



Quarterly Performance Report 2022-23

Third Quarter

Table of Contents

Chief Executive Officer Report	3
Annual Plan Progress Report	5
Operational Projects Report	39
Capital Works Report	42
Financial Performance Report	48

Acknowledgement

The Colac Otway Shire Council respectfully acknowledges the Gulidjan and Gadubanud peoples of the Maar Nation as the Traditional Custodians of the Colac Otway region, the land and waterways upon which the activities of the Colac Otway Shire Council are 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 up hold their continuing relationship to this land.

Chief Executive Report

In the third quarter of the 2022-23 financial year, Council welcomed two new Councillors, celebrated our 2023 Community Award recipients and was represented in Canberra through the G21 delegation.



Tosh-Jake Finnigan was elected to Council in January, filling the extraordinary vacancy created by Joe McCracken who was elected to Victorian Legislative Council in December last year.

In March Council also welcomed Max Arnott as our seventh Councillor following another VEC countback to fill an extraordinary vacancy that arose when Jamie Bell resigned from his role as Councillor to focus on work commitments outside the shire. We thank Jamie for his service to the Colac Otway community over two years.

In February, the remaining Geelong City Deal projects commenced transitioning to the Great Ocean Road Coast and Parks Authority to manage and deliver. For Colac Otway Shire this included the Apollo Bay Harbour Redevelopment and infrastructure upgrades to Kennett River. The Apollo Bay to Skenes Creek Coastal Trail was not part of the transition as the Australian and Victorian governments had decided not to proceed with this project.

A number of community association AGMs were held through the quarter. Among the meetings were Wye River and Separation Creek Community Forum, Skenes Creek Association and Beeac Progress Association.

At the March meeting, Council endorsed a future governance model to its Community Asset Committees (CACs). As part of the model, Council has developed a Community Asset Induction program to support Committee members who manage assets such as community halls and recreation reserves in the Shire.

This is an important piece of work to support CAC members who willingly volunteer and apply their skills and experience to ensure public halls, recreation reserves and sporting facilities are maintained and support the health and wellbeing of our small town communities. We acknowledge members have had to work through a range of anomalies following the introduction of the Local Government Act 2020 in relation to a management and governance model for CACs.

In this quarter, Council voted on where to allocate approximately \$920,000 from the sale of Council owned land at Bruce Street, Colac. Council received \$2.6 million (exclusive of GST) and the balance of proceeds from the sale are to be retained in the Strategic Project Reserve in the 2023-24 budget.

Council allocated \$300,000 for strategic planning work to support opening up additional residential land in the shire, \$500,000 investment in long term infrastructure at the Lake Colac Holiday Park and \$120k of funds will also go toward exploring development for key worker housing at the Nelson Street Depo in Apollo Bay.

In March, we celebrated our Community Award recipients at Kana Festival in Colac's Memorial Square. This year's Citizen of the Year was awarded to Vicki Jeffrey, Young Citizen of the Year to Murray Green and a Community Service Award to Zoe Hudgell. All are worthy recipients and we congratulate them on the recognition from the community.

Chief Executive Report

On the same day in March there was a bushfire evacuation alert in Kennett River with Emergency Relief Centres opened in Apollo Bay and Colac. Fortunately, the fire was brought under control on the same day and residents and visitors were able to return home safely.

Mayor Chris Potter and I, along with G21 region Mayors and CEOs visited Canberra in March for meetings with Federal Government Ministers and Shadow Ministers to raise issues affecting our region. We held 18 meetings with a number of representatives to discuss various issues including those relating to population growth experienced in our region. This included the shortage of affordable housing for workers as well as social housing.

NBN connectivity in bushfire prone areas was also raised with the need for better digital connectivity in times of emergency such as fires and floods. The Mayor also raised the need for a new premises for Caracamigen – The Colac Aboriginal Gathering Place. Council will continue to advocate at a State and Federal level for services and projects for our communities.

During this quarter, community members were contacted by National Field Services who conducted Council's annual community satisfaction survey. The survey is an important process for us to undertake - we look forward to receiving the results in coming months so that we remain up to date with areas our community think Council is performing well in, and where Council need to improve.

