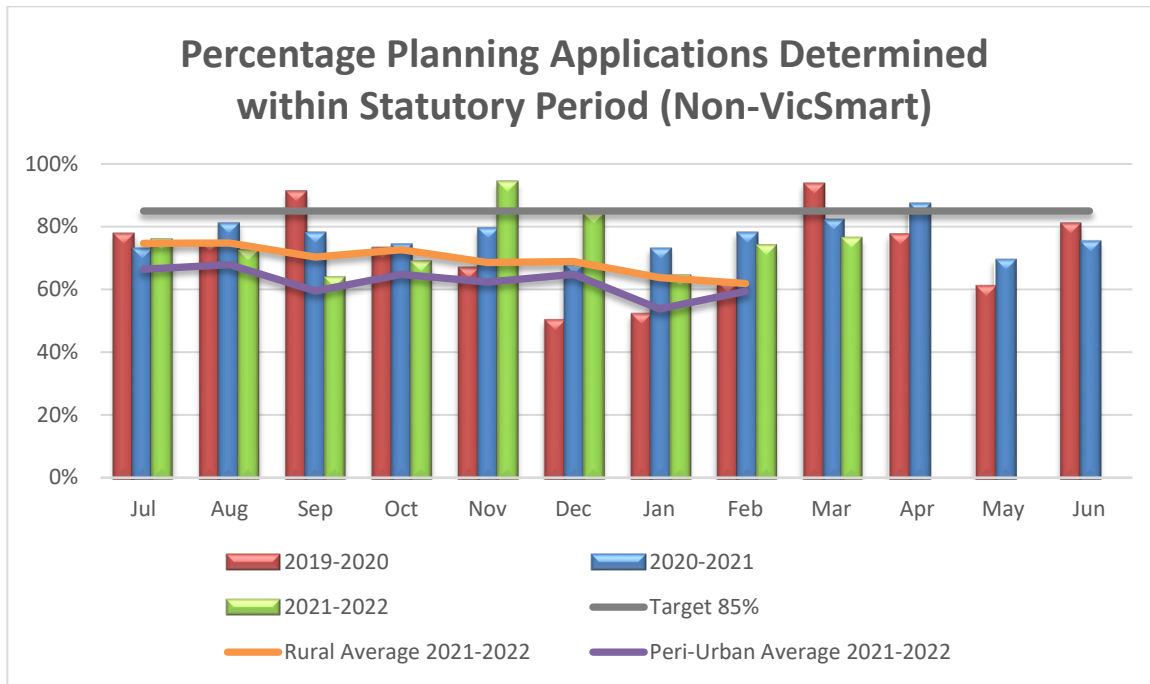
- The number of applications received in the March quarter (72) was substantially less than the 117 applications received in the December quarter, and less than the 97 applications received in the same quarter in 2021. This was heavily influenced by a very low number received in January.
- The number of applications received YTD (316) is approximately 7% higher than 2020/21 and 37% higher than 2019/20.
- The number determined in the March quarter (79) was more the number received (72), and whilst less than the 98 applications determined in the December quarter, was significantly higher than the 54 applications determined in the same quarter in 2021.
- 71% of applications were determined within the statutory 60-day period for the March quarter, down from 82% in the December quarter, although the monthly result improved to 76% in March from 61% in January.
- Similarly, 66% of Vicsmart applications were determined within 10 business days for the quarter, down from 79% in December.
- The median days for planning decisions in March of 39 was up from the very low 17.3 days in February, but remaining under the aspirational benchmark of 40 days. The median days for a decision remains much lower than the rural average or peri-urban councils.



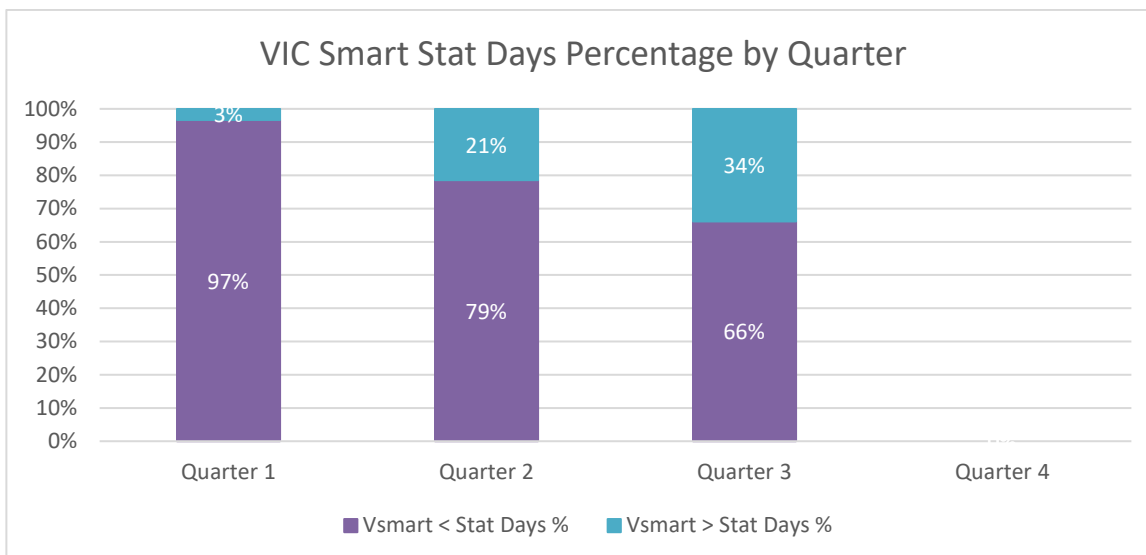
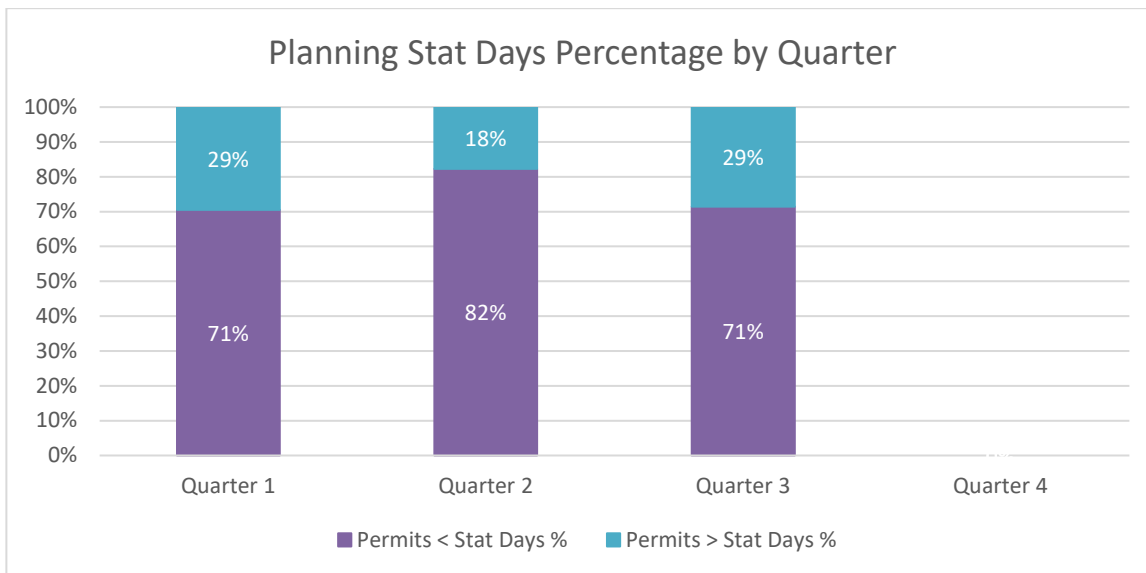
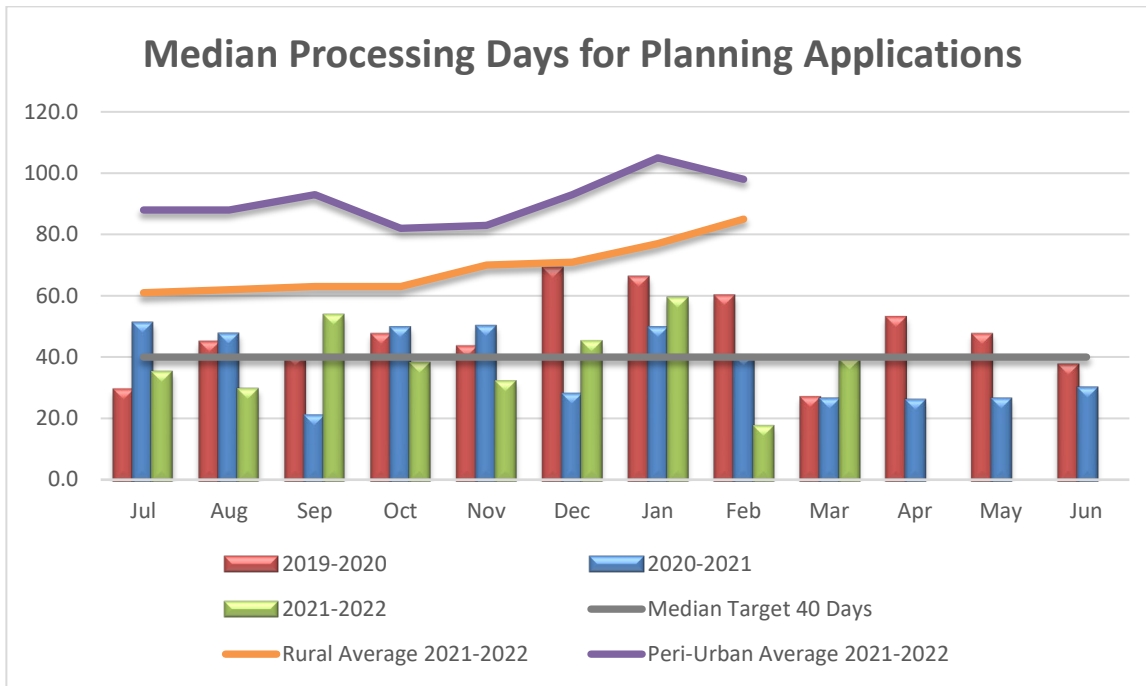
Planning Performance Report