Anne Howard

Chief Executive Officer

Colac Otway Shire Council

Annual Plan 2022-23

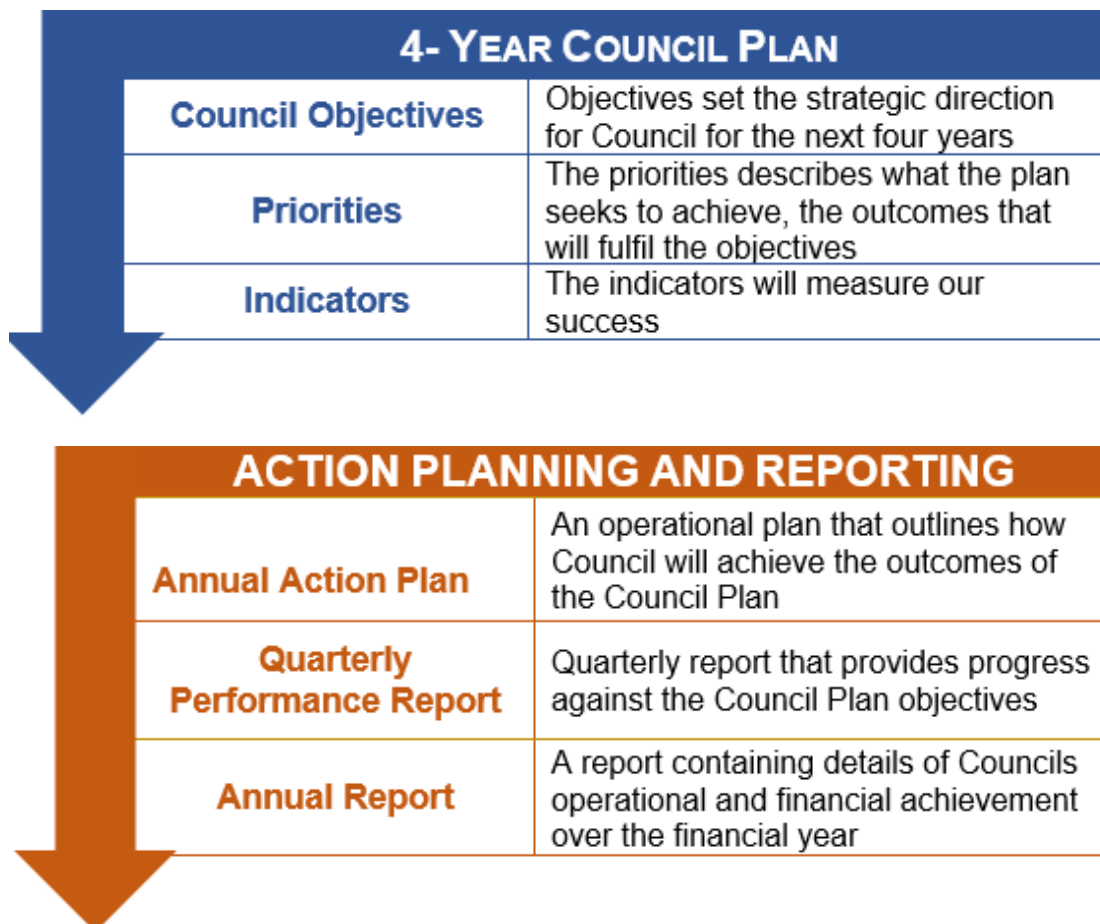
The Annual Plan is an operational plan that outlines how Council will achieve the outcomes of the Council Plan 2021-25.

As part of the Council Plan 2021-25, 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



Council formally adopted the Council Plan 2021-25 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 2021-25 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 2021-25.