Planning Performance Report



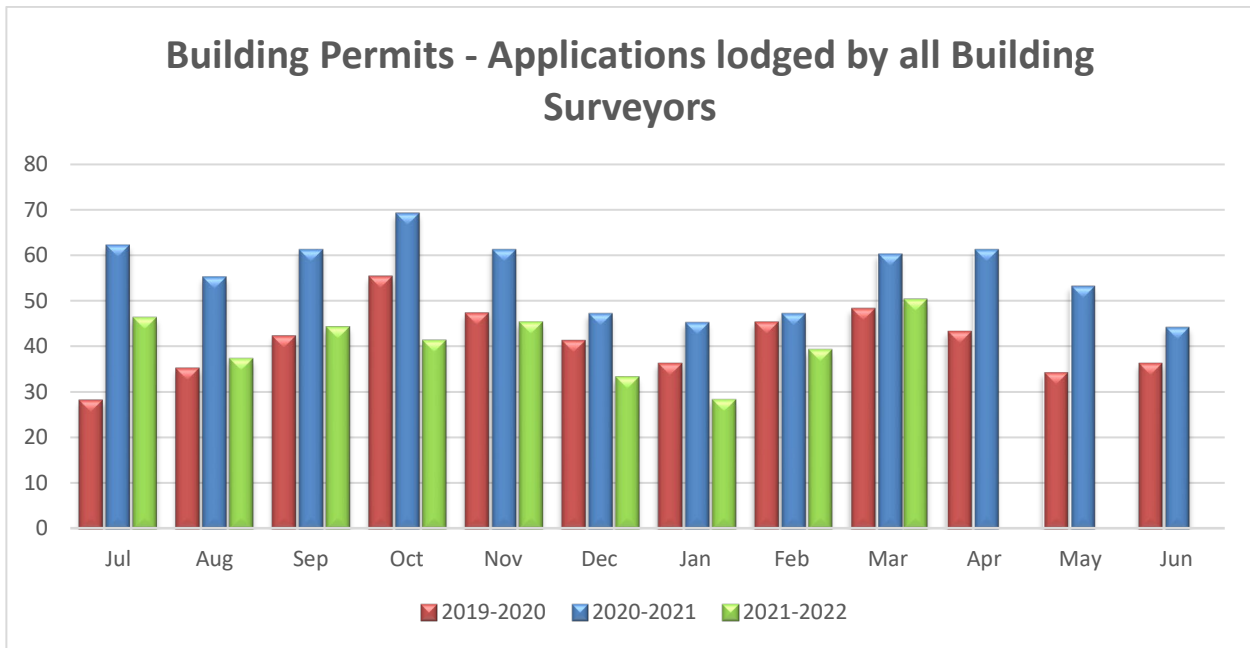
Planning Performance Report



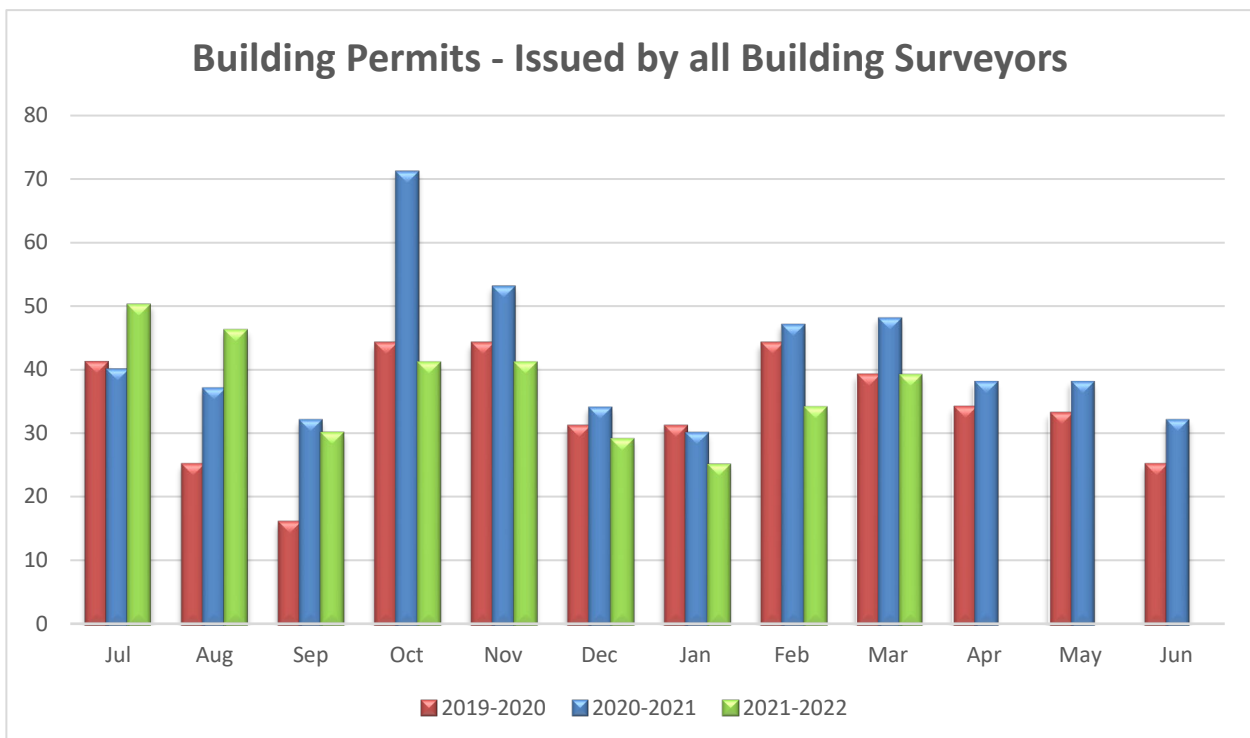
Building Performance Report

The following is commentary concerning the building permit applications:

- The number of building permit applications lodged for the quarter (118), which relates to applications processed by Council and all private building surveyors, was consistent with the 119 lodged for the previous quarter, but well below the 152 lodged for the March quarter in 2021.
- The number of permits issued by all building surveyors for the March quarter (98) was less than the 111 permits issued in the December quarter and the 125 permits issued in the same quarter in 2021, indicating a slowing of building activity in the first part of 2022 compared to 2021.

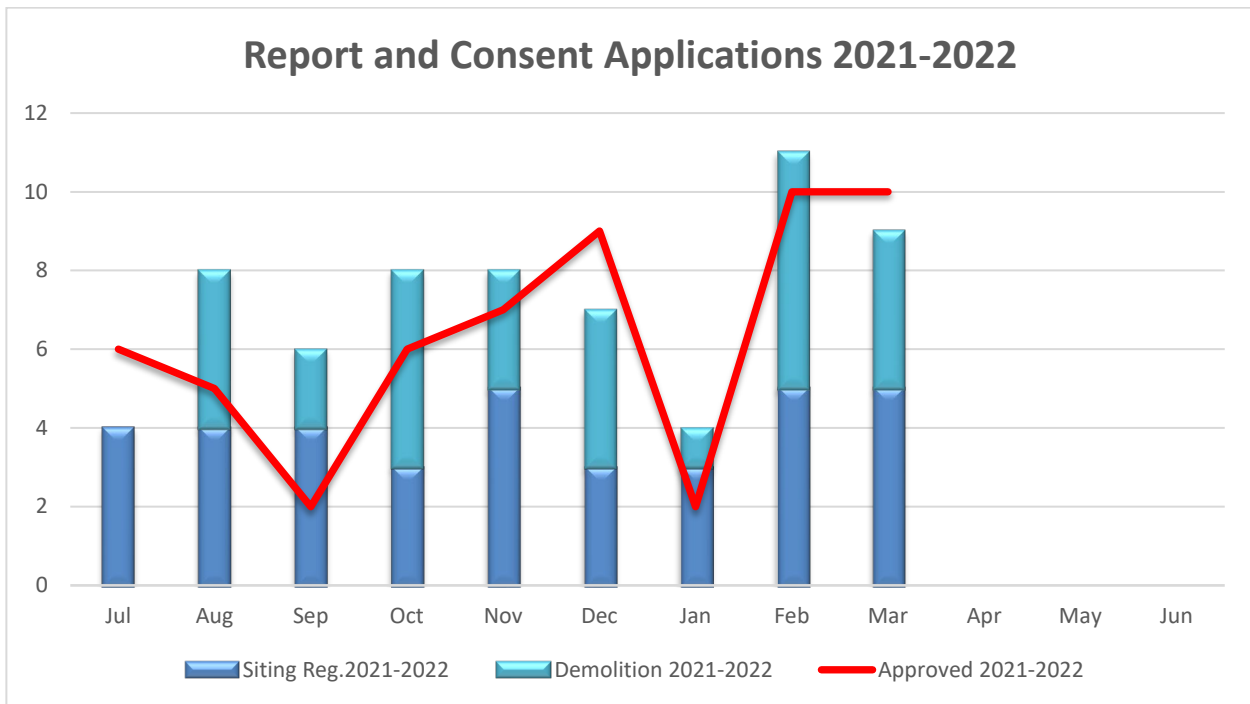


Graph one shows all building applications lodged within the Shire, with private building surveyors.



Graph two shows all building permits issued within the Shire, by private building surveyors.

Building Performance Report



Project Title	Current Budget 2021-22	Spend to date 2021-22	Estimated Spend as at 30 June 2022	Comment
Chief Executive Office				
00036429 - 2020-21 Operating Project - Councillor Induction Program	0	60	-	
Chief Executive Office Total	0	60	0	
Corporate Services				
00035086 - 2018-19 Operating Projects - Pound Road records archive remediation and administration	37,968	6,100	31,868	Project commenced and on track
00035904 - 18-19 Mid Year - Opreating Projects - DocuSign Implementation	0	283		
00036465 - 2020-21 Operating Project - ICT Program	204,612	-148	43,747	Significant savings on the project projected for this project.
00036991 - 2021-22 Operating Projects - ICT Officer Systems and Projects	100,000	76,515	104,713	
00036992 - 2021-22 Operating Projects - Implementation of Victorian Protective Data Security Standards (VPDSS)	20,000	1,403	15,000	Project commenced and on track.
00036993 - 2021-22 Operating Projects - Online Timesheets	60,000	0	-	Project is currently on hold due to insufficient resourcing available.
00036998 - 2021-22 Operating Projects - Stage 2 - Management of Legacy Hardcopy Documents - Building and Planning	29,855	10,079	25	Project commenced and on track
00037008 - 2021-22 Operaing Project - Cyber Security - Managed Service - Detection and Reponse & Penetration Testing	115,000	109,826	109,826	
Corporate Services Total	567,435	204,058	305,179	
Development and Community Services				
00034111 - 2016-17 Major Project - Apollo Bay Harbour Expression of Interest	0	0		
00034870 - 2017-2018 - Small Town Improvement Programme (STIP) - Apollo bay Memorial Options Plan	7,000	0	-	Pending CIP recommendations regarding memorial location options.
00035103 - 2018-19 Operational Projects - Apollo Bay Harbour Precinct Development Plan	0	3,185	5,000	ARUP have submitted final Business Case. Expect to brief EMT in March. Requires budget allocation.
00035905 - 18-19 Mid Year - Opreating Projects - Former Colac High School Site Master Plan	15,457	5,630	9,000	Land purchased and acquired to north of high school site being transferred to Council. Waiting on VSBA to finalise the Specialist School master plan to determine available remaining land.
00035908 - 18-19 Mid Year - Operating Projects - Colac Civic Precinct Plan	125,863	9,401	76,031	Draft master plan in development.
00035910 - 18-19 Mid Year - Operating Projects - Revised Erosion Management Overlay Mapping	3,226	11,230	12,000	Amendment adopted 23 February and forwarded to Minister for approval.
00035950 - 2019-20 Operating Projects - ICT - ePlanning - Public Portal	41,187	0	-	Project carried forward from 2020/21 due to need for broader Authority Citizen Portal requirement as prerequisite. Will not be spent. Can be reallocated in budget.
00035968 - 2019-20 Operating Projects - Domestic Wastewater Management Plan Review	9,125	9,825	10,325	Consultant has completed draft plan, and engagement has occurred with the water authorities. Report to April Council meeting for public exhibition.
00035974 - 2018-19 Major Project - Colac West Development Plan	0	17,575	30,000	Shared Infrastructure Plan still being finalised and will require engagement with land owners prior to Council decision.
00036241 - 2018-19 Operating Project - Apollo Bay Community Infrastructure Plan	36,933	42,315	94,773	Consultant currently finalising draft CIP report. Due to be considered by Council in April for public exhibition.
00036356 - 2019-20 Major Project - J Barrys Road Industry Development Plan	41,312	13,630	41,312	Consultant finalising drainage and traffic management consultant reports & have engaged Mesh to prepare a shared infrastructure funding plan.
00036385 - 2019-20 Operating Project - OBRT Risk Assessments	0	4,125	4,125	Initial risk assessments were carried out over 2019/20. Two additional risk assessments had to be carried out in 2021 after two new private properties were identified on the OBRT that previously didn't have licence agreements.
00036430 - 2020-21 Operating Project - Forrest MTB Revitalisation RDV/Council	750,000	8,050	600,000	Branding Project Complete Construction contract with Dirt Art signed and trail construction works start on Tues 19 April 2022.
00036434 - 2020-21 Operating Project - Preparation Municipal Public Health & Wellbeing Plan	27,926	0	-	
00036436 - 2020-21 Operating Project - Colac City Reserves Master Plans (Western Reserve, Eastern Reserve, Lake Oval, Central Reserve)	80,000	42,500	83,500	Plans have been presented to tenant clubs as part of a workshop to gather informal feedback, and have also been emailed out to clubs to provide an opportunity for further written informal feedback. Following this, plans will be amended in preparation for a Council briefing in approximately May.
00036438 - 2020-21 Operating Project - SpendMapp - Regional Spend Data to evaluate Local Economy, Events, Visitor habits etc	15,000	10,000	10,000	
00036439 - 2020-21 Operating Project - Apollo Bay Early Years Hub - Council Contribution	500,000	0	360,000	Resolution to sell passed in Feb 2022. Method of sale currently being determined. MCH contribution amount is now known. Invoice pending. Will hold payment until defects rectified.
00036440 - 2020-21 Operating Project - COS Central Enrolment for Kindergarten	60,000	0	-	Stage 2 component of project not proceeding
00036442 - 2020-21 Operating Project - Development of the Council Plan 2021-2025	9,200	0	6,000	

Project Title	Current Budget 2021-22	Spend to date 2021-22	Estimated Spend as at 30 June 2022	Comment
00036471 - 2020-21 Operating Project - Community Vision Plan	2,000	1,365	1,365	
00036596 - 2020-21 Operating Project - Local Planning & Change Management Grant	21,094	0	-	The grant has been acquitted, as the core project was delivered. This remaining money has been set aside to contribute to early years infrastructure planning, Project has been on hold due to other priorities.
00036664 - 2020-21 Major Project - Amendment C106 - Heritage Overlay	9,320	1,515	3,000	Amendment adopted and complete. Awaiting Minister approval.
00036665 - 2020-21 Operating Project - Transition of Library Services	200,286	-40,063	-	Budget to be reviewed and updated to reflect agreements and arrangements for the transfer of the CRLC to the GRLC.
00036735 - 2020-21 - Operating Project - Amendment C109cola 10 Drapers Road, Colac East - Signage Amendment	0	285	285	
00036747 - 2020-21 Operating Project - Amendment C111cola 520 Corangamite Road, Cororooke	0	501	500	Income of \$15,346 being received 21/22. Balance not required to be carried forward.
00036749 - 2020-21 Operating Project - Amendment C110cola - Cressy Restructure Plan Overlay Amendment	0	5,443	5,443	Land owner has sold land - not proceeding with amendment.
00036935 - 2020-21 Operating Project - Eastern Reserve - Baseball Batting Cage	0	3,690	3,690	On hold while the City Reserves masterplanning process is completed.
00036966 - 2020-21 Operating Project - MCH - Workforce Support Grant	10,000	12,181	10,000	No further expenditure expected.
00036980 - 2021-22 Operating Project - Colac Chamber of Commerce Contribution	10,000	0	10,000	Council resolution request a MOU is signed with the Chamber before funds are awarded. MOU not currently in place.
00036981 - 2021-22 Operating Project - Apollo Bay Chamber of Commerce Contribution	5,000	0	5,000	Council resolution request a MOU is signed with the Chamber before funds are awarded. MOU not currently in place.
00036982 - 2021-22 Operating Project - Apollo Bay, Skenes Creek and Marengo Community Infrastructure Plan	25,000	0	25,000	Consultant currently finalising draft CIP report. Due to be considered by Council in May for public exhibition.
00036983 - 2021-22 Operating Project - Bruce Street Land Sale	10,000	0	-	EOI for sale process has ended and report to May Council meeting to accept preferred bid.
00036985 - 2021-22 Operating Project - Planning Scheme Amendments (inc. Cutting Red Tape Amendments)	40,000	0	-	
00036986 - 2021-22 Operating Project - Deans Creek Precinct Structure Plan (Multi-year Project - Year 1)	400,000	37,730	100,000	VPA \$150k funding received. Project governance & scope being finalised and project commenced.
00036994 - 2021-22 Operating Project - Planning Scheme Amendment Birregurra Flood Study	50,000	11,025	50,000	Panel to hear submissions April/May.
00036996 - 2021-22 Operating Project - RDV Digital Connectivity Program Grant Match	330,000	19,084	200,000	Pt 1 - Digital Capacity & Gap analysis project 75% complete. Pt 2 - Small business skill project released for business recruitment
00037002 - 2021-22 Operating Projects - Fit out of Apollo Bay Kindergarten	80,000	18,428	30,298	Most essential equipment required now purchased and in situ. Remaining works include external garden and nature strip finishes.
00037005 - 2021-22 Operating Projects - Key Worker Housing Study Implementation	10,000	10,000	10,000	Contribution to regional project paid and project commenced. Consultant currently undertaking stakeholder engagement and data gathering.
00037084 - 2020-21 Operating Project - Forrest MTB Revitalisation DELWP	180,000	260	-	Construction contract with Dirt Art signed and trail construction works start on Tues 19 April 2022.
00037090 - 2021-22 Operating Project - Lake Oval Electronic Scoreboard (Local Sports Infrastructure Fund)	0	27,089	80,000	Works have commenced onsite.
00037091 - 2021-22 Operating Project - Local Government Business Concierge & Hospitality Support Program	120,000	32,576	32,576	Complete - Grant aquital being prepared. Budget adjustment required.
00037171 - 2021-22 Operating Project - Planning Scheme Amendment - Irrewillipie Road / Harris Road	0	6,967	20,000	Private planning scheme amendment - funds required to advise Council on development contributions. Budget adjustment required to recognise fees to be paid to Council.
00037281 - 2021-22 Operating Project - Social Housing Plan	0	2,000	2,000	Contribution to G21 social housing project.
00037482 - 2021-22 Operating Project - Outdoor Activation Fund	0	105,230	300,000	Budget adjustment required to recognise grant received.
00037443 - Operating Projects - Family Day Care Marketing Campaign	0	187		
00036963 - 2020-21 Operating Project - Amendment C114colac Park Avenue, Apollo Bay	0	660		