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 2021-25 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

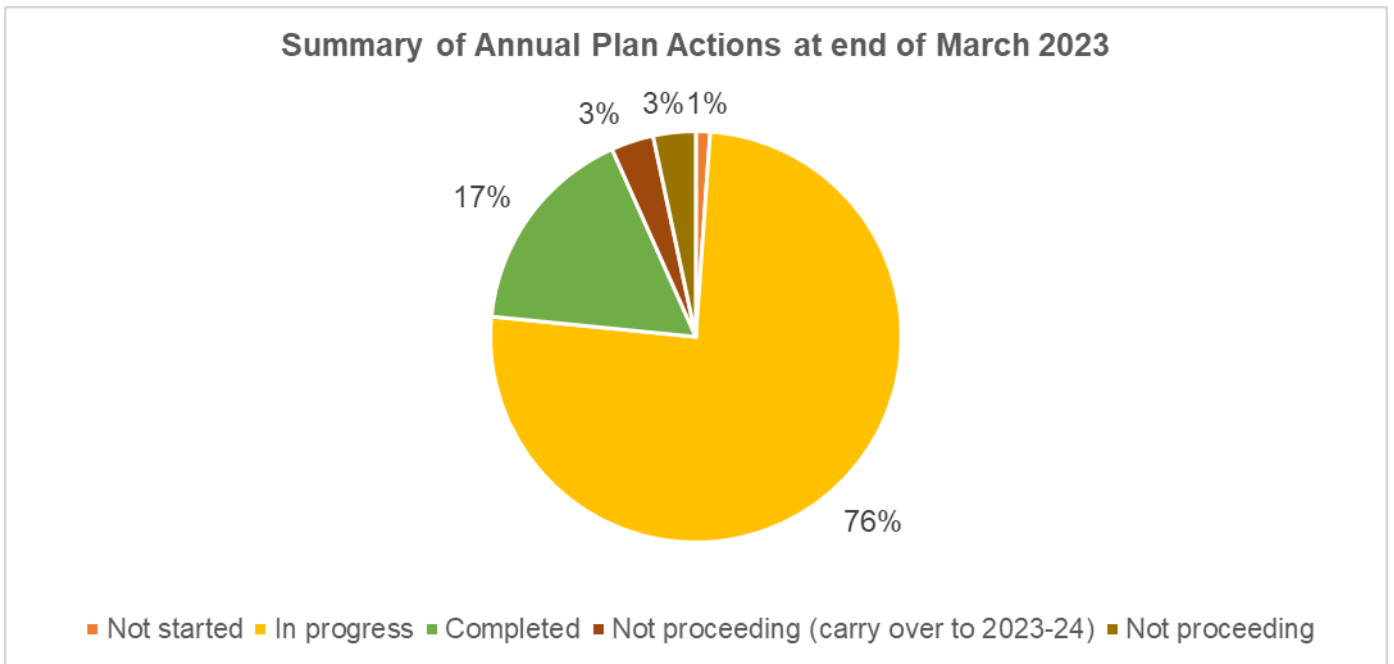
We will be leaders in good governance, transparency and strive for ongoing improvement.

Links to the Public Health and Wellbeing Plan

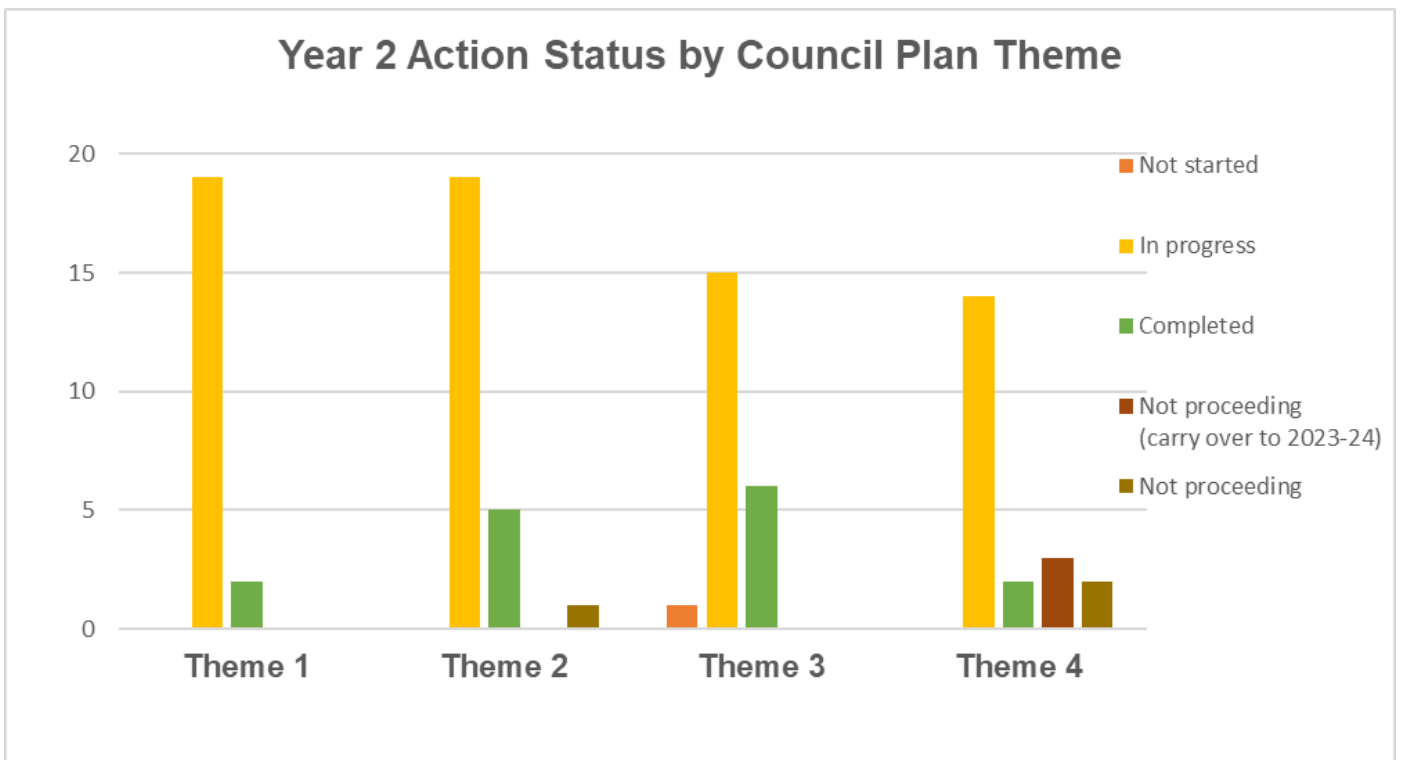
The following legend indicates actions that are linked to the Public Health and Wellbeing Plan.

Preventing Violence	Climate Change	Active Living	Mental Health Wellbeing	Gender Equity	Panel Recommendation
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Overall Progress by Action



Progress by Theme



Theme 1 – STRONG AND RESILIENT ECONOMY

	Four-year Priorities	Indicators	Year 2 Annual Actions	Progress Against Quarter 3 (Jan to March)	% Complete	Status (Not started, In progress or Completed)
1.1 Affordable and available housing will support our growing community and economy						
1.1.1	Deliver a strategic growth plan for the shire and settlement strategy for all small towns and rural living areas ●	<ul style="list-style-type: none"> Strategic Growth Plan and Settlement Strategy developed Relevant Planning Scheme Amendments adopted 	Participate in Great Ocean Road Authority Strategic Framework Plan	Officers have attended early State Government briefing sessions on this project. The development of the Great Ocean Road Authority Strategic Framework Plan will span a number of years and so participation will be ongoing.	75%	In progress
1.1.2	Deliver a refreshed Apollo Bay Structure Plan ●	<ul style="list-style-type: none"> Refreshed Apollo Bay Structure Plan delivered by 2022-23 Relevant Planning Scheme Amendments adopted 	<i>No Year 2 action planned</i>			N/A
1.1.3	Facilitate the delivery of more diverse housing stock in Colac and Apollo Bay ● ●	<ul style="list-style-type: none"> Increase land supply by 200 new lots annually Increased availability of affordable housing Levels of housing stress including rental and mortgage stress 	Continue to participate on and work with the Apollo Bay Key Worker Housing Action Group ● ●	Council has continued to participate in the Apollo Bay Affordable Worker Housing Taskforce. Council has recently committed funds to investigate its Nelson Street depot site as a location for affordable housing.	75%	In progress
1.1.4	Increase residential land supply in Colac ● ●	<ul style="list-style-type: none"> Number of hectares rezoned Number of residential lots approved by planning perm 	Continue to progress the Deans Creek Precinct Structure Plan ● ●	The Precinct Structure Plan is progressing well with the commissioning of a number of technical assessments. Some of these are now being completed and further assessments are commencing in preparation for a co-design phase later in 2023.	75%	In progress