Project Title	Current Budget 2021-22	Spend to date 2021-22	Estimated Spend as at 30 June 2022	Comment
Development and Community Services Total	3,224,929	433,619	2,231,223	
Environment and Infrastructure Services				
00034505 - Major Project - (16/17 Half Year Adj) - Asset Management Plan	0	0		
00035012 - Roadside Weeds & Pests Management Project	15,411	30,069	45,569	Spend is attributed to Environmental noxious weed program for 2021/22, additional income received.
00035090 - 2018-19 Operating Projects - Alvie Landfill Audit Recommendations Implementation	0	0		
00035095 - 2015-16 Major Project - Birregurra Stormwater Drainage Strategy	38,600	5,455	38,600	Submissions to be heard by a Panel April/May.
00035097 - 2018-19 Operating Project - Apollo Bay Township and Foreshore Masterplan (Use WO 36241)	0	49,768	0	Expenditure to be journalled to correct Work Order.
00035102 - 2018-19 Operating Projects - Memorial Square Toilet Design (Masterplan Implementation)	0	6,906	23,906	Plan to be presented to Council meeting in April.
00035911 - 18-19 Mid Year - Operating Projects - Development of Public Toilet Strategy	0	23,475	29,684	Consultation feedback being prepared for Council briefing.
00035949 - 2019-20 Operating Projects - ICT - Works Management System	30,000	0	30,000	Project being scoped due for delivery by end of Q4 2021/22 (March). Hardware orders pending.
00035954 - 2019-20 Operating Project - City Deal Project - Apollo Bay Harbour Redevelopment	3,753,326	1,253,341	2,693,121	Detail designs are being finalised for the replacement depot, civil works and promenade. Design work for the fishermen's Co-Op has commenced the architectural design of the Apollo Bay Fishermen's Co-Op.
00035959 - 2019-20 Operating Projects - Kerbside Collection & Transfer Station Operations Contract Preparation	0	534	534	
00036443 - 2020-21 Operating Project - Services & Operations Bring Your Own Device (Phone)	11,087	10,330	11,087	Currently in place and on track
00036445 - 2020-21 Operating Project - Grant Preparation / Detailed Design	44,000	32,437	44,000	Eliminyt Recreation Reserve Pavilion scoping and Winifred Nance Kindergarten Playspace Design to funding ready. Winifred Nance complete - ready for Building Blocks funding. Eliminyt pavilion awaiting advice from consultants regarding suitability of current pavilion for redevelopment, prior to preparing construction cost estimate and scope of works including staging. Geotech underway.
00036468 - 2020-21 Operating Project - Recurrent Access and Compliance Works - Public Spaces and Facilities	13,870	2,085	2,085	
00036507 - 2019-20 Operating Project - City Deal Project - Great Ocean Walk Stage 1 Wild Dog to Skenes Creek	530,924	432,364	936,362	The Skenes Creek trail project is nearing completion of detail design. Planning and permit approvals are progressing. Geotech has been completed. Flora and Fauna study has been completed. Issues around defining offsets is being addressed. Solutions to be compliant with the protection of the hooded plover are being developed. EPBC application has been submitted. A cultural and heritage study lead to a requirement for a complex Cultural And Heritage plan. This work has been completed and awaiting approval. Construction cost estimates indicate that the budget is not sufficient to build the designed plan. Options for a partial build are being developed. The schedule to have a working toilet by 1/11/2022 is no longer achievable as result of the proposal to use the caravan park site for a public toilet and wastewater treatment.
00036508 - 2019-20 Operating Project - City Deal Project - Infrastructure Improvements Kennett River	404,017	309,429	827,534	Detail design nearing completion. Planning permits and studies required for planning permits progressing. Draft Marine and Coastal Act application has been submitted to GORCAPA, however has been placed on hold pending a likely variation due to a proposal to use the caravan park site for a public toilet and treatment of waste water. Planning has been deferred pending a feasibility to use the caravan park for siting the toilet and shared use of the waste water treatment plant.
00036526 - 2019-20 Operating Project - City Deal Project - Contractor Suspense (To be Journalled each month)	0	2,476		This account is journalled, with expenditure transferred to each project.
00036933 - 2020-21 Operating Project - Waste Strategy and Policies	0	14,400	14,400	Expenditure to be journalled to correct Work Order.
00036984 - 2021-22 Operating Project - Closed Landfill Aftercare Management Plan, Landfill Gas and Groundwater Investigation	135,000	0	72,630	Technical specification complete. RFQ released and contract to be awarded with approximately 50% of the works completed by 30 June. This project has been funded from the landfill reserve.
00036988 - 2021-22 Operating Project - Kerbside Reform-Compulsory Fourth Glass Bin	450,000	416,701	416,701	

Project Title	Current Budget 2021-22	Spend to date 2021-22	Estimated Spend as at 30 June 2022	Comment
00036989 - 2021-22 Operating Project - Hardwaste Collection	240,000	0	240,000	Work on this project is to be Q4 2021/22 Delivery options to be presented to EMT Mar 2022
00036990 - 2021-22 Operating Project - Kitchen Caddy and Liners	87,000	28,147	46,807	Project forms a part of the waste transition plan and is currently on track as a part of the fourth bin rollout. Further expenditure expected Q4
00036995 - 2021-22 Operating Project - Services and Operations Professional Development	15,000	0	15,000	Plan in progress - Covid seriously impacting delivery at present, due for Q4
00036997 - 2021-22 Operating Project - Operational Devices, Licences and System Integration - Legislative Road Management Plan	30,000	0	0	Project is to integrate hand held devices to Asset Management System. On hold as devices are pending. This is identified as a carry forward project.
00036999 - 2021-22 Operating Projects - Street Name Sign Replacement	10,000	0	10,000	Street signs identified orders placed project to be completed by May 2022 - Orders Placed
00037000 - 2021-22 Operating Projects - Township Tree Planting Program	45,000	0	45,000	Candidate Streets identified , stock to be ordered for Late Autumn Planting. Briefing to Council in May.
00037001 - 2021-22 Operating Projects - Waste Transfer Station Upgrades for Glass Separation	150,000	12,627	125,000	Project currently being delivered. Works commenced at Alvie and planned improvements for Apollo Bay due May 2022 - Necessary permits are pending
00037003 - 2021-22 Operating Projects - Design and Scoping Programme - Funding Ready V2	5,000	5,714		Relates to 6 projects
00037004 - 2021-22 Operating Projects - Nimblex - Project management Module	22,000	0	0	The ongoing costs are significantly higher than the original estimate therefore project recommendation to not proceed while other options are explored.
00037006 - 2021-22 Operating Projects - VMS Board Contribution	8,050	0	8,050	Awaiting further advice from Road Safe Otway regarding VicPol / Corangamite contribution.
00037007 - 2021-22 Operating Project - Meeting Colac Otway Shire Council's Carbon Neutral 2020 Target	26,000	0	26,000	Independent third party verification against national standards for carbon neutrality is in its final stages. Verification is due to be completed by mid to late May 2022 and offsets to be purchased and finalised shortly after.
00037089 - 2021-22 - Operating Projects - Transfer Station Transition	223,656	30,500	100,000	Project currently being delivered. Works commenced at Alvie and planned improvements for Apollo Bay due May 2022 - Necessary permits are pending
00037181 - 2021-22 Operating Project - Fleet - Field Staff Communications Lone Worker	0	68,617	68,173	Expenditure to be journalled to correct Work Order, as this project to be funded from plant reserve.
00037284 - 2021-22 Operating Projects - Kennett River Wetlands Maintenance Project	0	669	0	Works delivered from maintenance program.
00037304 - 2020-21 Operating Project - Grant Preparation / Detailed Design - Bike Park BMX Jump Path - Feasibility Study	10,000	0	0	Subject to 22/23 business case due to insufficient funds for project scope. Not expecting any expenditure this financial year.
00037305 - 2020-21 Operating Project - Grant Preparation / Detailed Design - Lake Colac Perimeter Pathway Feasibility Study	60,000	5,892	60,000	Data package complete and consultant brief distributed, RFQ closes end of April.
00037306 - 2020-21 Operating Project - Grant Preparation / Detailed Design - Maternal & Child Health Centre Extension	15,000	1,980	15,000	Preferred option determined, viability of project TBC considering higher than anticipated construction cost estimates.
00037307 - 2020-21 Operating Project - Grant Preparation / Detailed Design - Wild Dog Road Landslips	70,000	0	70,000	Funds to be directed to design work for urgent landslip sites as part of recovery response.
00037308 - 2020-21 Operating Project - Grant Preparation / Detailed Design - Duck Creek Bridge Flood Study	30,000	1,012	30,000	Survey scheduled. EMAC consulted and awaiting due diligence quotes. Geotech yet to commence.
00037309 - 2020-21 Operating Project - Grant Preparation / Detailed Design - Hart Street Pedestrian Crossing	20,000	0	20,000	Scoping and design underway to prepare for TAC funding.
Environment and Infrastructure Services Total	6,492,941	2,744,928	6,065,243	
Total	10,285,305	3,382,665	8,601,645	