Theme 1 – STRONG AND RESILIENT ECONOMY

	Four-year Priorities	Indicators	Year 2 Annual Actions	Progress Against Quarter 3 (Jan to March)	% Complete	Status (Not started, In progress or Completed)
			<p>Finalise the Colac West Development Plan</p> <p>● ●</p>	<p>Work has continued to occur on the Shared Infrastructure Plan associated with the Development Plan in partnership with key land owners whilst they complete investigations into stormwater treatment options.</p>	75%	In progress
			<p>Progress Planning Scheme Amendments for rezoning land to residential in Colac</p> <p>● ●</p>	<p>Planning scheme amendments prepared for two areas at Elliminyt (fronting Colac Lavers Hill Road and Irrewillipe Road) are being processed by the Victorian Government under the State Development Facilitation Program. The Bakerland planning scheme amendment at Irrewillipe Road was exhibited by the State Government late in 2022 and officers have continued to work with the applicant to develop a Shared Infrastructure Funding Plan. There has been a delay in the Government appointment of a Panel to hear submissions. Officers have continued to work with the proponent of a rezoning at Harris Road, Elliminyt with the expectation that exhibition of an amendment will occur later in 2023.</p>	75%	In progress
1.1.5	<p>Deliver a Social Housing Strategy</p> <p>● ● ●</p>	<ul style="list-style-type: none"> Social Housing Strategy completed and implemented Number of dwellings made available for social housing 	<p>Work with G21 regional partners to finalise a regional plan</p> <p>● ● ●</p>	<p>Officers have participated in the regional G21 working group on social housing, which has established Social Housing Plans for each council. The outcomes of this work will be considered in the work to refresh the G21 Region Plan in 2023.</p>	75%	In progress

Theme 1 – STRONG AND RESILIENT ECONOMY

	Four-year Priorities	Indicators	Year 2 Annual Actions	Progress Against Quarter 3 (Jan to March)	% Complete	Status (Not started, In progress or Completed)
			<p>Work with Homes Victoria and housing providers to deliver social housing projects under the State's Big Housing Build program</p> <p>● ● ●</p>	<p>Officers have had ongoing and positive discussions with Homes Victoria to advance opportunities for affordable housing investments on land in the Shire.</p>	75%	In progress
			<p>Support the delivery of social housing through development of the Council land at Bruce Street, Colac</p> <p>● ● ●</p>	<p>Settlement of the sale of the land from Council to a developer occurred late in 2022 and a permit application for residential subdivision is close to being determined. The transfer of lots for social housing will occur following permit approvals and subdivision construction.</p>	75%	In progress
1.1.6	<p>Increase access to affordable accommodation for essential workers</p> <p>● ●</p>	<ul style="list-style-type: none"> • More accommodation options are available in towns including Apollo Bay, Birregurra, Forrest and Colac, specifically for workers • Level of rental and mortgage stress 	<p>Work with the Apollo Bay community to progress actions that achieve key worker housing</p> <p>● ● ● ●</p>	<p>Council has continued to participate in the Apollo Bay Affordable Worker Housing Taskforce. Council has recently committed funds to investigate its Nelson Street depot site as a location for affordable housing.</p>	75%	In progress
			<p>Work with regional partner Councils to complete the regional Key and Essential Housing Worker project</p> <p>● ● ● ●</p>	<p>The regional Key and Essential Worker Housing project was completed in August 2022. Officers continue to work collaboratively with other participating Councils to advocate for further funding to assist with delivery of housing.</p>	100%	Completed