Capital program report @ 31 March 2022				
Project Title	Current Budget 2021-22	Spend to date 2021-22	Estimated Spend as at 30 June 2022	Comment (Mitigation)
Active Reserves Programme				
00035814 - 2018-19 - Capital Works - Western Reserve Oval Reconstruction and Lighting	0	12,492	14,799	These costs relate to investigation relating to concerns with the drainage performance.
Active Reserves Programme Total	0	12,492	14,799	
Bridges Programme				
00034802 - 2016-17 Capital Works - Bridge Renewal Programme - Pearces Access Bridge (CS047) Replacement	0	0		
00034804 - 2016-17 Capital Works - Bridge Renewal Programme - Skenes Creek Valley Road (Howells) Bridge (CS074) Replacement	0	0		
00036158 - 2019-20 Capital Works - Bridge Programme - Forest St Bridge Widening	0	320	320	
00036839 - 2020-21 Capital Works - Bridge Renewal Programme - King Track	1,890,000	45,029	1,101,471	Contract awarded, works progressing well.
00037280 - Bridge Rehabilitation Programme - Pearces Access Crossing, Apollo Bay	0	6,057	307,277	Contract awarded, works expected to commence prior to end of financial year
Bridges Programme Total	1,890,000	51,406	1,409,068	
Building Programme				
00031855 - Budget Work Order - Building Renewal Programme	160,867	0		
00031907 - Building Renewal Programme - Pirron Yallock Recreation Reserve Clubrooms	0	0		
00034796 - 2017-18 Capital Works - Building Renewal Programme- Library Annexure	0	0		
00035072 - 2018-19 - Capital Works - Forrest Caravan Park Waste Water Upgrade	226,909	10,290	25,000	Application submitted to EPA to allow construction to commence.
00035543 - 2018-19 Capital Works - Building Renewal Programme - Gellibrand Neighbourhood House	47,500	26,589	58,000	Works underway.
00035556 - 2018-19 Capital Works - Building Renewal Programme - Yacht Club	0	0		
00035816 - 2018-19 Capital Works - COPACC Cinema 2 Air Conditioner Replacement	0	0		
00035999 - 2018-19 Capital Works - Building Renewal Programme - Kennett River Toilets	0	23,112		
00036718 - 2020-21 Capital Works - Building Renewal Programme - Bluewater Roof Replacement	451,048	20,429	25,000	Request for Quotations to Select Tenderers closed 1st April.
00036970 - Budget Work Order - Building Upgrade Programme	438,423	0		Spend is against individual projects below.
00037021 - 2020-21 Capital Works - Building Renewal Programme - Rae St Precinct Alarm System	0	125	5,816	Contractor engaged.
00037022 - 2021-22 Capital Works - Building Renewal Programme - Bluewater Heat Pump Replacement	20,000	19,743	19,743	Council has resolved to not proceed with this project following the conclusion of the feasibility study.
00037064 - 2020-21 Capital Works - Building Renewal Programme - Bluewater Steam Generator	0	1,320	1,320	Project Complete
00037173 - Building Renewal Programme - Winifred Nance Veranda	34,800	11,080	11,080	Project paused due to estimates exceeding available budget.
00037180 - Building Renewal Programme - COPACC EWIS	0	0	19,784	Works expected to commence in April
00037417 - Budget Work Order - Building Upgrade Programme - COPACC Cinema 2 Seat Replacement	0	28,966	30,000	Project underway. Will require carry forward of funds to allow maximum to be delivered in accordance with cinemas expectations (July)
00037418 - Budget Work Order - Building Upgrade Programme - Colac East Kinder Toilet Upgrade	0	6,933	9,149	Contracts awarded, but works planned for July to minimise impacts to Kinder (school holidays)
00037419 - Budget Work Order - Building Upgrade Programme - Wydinia Kinder Bathroom Upgrade	0	8,490	9,364	Contracts awarded, but works planned for July to minimise impacts to Kinder (school holidays)
00037464 - 2021-22 Capital Works - Building Renewal Programme - Wydinia Kinder Stormwater	0	79,922	129,600	Construction complete except for minor components to be supplied & installed
00037480 - 2021 - 2022 CAPWORKS Building Programme - Rae Street Complex Roof Compliance	0	0	35,884	Works underway
00037481 - 2021 - 2022 Capworks Building Programme - Pound Road Roof Compliance	0	0	7,856	Works underway
00037496 - 2021-2022 - Capital Works - Building Upgrade Program - Toilet Upgrades Program	0	0	27,092	Works underway
Building Programme Total	1,379,547	236,999	414,688	
Crack Sealing Programme				
Crack Sealing Programme Total	108,000	106,163	106,163	Works complete. Minor savings achieved
Footpath Programme				
Footpath Programme Total	284,000	172,967	292,383	Majority of works complete with remaining programed.

Capital program report @ 31 March 2022				
Project Title	Current Budget 2021-22	Spend to date 2021-22	Estimated Spend as at 30 June 2022	Comment (Mitigation)
Furniture Programme				
00032708 - Capital Works 2015-16 - Furniture and Equipment Replacement Programme - Upgrade of 2-way Radio System	0	2,279	2,279	
00036974 - 2021-22 Capital Works - Furniture Programme - Solar Compaction Bins	7,500	0	7,500	To be delivered later this financial year
Furniture Programme Total	7,500	2,279	9,779	
ICT Hardware Programme				
00036968 - 2021-22 Capital Works - ICT Hardware - MS Teams AV Upgrades	80,000	7,400	72,048	
ICT Hardware Programme Total	80,000	7,400	72,048	Project underway
ICT Software Programme				
00035065 - 2018-19 - Capital Works - Civica Suite - Major Upgrade + functionality expansion	23,340	0		
ICT Software Programme Total	23,340	0	-	Project on hold due to resource shortages.
Kerb and Channel Programme				
Kerb and Channel Programme Total	80,000	36,420	92,300	Contract awarded, works underway.
Land				
00037071 - 2020-21 Capital Works - Sale of Land - 36-52 Bruce Street, Colac	0	115,660	150,431	
Land Total	0	115,660	150,431	Expression of Interest for sale closes April. Report to be prepared for May Council Meeting.
Light Fleet Programme				
Light Fleet Programme Total	760,000	216,789	543,186	Expect to receive vehicles as ordered. Balance of funds to be returned to reserve
LRCI Programme				
00036722 - 2020-21 Capital Works - LRCI Fund - Roadknight Street Footpath	114,887	147,236	149,242	Project nearing completion
00036726 - 2020-21 Capital Works - LRCI Fund - Footpath - Colac Lavers Hill Road, Gellibrand	58,119	49,914	50,137	Project nearing completion
00036727 - 2020-21 Capital Works - LRCI Fund - Footpath - College Drive, Lavers Hill	76,558	83,358	83,358	Project complete
00036728 - 2020-21 Capital Works - LRCI Fund - Road Improvement - Swan Marsh-Stoneyford Road, Swan Marsh	50,092	77,578	149,255	Project nearing completion
00036729 - 2020-21 Capital Works - LRCI Fund - Bridges - Barongarook Creek Pedestrian Bridge	349,416	123,056	342,806	Project underway. Minor variations due to unexpected subsoil required.
00036731 - 2020-21 Capital Works - LRCI Fund - Stormwater - Drainage and Pedestrian Crossing Forrest Common	0	668	3,171	Project complete
00036733 - 2020-21 Capital Works - LRCI Fund - Playground Programme - Petjuli St Playspace	14,292	10,292	10,292	Project complete
00036740 - 2020-21 Capital Works- LRCI Round 2 - Great Ocean Road Path. Stage 1 & 2	440,438	56,308	75,000	Project currently in design phase
00036967 - 2020-21 Capital Works - Building Renewal Programme - Warrion Hall Upgrade LRCI	62,685	117,685		Project complete
00037051 - 2020-21 Capital Works - LRCI Round 2 - Bass Crescent, GOR, Skenes Creek Drainage	495,342	116,536	237,047	Project nearing completion. Works paused to avoid peak holiday periods
00037054 - 2020-21 Capital Works - LRCI Round 2 - Whytcross Lane, Birregurra - Rail Interface Upgrade	174,764	1,857	187,857	Procurement underway. Expect to complete by end of financial year
00037055 - 2020-21 Capital Works - LRCI Round 2 - Barongarook Creek Paths	387,543	137,227	217,545	Project nearing completion
00037056 - 2020-21 Capital Works - LRCI Round 2 - Old Beechy Rail Trail Upgrade	57,793	24,948		Works underway
00037058 - 2020-21 Capital Works - LRCI Round 2 - Clark Street, Colac Paths	57,943	11,044	60,000	Works expected to commence during May
00037506 - 2021-2022 Capital Works - LCRI Funding - Western Oval Drainage Improvements	0	0	130,000	Works halted to allow user groups access to the oval for the 2022 football season. Expected to re-commence at the completion of CDFNL season
LRCI Programme Total	2,339,872	957,707	1,695,710	
Major Plant Programme				
Major Plant Programme Total	1,445,000	729,769	896,203	Expect to receive vehicles as ordered. Balance of funds to be returned to reserve

Capital program report @ 31 March 2022				
Project Title	Current Budget 2021-22	Spend to date 2021-22	Estimated Spend as at 30 June 2022	Comment (Mitigation)
Open Space Assets				
00031849 - Budget Work Order - Open Space Renewal Programme	109,000	15,297	61,897	Minor projects complete and underway
00035152 - 2019-2018 - Capital Works - Memorial Square Public Safety Infrastructure	27,000	31,152	31,152	Project complete
00037073 - 2020-21 Capital Works - Open Space Programme - Seat Replacement Lake Colac Oval	0	3,770	3,770	Project complete
00037085 - 2020-21 Capital Works - Open Space Programme - Guard Rail for Colac Rowing Club Building	0	182	182	Project complete
Open Space Assets Total	136,000	50,401	97,001	
Open Space Furniture Programme				
00031922 - Colac CBD and Entrances Project Works	0	0		
Open Space Furniture Programme Total	0	0	-	
Open Space Programme				
00035945 - 2019-20 - Capital Works - Open Space - Central Reserve Lighting and Netball Court Redevelopment	0	992	992	Project complete
00036011 - 2019-20 - Capital Works - Open Space - Elliminyt Recreation Reserve Velodrome Resurfacing	0	173	173	
00036027 - 2018-19 Capital Works - Open Space - Concrete Path Ball Street Park	0	0		
00036028 - 2018-19 Capital Works - Open Space - Concrete Path Richmond Street Park	0	0		
00036421 - 2019-20 Capital Works - Botanic Gardens Heritage Tree Works	59,000	1,448	59,000	Project underway
00036452 - 2020-21 Capital Works - Cororooke Open Space Master Plan Implementation - Stage 1 (Site Establishment and Path Network) and Stage 3 (Playspace)	500,000	41,375	75,000	Procurement underway. Multi-year project
00036509 - 2019-20 Capital Works - Open Space - Barongarook Picnic Area Relocation Works	0	235	235	Project complete
00036971 - 2021-22 Capital Works - Open Space Programme - Cricket Pitch Upgrade	135,042	133,856	145,014	Project nearing completion
00036975 - 2021-22 Capital Works - Open Space Programme - OBRT Colac Station Safety Improvements	20,000	0		Council's contribution to externally funded project. Unsuccessful in attracting funding, no project to proceed
00036979 - 2021-22 Capital Works - Open Space Programme - Local Sports Infrastructure Stimulus Funding	1,728,660	35,569	1,000,000	Works have commenced for lighting projects at four Recreation Reserves (Alvie, Gellibrand, Irrewillipe and Warrowie)
00037019 - 2021-22 Capital Works - Open Space Programme - Community Sport Lighting Upgrades	385,000	36,718	250,000	Works have commenced for lighting project at Birregurra Recreation Reserve
00037448 - 2021-22 Capital Works - Open Space Programme - Elliminyt Recreation Reserve - Netball Court Resurfacing	0	11,860	21,690	Project complete
Open Space Programme Total	2,827,702	262,226	1,552,104	
Playground Programme				
00035946 - 2019-20 Capital Works - Playground Programme - Memorial Square Playspace	679,230	660,928	679,230	Project nearing completion
Playground Programme Total	679,230	660,928	679,230	
Reseal Programme				
Reseal Programme Total	1,200,000	28,590	1,221,590	Project nearing completion. Physically complete in Feb. Invoices to be processed.
Resheet Programme				
Resheet Programme Total	1,276,747	760,596	1,276,747	Northern projects complete, southern projects underway
Road Improvement Programme				
00035576 - 2018-19 - Capital Works - Strategic Road Improvement - Road Design	0	4,962	4,962	Finalisation of design works
00036322 - 2019-20 Capital Works - Strategic Road Improvement - Road and Rail Interface	0	8,738	8,738	Finalisation of design works
00036451 - 2020-21 Capital Works - Colac Otway Parking & traffic Strategy Implementation (Forrest - TAC Grant)	0	2,816	2,816	Project complete
00036457 - 2020-21 Capital Works - Rail Level Crossing Interface Improvement (Back Larpent Road)	160,000	1,232	170,000	Procurement underway. Expect to complete by end of financial year
00036459 - 2020-21 Capital Works - COS Tourism and Parking Strategy - Delivery of Improvement Works	0	360	360	Project complete
00037087 - 2019-20 Capital Works - Strategic Road Improvement - Swan Marsh Stoneyford Road, Pirron Yallock	624,979	722,825	913,545	Project nearing completion
Road Improvement Programme Total	784,979	740,933	1,100,421	

Capital program report @ 31 March 2022				
Project Title	Current Budget 2021-22	Spend to date 2021-22	Estimated Spend as at 30 June 2022	Comment (Mitigation)
Road Reconstruction Programme				
00031850 - Budget Work Order - Sealed Road Reconstruction Renewal Programme	35,641	4,383	4,383	Spend is against individual projects below.
00031882 - Budget Work Order - Sealed Roads Major Patch Programme	195,000	36,491	186,516	Project complete
00036162 - 2019-20 Capital Works - Crack Sealing Programme - Kennys Lane	0	97		Project complete
00036454 - 2020-21 Capital Works - Colac Aerodrome - taxiway - earthworks - Grant Match	0	5,106	225,000	Project underway
00036597 - 2020-21 Capital Works - Sealed Road Pavement Programme - Forest Street Reconstruction	1,141,725	9,101	982,481	Budget amount includes two sections of Forest Street, only north section to be delivered this financial year
00036938 - 2020-21 Capital Works - Road Reconstruction Programme - Old Yeo Road Reconstruction	0	7,654	7,654	Project complete
00036940 - 2020-21 Capital Works - Road Reconstruction Programme - McLachlan Street	670,000	9,999	650,000	Project underway
00036941 - 2020-21 Capital Works - Road Reconstruction Programme - Stewart Street	405,000	68,928	490,000	Project nearing completion
00036973 - 2020 - 2021 Budget Work Order - Sealed Road Reconstruction Upgrades	200,000	0		Design budget. Expenses at Project level
00037018 - 2020-21 Capital Works - Road Reconstruction Programme - Cressy Shelford Road	1,262	8,947	8,947	Project delayed
00037088 - 2020-21 Capital Works - Road Reconstruction Programme - Conns Lane Widening - Birregurra Creek	260,000	1,228	1,228	Project delayed
00037093 - 2021-22 Capital Works - Strachan Street, Birregurra	702,000	9,716	734,223	Contract awarded. Delays due to supply shortages may impact delivery times
00037303 - 2021 - 2022 Capital Works - Forest Street, Colac	0	494	494	
00037420 - 2021 - 2022 Budget Work Order - Sealed Road Reconstruction Upgrades - Forest Street (Wallace to Colanda), Colac	0	394	894	Project Plan and design still to be completed. Delivery to be funded through LRCI
00037423 - 2021 - 2022 Budget Work Order - Sealed Road Reconstruction Upgrades - Wye River Road Designs	0	2,385	85,000	Design underway and expected to be completed by May 2022.
00037425 - 2021 - 2022 Budget Work Order - Sealed Road Reconstruction Upgrades - Calvert Street, Colac	0	60	60	Project has been halted. No further works expected.
00037477 - 2021 - 2022 Sealed Roads Major Patch Programme - Rejuvenation of Binns Road	0	381	20,381	Treatment for failed section of Binns Road
00037484 - 2021 - 2022 Capworks Sealed Road Reconstruction Renewal Programme - Final Seal Old Yeo Road	0	51,723	51,723	Project complete
Road Reconstruction Programme Total	3,610,628	358,022	3,448,984	
Road Safety Programme				
Road Safety Programme Total	210,000	164,642	209,109	Includes Colac Entrance signs, guardrail replacements
Road Side Drainage Programme				
Road Side Drainage Programme Total	0	0	-	
Road Slip Programme				
Road Slip Programme Total	631,000	323,445	540,460	
Stormwater Programme				
Stormwater Programme Total	482,000	113,097	277,907	Works underway. Program to be re-prioritised to account for emergency works in Armstrong Street
Total	20,235,545	6,108,931	16,100,311	

Quarterly Budget Report for 9 Months Ending 31 March 2022

Executive Summary

The financial performance for the quarter ending March 2022 is favourable compared to the adopted budget 2021/22, however, there continues to be a significant delay in the delivery of the \$20.24m capital works program, which includes carry over capital works of \$4.34m.

Other material forecast variances to budget explained in this report include:

- increased depreciation from a scheduled revaluation of bridge infrastructure in 2020/21,
- Financial Assistance (Grants Commission) grant funding adjusted following advice from the Commonwealth in April that councils will receive 75% of the 2022/23 allocation (increased from 50%) in advance in 2021/22, and
- termination and payout adjustments relating to the two-way radio lease contract.

The termination and payout of the two-way radio lease contract, subsequent transfer of the two-way radio hardware and equipment title to Council and sale of the equipment, have affected the following adjustments to Council's forecast financial position:

- \$672k decrease in current and non-current lease liabilities,
- \$94k disposal of impaired right of use assets (leased equipment),
- \$70k increase in equipment sale proceeds (net loss on disposal of \$24k), and
- \$10k increase in finance costs (additional interest paid to terminate the lease)

Lease interest of \$87k, previously due and payable in 2022/23 and 2023/24 in the former lease contract, will no longer be required.

After taking the 2020/21 actual financial results into consideration (including the carry forward balances relating to incomplete works for projects funded in 2020/21), the following summary can be provided in relation to the 2021/22 forecast financial results.

Forecasts compared to the adopted budget:

- The adopted budget reported an operating surplus of \$3.27m.
- The full year forecast operating surplus to March 2022 has increased by \$0.24m to \$3.51m. This increase is predominantly due to increased capital and operating grant funding, including an increase to the 2022/23 Financial Assistance grant allocation received in advance in 2021/22 from 50% to 75%.

This is predominantly offset by:

- operating and capital grant income carried over from 2020/21 (funding received for incomplete projects in 2020/21, or funding received in advance of project delivery),
 - expected completion of carry over recurrent and operating projects in 2021/22, and
 - increased depreciation from a scheduled revaluation of bridge infrastructure in 2020/21.
- Closing cash balance is currently forecast to increase by \$2.84m to \$16.09m.

- 31 March 2022 cash balance is \$25.24m and is forecast to reduce by approximately \$9.15m at 30 June 2022 as carry over works are completed.
- The full year forecast assumes that all carry over operating projects of \$1.21m and capital works of \$4.34k are complete by 30 June 2022. There is significant delay in the delivery of the \$20.24m capital works program with 30% of the programme allocation complete.

Further detail of these results are provided in this report.

OPERATING RESULT

Colac Otway Shire Council

Comprehensive Income Statement

For the period ended 31 March 2022

	Year-To-Date				Full Year			
	Actual \$'000	Budget \$'000	Variance \$'000	Variance %	Budget \$'000	Forecast \$'000	Variance \$'000	Variance %
Revenue								
Rates and charges	32,764	32,678	86	0%	32,773	32,793	20	0%
Statutory fees and fines	798	651	147	23%	826	935	109	13%
User fees	4,715	4,817	(101)	(2%)	6,548	6,393	-	0%
Other income	555	271	284	105%	367	540	173	47%
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	69	19	50	266%	25	(142)	(167)	(667%)
Share of net profits/(loss) of associates and joint ventures	-	23	(23)	(100%)	30	30	-	0%
Total own-sourced revenue	38,901	38,458	443	1%	40,569	40,549	136	0%
Grants - operating	10,407	8,265	2,142	26%	10,690	19,173	8,483	79%
Grants - capital	6,384	3,492	2,892	83%	4,691	6,619	1,928	41%
Contributions - monetary	247	314	(67)	(21%)	420	420	-	0%
Total grants and contributions	17,038	12,071	4,967	41%	15,801	26,213	10,412	66%
Total revenue	55,939	50,529	5,410	11%	56,370	66,762	10,547	19%
Expenses								
Employee costs	16,382	16,060	(323)	(2%)	21,683	21,457	227	1%
Materials and services	15,639	15,636	(2)	(0%)	20,730	29,347	(8,617)	(42%)
Depreciation and amortisation	7,996	6,825	(1,171)	(17%)	9,100	10,692	(1,592)	(17%)
Bad and doubtful debts	(0)	15	15	100%	20	20	-	0%
Borrowing costs	30	29	(1)	(2%)	39	39	-	0%
Finance costs - leases	38	104	66	63%	139	139	-	0%
Other expenses	1,247	1,107	(140)	(13%)	1,389	1,559	(170)	(12%)
Total expenses	41,356	39,776	(1,580)	-4%	53,101	63,282	(10,181)	(19%)
Surplus for the year	14,583	10,753	3,830	36%	3,269	3,510	242	7%
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	14,583	10,753	3,830	36%	3,269	3,510	242	7%

Council's net operating surplus for the quarter ended 31 March 2022 is \$14.58m. The higher year-to-date operating surplus of \$3.83m reported mainly reflects:

- timing of grant revenue and operating project expenses carried over from 2020/21,
- \$1.21m increased depreciation, mainly due to a scheduled revaluation of bridge infrastructure in 2020/21, and
- \$323k increased employee costs mainly relating to carry forward works completed in 2021/22.