Theme 1 – STRONG AND RESILIENT ECONOMY

	Four-year Priorities	Indicators	Year 2 Annual Actions	Progress Against Quarter 3 (Jan to March)	% Complete	Status (Not started, In progress or Completed)
			<p>Investigate site options for future provision of key worker housing in Apollo Bay</p> <p>● ● ● ●</p>	<p>Planning officers have provided advice to the Apollo Bay community representatives on the development potential of a number of sites, and a particular site was investigated for its preliminary feasibility through the regional Key and Essential Worker Housing Project. Council has recently committed funds to investigate its Nelson Street depot site as a location for affordable housing.</p>	75%	In progress
			<p>Advocate to State and Federal Government for support towards key worker accommodation</p> <p>● ● ● ●</p>	<p>Council has worked with the Barwon Regional Partnership and G21 and Barwon South-West regional alliances to advocate for funding to be allocated for key worker housing in the lead-up to the 2022 State election in November.</p> <p>Council through the G21 advocated to the Federal Government during a delegation to Canberra in March 2023.</p>	75% Ongoing	In progress



1.2 Attract, retain and grow business in our Shire

1.2.1	Deliver Economic Development Strategy	<ul style="list-style-type: none"> At least 80% of actions from Strategy completed Community satisfaction with business and tourism increases annually from current result of 59% Increased level of investment in the region by 2025 Number of commercial and industrial lots approved by planning permits 	<p>Prepare targeted accommodation investment prospectus for Colac and present to industry stakeholders</p>	<p>Project plan completed including market research to benchmark aims against other prospectuses across Australia.</p> <p>Currently engaging with hotel industry contacts directly to highlight accommodation needs in the region and facilitate connections with major businesses requiring accommodation.</p>	25%	In progress
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Theme 1 – STRONG AND RESILIENT ECONOMY

	Four-year Priorities	Indicators	Year 2 Annual Actions	Progress Against Quarter 3 (Jan to March)	% Complete	Status (Not started, In progress or Completed)
1.2.2	<p>Attract and retain a diverse range of businesses and industries, particularly those with green credentials</p> <p>● ●</p>	<ul style="list-style-type: none"> Gross Regional product increased Greenfield industrial land in Colac developed 	Deliver small business Digital Transformation program	<p>Council hosted participating businesses at COPACC in November 2022 for the end of program roundup event.</p> <p>Feedback from local businesses who completed the program had expressed that there were substantial benefits through developing their businesses' digital literacy.</p>	100%	Completed
1.2.3	<p>Deliver City Deals project in Colac Otway Shire's coastal towns</p> <p>●</p>	<ul style="list-style-type: none"> All three City Deals projects delivered on time and on budget 	Implement City Deal projects to agreed plans	<p>Following a decision by State and Federal governments, Colac Otway Shire Council is transitioning City Deal Projects to Great Ocean Road and Parks Authority (GORCAPA). Transition of project information to GORCAPA and financial closure with Department of Skills, Jobs Industry and Regions (previously Regional Development Victoria) will be completed in the last quarter.</p>	95%	In progress
1.2.4	<p>Develop the Apollo Bay Harbour precinct for community activity, commerce and tourism</p> <p>● ●</p>	<ul style="list-style-type: none"> Doubled berthings for recreational and commercial boats (currently 33 combined) Funding secured from private sector or government for commercial development of the harbour waterfront 	<i>No Year 2 action planned</i>			N/A

Theme 1 – STRONG AND RESILIENT ECONOMY

	Four-year Priorities	Indicators	Year 2 Annual Actions	Progress Against Quarter 3 (Jan to March)	% Complete	Status (Not started, In progress or Completed)
1.3 Key infrastructure investment supports our economy and liveability						
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 	<ul style="list-style-type: none"> Number of projects that have attracted funding \$ funding received 	Advocate to State and Federal government for funding towards Council's priority projects 	Council continues to advocate to a range of politicians and Government agencies for support for its priority projects. The redevelopment of Memorial Square toilets, funded by the Federal Government, is in the detailed design phase.	75% Ongoing	In progress
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	<ul style="list-style-type: none"> Grant funds secured for Colac and Apollo Bay CBD streetscape upgrades 	Finalise the Colac Civic Precinct Master Plan	There has been slower than anticipated progress with development of a draft Plan, but ongoing liaison has occurred with stakeholders early in 2023 to advance the project.	60%	In progress
			Complete the Apollo Bay Community Infrastructure Plan	A report is being presented to the April 2023 Council meeting for Council to consider adoption of a final plan.	95%	In progress
1.3.3	Advocate to relevant authorities for new and upgraded infrastructure to support business growth e.g. roads, utilities, NBN	<ul style="list-style-type: none"> Priority upgrades are achieved (e.g. mobile black spots) 	Advocate to the Department of Transport for road improvements	Council continues to advocate to a range of Government departments and authorities for upgraded infrastructure.	75%	In progress






Theme 1 – STRONG AND RESILIENT ECONOMY

	Four-year Priorities	Indicators	Year 2 Annual Actions	Progress Against Quarter 3 (Jan to March)	% Complete	Status (Not started, In progress or Completed)
1.3.4	Advocate for implementation of the Forrest Wastewater scheme	<ul style="list-style-type: none"> Funding secured to deliver Wastewater Scheme in Forrest 	Continue to advocate to Barwon Water and State government to fund Forrest Wastewater Upgrade	Ongoing discussions held with Barwon Water regarding the Forrest Wastewater Upgrade. The design work has been included in Barwon Water's 2023 Price Submission, with the outcome of its submission likely to be communicated in the last quarter.	75%	In progress
1.3.5	Include consideration of arts and culture in strategic processes and projects	<ul style="list-style-type: none"> Arts and culture groups are actively engaged as part of consultation processes for relevant strategic projects 	<i>No Year 2 action planned</i>			N/A
1.4 Colac Otway Shire is a destination to visit						
1.4.1	Promote the Shire as a destination, not a gateway	<ul style="list-style-type: none"> Increased visitor spend and stay 	<i>No Year 2 action planned</i>			N/A
1.4.2	Maximise our key tourist attractions	<ul style="list-style-type: none"> Increased total visitor overnight stays 	<i>No Year 2 action planned</i>			N/A
1.4.3	Work with our community to promote our towns as places to stop, visit and explore	<ul style="list-style-type: none"> Delivery of Destination Actions Plans In partnership with GORA, achieve Ecotourism Certification 	Promote uptake of the GORRT partnership program to local tourism business	Promotion of the program has been undertaken through interactions directly with businesses and via a newsletter to our database.	10%	In progress
1.4.4	Facilitate development of sustainable visitor infrastructure and accommodation	<ul style="list-style-type: none"> Increased availability of visitor accommodation Public Toilet Strategy completed and 60% of actions delivered by 2025 	<i>No Year 2 action planned</i>			N/A







Theme 1 – STRONG AND RESILIENT ECONOMY

	Four-year Priorities	Indicators	Year 2 Annual Actions	Progress Against Quarter 3 (Jan to March)	% Complete	Status (Not started, In progress or Completed)
1.5 Grow the Colac Otway Shire's permanent population by at least 1.5%						
1.5.1	Support business growth through population attraction and retention <ul style="list-style-type: none"> ● 	<ul style="list-style-type: none"> • Increase total population of working-aged people and young families • 1.5% annual population growth achieved • Reduced seasonality impacts on businesses by having stable permanent population 	<i>No Year 2 action planned</i>			N/A