The two-way radio lease contract was terminated by formal agreement with the lessor in November 2021. The two-way radio hardware and equipment title was transferred to Council and subsequently sold. Council's net operating surplus of \$14.58m at 31 March includes the following transactions relating to the two way radio lease contract:

- \$70k equipment sale proceeds (net loss on disposal of \$24k), and
- \$38k finance costs (\$12k scheduled interest payments to November 2021 and \$26k increase in interest paid to terminate the lease)

Council's adopted operating budget for the full year is a net surplus of \$3.27m.

The full year forecast reflects carry over allocations for grant funding, including unspent funds received in a prior year for approved projects not completed at 30 June 2021. These funds were set aside in Council's working capital at 30 June 2021 and are forecast to be spent in 2021/22.

Actual results for the 9 months to 31 March 2022 indicates at this stage that the surplus is expected to be \$242k higher than the 2021/22 adopted budget. Further information is provided below:

Income

Rates and charges

Waste management charges forecast a slight increase compared to the adopted budget.

Grants

Operating and capital grants are forecast to increase above budget by \$10.41m primarily due to:

- \$4.40m City Deals project new funding,
- \$2.14m Financial Assistance (Grants Commission) grant funding, including 75% of the 2022/23 allocation (increased from 50%) received in advance in 2021/22,
- \$1.60m Local Roads Community Infrastructure programme Round 2 funding,
- \$1.49m operating and capital grant revenue carried over from 2020/21, which was funded in 2020/21 or received in advance of the 2021/22 budget,
- \$0.41m Forrest mountain trail bike revitalisation project additional funding,
- \$0.40m Strategic road improvement – Swan Marsh Stoneyford Road additional funding,
- \$0.30m Port of Apollo Bay grant revenue carried over from 2020/21,
- (\$0.58m) Local Sports Infrastructure Stimulus grant changes to lighting infrastructure project funding, and
- (\$0.12m) unsuccessful grant application to Department of Justice & Community Safety for the Old Beechy Rail Trail (Colac Railway Station section) safety improvements.

Net gain/loss on disposal of property, infrastructure, plant and equipment

The unfavourable variance of \$167k relates to sale of the two way radio equipment and the anticipated sale of surplus land during the current financial year. Note that this is an estimate at this point in time.

Other income

Other income received in 2021/22 is forecast to increase by \$173k due to the following:

- \$120k: Colac Civic Precinct Plan (carry over from 2020/21), and
- \$53k: Eastern Reserve baseball batting cage insurance income (carry over from 2020/21)

Expenses

Employee costs

Employee costs for 2021/22 have been forecast to increase by \$227k due to the following:

- \$139k carry forward balances for work to be completed in 2021/22, and
- \$45k additional salaries for the City Deal project

Material and Services

Materials and services for 2021/22 is forecast to increase by \$8.48m. The forecast movement includes:

- \$4.60m City Deals (additional funding),
- \$2.70m carry forwards to complete delivery of operating projects,
- \$0.93m Forrest mountain bike revitalisation (\$0.75m funded by RDV carry over from 2020/21 and \$0.18m additional funding by DELWP), and
- \$0.30m Port of Apollo Bay works (carry over from 2020/21)

Other expenses

Other expenses for 2021/22 is forecast to increase by \$170k, mainly due to:

- \$105k COVID -19 support package (carry forward from 2020/21),
- \$30k Community grants (carry forward from 2020/21),
- \$20k Family Children Services contribution (carry forward from 2020/21), and
- \$15k Roadside weeds and pests (carry forward from 2020/21)

BALANCE SHEET

Colac Otway Shire Council
Balance Sheet
As at 31 March 2022

	Mar 2022	Full Year		
	Actual \$'000	Budget \$'000	Forecast \$'000	Variance \$'000
Assets				
Current assets				
Cash and cash equivalents	25,240	13,253	16,094	2,841
Trade and other receivables	10,466	2,748	3,819	1,071
Inventories	242	175	140	(35)
Non-current assets held for sale	-	715	-	(715)
Other assets	(17)	366	533	167
Total current assets	35,931	17,257	20,586	3,328
Non-current assets				
Right of use assets	47	638	35	(603)
Property, infrastructure, plant and equipment	371,019	361,850	381,054	19,204
Investments in associates, joint arrangements and subsidiaries	0	501	467	(34)
Total non-current assets	371,066	362,989	381,556	18,567
Total assets	406,997	380,246	402,142	21,895
Liabilities				
Current liabilities				
Trade and other payables	1,926	5,685	8,374	(2,689)
Trust funds and deposits	721	661	678	(17)
Interest-bearing liabilities	36	596	596	-
Lease liabilities	24	100	24	76
Provisions	4,975	4,357	4,871	(514)
Total current liabilities	7,682	11,399	14,543	(3,144)
Non-current liabilities				
Interest-bearing liabilities	596	-	-	-
Lease liabilities	42	553	18	535
Provisions	5,792	9,005	5,792	3,213
Total non-current liabilities	6,430	9,558	5,810	3,748
Total liabilities	14,112	20,957	20,353	604
Net assets	392,886	359,289	381,789	22,500
Equity				
Accumulated Surplus	145,331	138,116	141,838	(3,722)
Reserves	247,555	221,173	239,951	18,778
Total Equity	392,886	359,289	381,789	22,500

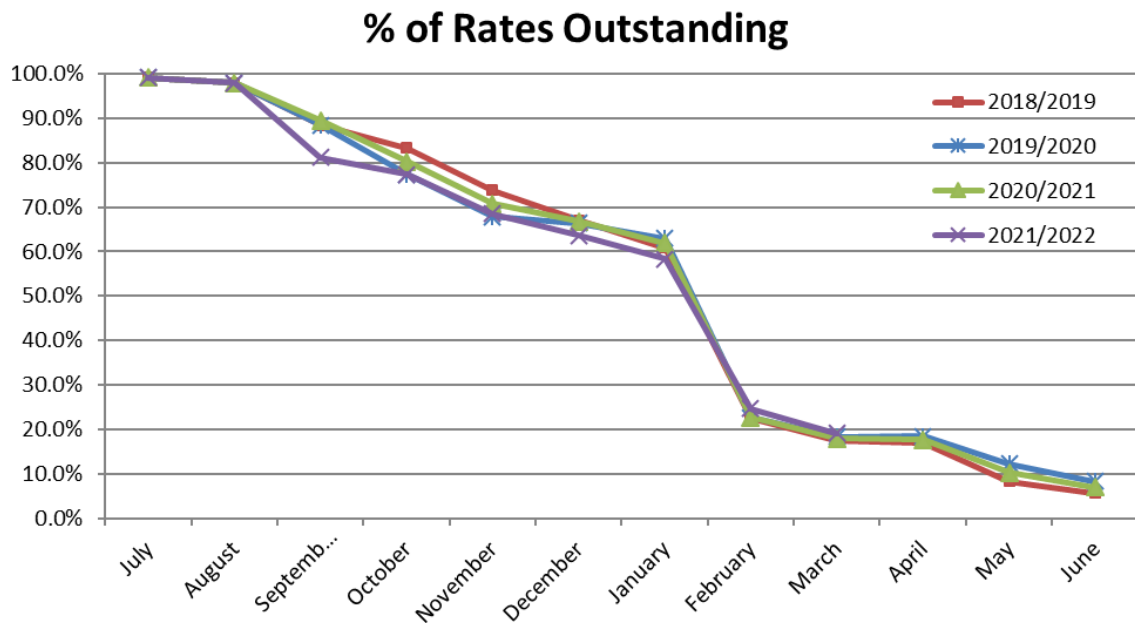
Rate Debtors

At 31 March 2022, \$32.41 million was raised in rates and charges including batches of supplementary valuations generated by changes to Council's property base. At 31 March 2022 19% of rates and charges raised have been collected, which was similar to the collection rate for the same period in the 2020/21 financial year of 18%.

The due date for ratepayers opting to pay in full was 15 February 2022. The due dates for ratepayers opting to pay via instalments are 30 September 2021, 30 November 2021, 28 February 2022 and 31 May 2022.

The following graph 1 shows that current collection trends are slightly below the reported collection trends for the previous three years:

Graph 1: Outstanding rates



Right of Use Assets

At 30 June 2021, the impaired fair value of leased two way radio assets was reduced by \$580k to \$100k. This reduced the balance of right of use assets to \$165k, including other leased equipment. At 31 March 2022, right of use assets decreased to \$47k, following the disposal of the amortised leased two way radio assets at a value of \$94k.

The forecast to 30 June 2022 shows a decrease by \$603k to \$35k. This decrease is mainly due to disposal of the two way radio equipment with title transferred to Council and the assets sold following termination of the lease.

CAPITAL WORKS

Colac Otway Shire Council

Statement of Capital Expenditure as at 31 March 2022

Capital Expenditure	March YTD		Full Year	
	Actual YTD March \$'000	Budget YTD March \$'000	Adopted Budget \$'000	Programme Allocation \$'000
8881 - Property				
Building Programme	237	611	702	1,380
Land	116	-	-	-
Local Roads Community Infrastructure Programme	118	63	-	63
8881 - Property Total	470	674	702	1,442
8882 - Plant, Furniture and Equipment				
ICT Hardware Programme	7	15	80	80
ICT Software Programme	-	23	-	23
Light Fleet Programme	217	677	760	760
Local Roads Community Infrastructure Programme	-	14	-	14
Major Plant Programme	730	1,422	1,340	1,445
Open Space Programme	-	135	135	135
Road Safety Programme	72	80	80	80
8882 - Plant, Furniture and Equipment Total	1,026	2,366	2,395	2,538
8883 - Infrastructure				
Active Reserves Programme	12	-	-	-
Bridges Programme	51	844	1,440	1,890
Crack Sealing Programme	106	108	108	108
Footpath Programme	173	268	232	284
Furniture Programme	2	8	8	8
Kerb and Channel Programme	36	66	80	80
Local Roads Community Infrastructure Programme	840	2,263	-	2,263
Open Space Assets	50	123	50	136
Open Space Programme	262	449	2,832	2,693
Playground Programme	661	679	-	679
Reseal Programme	29	1,200	1,200	1,200
Resheet Programme	761	1,277	1,400	1,277
Road Improvement Programme	741	474	-	785
Road Reconstruction Programme	358	2,763	2,495	3,611
Road Safety Programme	92	100	130	130
Road Slip Programme	323	561	270	631
Stormwater Programme	113	400	350	482
8883 - Infrastructure Total	4,612	11,583	10,595	16,256
Total	6,109	14,623	13,692	20,236

Table 2 provides a reconciliation between the adopted budget and current full year forecast budget of \$20.24m.

Table 2 also compares the full year forecast budget to the full year forecast spend in 2022/23 and anticipated carry over amount to 2022/23. These forecasts show that there continues to be a significant delay in the delivery of the \$20.24m capital works program, which includes carry over capital works of \$4.34m.

Table 2: Adopted capital budget to the forecast budget

	Full Year Forecast \$'000
Capital Works Budget	13,692
Capital projects carried forward from 2020/21	4,341
Local Roads and Community Infrastructure programme	2,340
Cororooke Open Space masterplan implementation (Council resolution)	250
Forrest Caravan Park waste water upgrade	226
Strategic Road Improvement - Swan March Stoneyford Road, Pirron Yallock	225
Bluewater heat pump replacement (Council resolution to reallocate \$70k from street lighting)	70
Building renewal programme	61
Building renewal programme - Winifred Nance Kindergarten veranda	35
Community sport lighting upgrades	5
Changes to lighting infrastructure project funding (Local Sports Infrastructure Stimulus program)	(584)
Old Beechy Rail Trail (Colac Railway Station section) safety improvements (unsuccessful funding application)	(120)
Sealed road reconstruction renewal programme	(92)
Building upgrade programme	(84)
Building Renewal Programme - Bluewater Heat Pump Replacement	(130)
Capital Works Forecast at 31 March 2022	20,236

Borrowings

The borrowings held by Council at 31 March 2022 is given below:

Borrowings	Current \$'000	Non-current \$'000	Total Borrowings \$'000	Meeting Schedule
9208 - Loan 12 - Colac Livestock Selling Centre roof (\$1.178m)(CBA)	21	596	616	Y
9209 - Loan 13 - Street light solar photovoltaic panels - system installation (\$416k)	16	-	16	Y
Total borrowings	36	596	632	

As at 31 March 2022 principal repayments of \$106k have been made in 2021/22.

The following key ratios provide Council's performance on the borrowings at 31 March 2022:

Measure	Calculation	Explanation	30-Jun-21	31-Mar-22	Current Risk Rating
Indebtedness as a percentage of own-sourced revenue	Non-current liabilities divided by own-sourced revenue	Non-current liabilities are liabilities due for settlement after 12 months. The higher the percentage, the less the entity is able to cover non-current liabilities from the revenues the entity generates itself. 17% of own-sourced revenue is required to settle the non-current liabilities as at 31 March 2022. Own-sourced revenue is used, rather than total revenue, because it does not include grants or contributions.	16.1%	16.5%	Low
Borrowings as a percentage of rate revenue	Interest bearing loans divided by rate revenue	Measurement of the proportion of borrowings against rate revenue raised. The higher the percentage the higher the proportion of available annual rate revenue is being used to back borrowings. 2% of rate revenue is required to settle the borrowings as at 31 March 2022.	2.3%	1.9%	Low

Lease Liabilities

As at 31 March 2022, lease liabilities are forecast to decrease by \$611k to \$42k. This decrease includes:

- \$36k scheduled lease repayments, and
- \$672k termination and payout of the two-way radio lease contract

STATEMENT OF CASH FLOWS

Colac Otway Shire Council Statement of Cash Flows For the period ended 31 March 2022

	Mar 2022	Full Year		
	Actual \$'000	Budget \$'000	Forecast \$'000	Variance \$'000
Cash flows from operating activities				
Rates and charges	26,563	32,661	32,680	19
Statutory fees and fines	798	825	935	110
User fees	4,715	6,548	6,393	(155)
Grants - operating	10,663	10,671	19,155	8,484
Grants - capital	6,384	4,691	6,619	1,928
Contributions - monetary	247	420	420	-
Trust funds and deposits received/(paid)	(20)	(63)	(63)	-
Other receipts	555	368	540	172
Payments for Employees	(16,383)	(21,683)	(21,457)	226
Payments for materials and services (Incl GST)	(22,238)	(20,778)	(29,396)	(8,618)
Other payments	(1,247)	(1,389)	(1,559)	(170)
Net cash provided by/(used in) operating activities	10,039	12,271	14,267	1,996
Cash flows from investing activities				
Payments for property, infrastructure, plant and equipment	(6,038)	(13,692)	(20,236)	(6,544)
Proceeds from sale of property, infrastructure, plant and equipment	162	500	1,155	655
Net cash provided by/(used in) investing activities	(5,876)	(13,192)	(19,080)	(5,888)
Cash flows from financing activities				
Finance costs	(30)	(39)	(39)	(0)
Repayment of borrowings	(106)	(142)	(142)	-
Interest paid - lease liability	(38)	(29)	(139)	(110)
Repayment of lease liabilities	(707)	(110)	(731)	(621)
Net cash provided by/(used in) financing activities	(881)	(320)	(1,051)	(731)
Net increase (decrease) in cash and cash equivalents	3,282	(1,242)	(5,864)	(4,622)
Cash and cash equivalents at the beginning of the period	21,958	14,495	21,958	7,464
Cash and cash equivalents at the end of the period	25,240	13,253	16,094	2,842

● Unfavourable position

Cash balance

The current actual cash balance is \$25.24m as at 31 March 2022, which is forecast to be approximately \$2.84m higher due to anticipated spending on the capital program less grants and contributions carried over from 2020/21. The forecast assumes that all budgeted capital works and major projects, including carry overs, will be complete by 30 June 2022.

The net decrease in the cash forecast during the year is \$5.86m. Forecast cash flows from operating grants includes an additional \$2.14m for Financial Assistance (Grants Commission) grant funding with 75% of the 2022/23 allocation (increased from 50%) to be received in advance in 2021/22. It is

forecast that \$5.54m advance funding will be set aside in a reserve for allocation to the 2022/23 Budget.

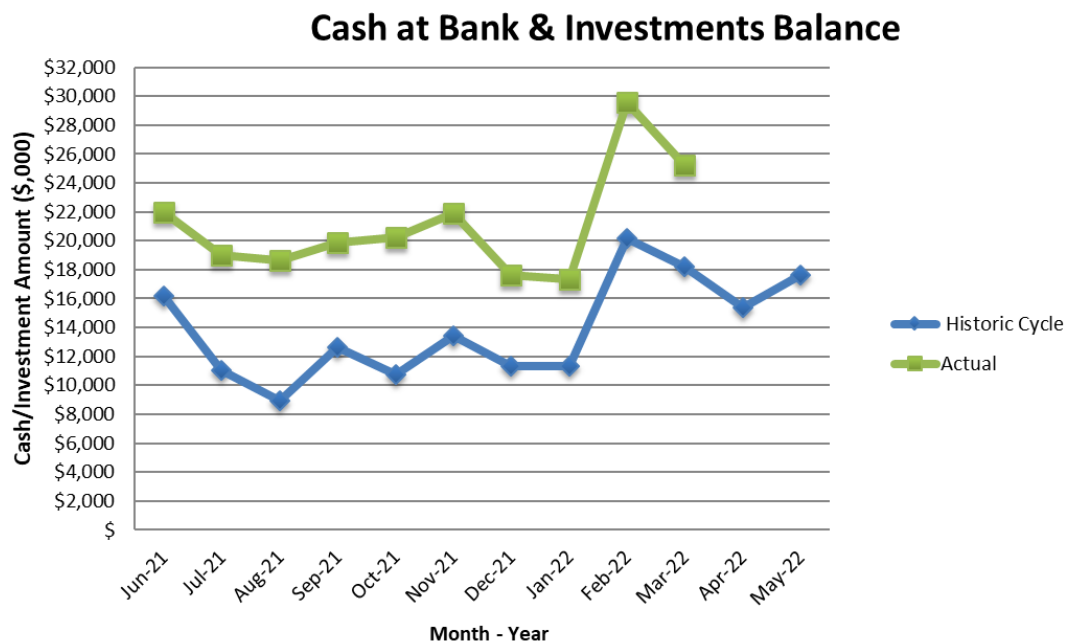
YTD repayment of lease liabilities of \$707k includes:

- \$36k scheduled lease repayments, and
- \$672k termination and payout of the two-way radio lease contract

Graph 2 below shows how the Council’s cash balance is expected to perform at 31 March 2022. The graph portrays:

- Historical Cycle – which is an estimation derived from 2020/21 actual cash balances that are expected to be achieved at the end of each month.
- The Actual – this is the actual balance at the end of each month from July to March.

Graph 2: Cash balance performance



Every opportunity is taken to invest surplus cash to maximise investment returns in accordance with Council’s investment policy. Investment income received for the first nine months to 31 March 2022 was \$16k. Investment income is subject to availability of cash flow and also impacted by a sustained period of low interest rates that have reflected a Reserve Bank cash rate of 0.10%.

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

Local Authorities Superannuation Fund - Defined Benefits

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

Date	Vested Benefits Index
June 2019	107.10%
September 2019	107.30%
December 2019	107.70%
March 2020	102.10%
June 2020	104.60%
September 2020	104.50%
December 2020	109.60%
March 2021	111.50%
June 2021	109.70%
September 2021	109.90%
December 2021	111.20%

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

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

At 31 December 2021, the updated VBI for the sub-plan continued to rise to 111.20%, which presents an increase of 6.6% compared to 30 June 2020. The VBI is primarily impacted by:

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

At the time of writing this report there was no information available regarding the final VBI estimations as at 31 March 2022.