Theme 2 – VALUING THE NATURAL AND BUILT ENVIRONMENT

	Four-year Priorities	Indicators	Year 2 Annual Actions	Progress Against Quarter 3 (Jan to Mar)	% Complete	Status (Not started, In progress or Completed)
2.1 We mitigate impacts to people and property arising from climate change						
2.1.1	Deliver a Climate Change Action Plan in partnership with other organisations 	<ul style="list-style-type: none"> Action Plan completed by 2022 	Develop the COS Climate Change Action Plan 	A Climate Action Plan is being developed concurrently with the preparation of an Environment and Sustainability Strategy, which are both due to be considered by Council in the last quarter.	75%	In progress
2.1.2	Green our streets and public places 	<ul style="list-style-type: none"> Number of trees planted in public spaces (open space and streetscape) Development of an urban cooling strategy and canopy target as part of the reviewed environmental strategy Review the quality of street trees and streetscapes when planting appropriate trees in the future 	Deliver Council's Street Tree planting program to identified candidate streets (Year 2) 	Candidate streets have been identified and planting program is due for delivery and completion in May 2023, which is optimal for planting. Plantings are planned for: <ul style="list-style-type: none"> Apollo Bay and Marengo Colac Forrest. 	50%	In progress
			Deliver the Colac Botanic Gardens Master Plan 	The Botanical Gardens Masterplan consultancy went to market in the third quarter. Submissions received were assessed and a preferred firm chosen. Timeframes are presently being finalised for the delivery of the project.	50%	In progress






Theme 2 – VALUING THE NATURAL AND BUILT ENVIRONMENT

	Four-year Priorities	Indicators	Year 2 Annual Actions	Progress Against Quarter 3 (Jan to Mar)	% Complete	Status (Not started, In progress or Completed)
2.1.3	<p>Minimise the effects of climate change and extreme weather events on our community</p> 	<ul style="list-style-type: none"> Emergency Management Plan regularly reviewed Community satisfaction with emergency and disaster management increases annually from current result of 71% Upgrades completed in vulnerable locations 	<p>Implement and review emergency plans for emergency events and ensure Council is prepared to undertake its functions, if and when, required</p> 	<p>The transition of ownership of Emergency Management Plans to the Municipal Emergency Management Planning Committee continues. This will continue over the next 12 months, as sub-plans require emergency service agency development.</p> <p>The development of 'emergency community boxes' have begun to assist community-identified vulnerable locations.</p>	70%	In progress
2.2 We operate sustainably with a reduced carbon footprint						
2.2.1	<p>Improve Council's sustainability practices through the reduction of Council's carbon emissions and/or need to pay for carbon offsets</p> 	<ul style="list-style-type: none"> Maintain Council's net zero carbon emissions and reduce dependence on carbon offsets through implementation of emission education projects Community satisfaction with environmental sustainability increases annually from current result of 61% 	<p>Develop a discussion paper relating to Council's Scope 3 GHG emissions</p> 	<p>Officers have commenced the process of determining Council's carbon emissions to achieve carbon neutrality for the 2021-22 period.</p> <p>Councillors will be provided a future briefing to discuss the potential for addressing Scope 3 emissions.</p>	75%	In progress
2.2.2	<p>Council supports the community to reduce carbon emissions</p> 	<ul style="list-style-type: none"> Council has considered opportunities for regional partnerships in relation to climate change Raised awareness of whole-of-community climate change mitigation/adaptation focused activities 	<p>Raise awareness of and promote whole-of-community climate change mitigation/adaptation focused education opportunities, programs and forums</p> 	<p>The Environment Team in partnership with Council's Communications team actively promotes climate change mitigation/adaptation focused education and engagement opportunities, programs and forums to stakeholder groups and the general community as they arise.</p>	75% Ongoing	In progress







Theme 2 – VALUING THE NATURAL AND BUILT ENVIRONMENT

	Four-year Priorities	Indicators	Year 2 Annual Actions	Progress Against Quarter 3 (Jan to Mar)	% Complete	Status (Not started, In progress or Completed)
		<ul style="list-style-type: none"> Reduction in CO2 emissions for Colac Otway (Source: Victorian Greenhouse Gas Emissions Report) 	Support community initiated environmental projects through the Colac Otway Shire Grant Program 	The 2022-23 Colac Otway Shire Grant Program was fully allocated, including funding for multiple community and local business lead environmental project.	100%	Completed
			Review the Council Grant Program to assess for carbon emission outcomes 	Council's Environment team had input into the review of Council's Grants program administered by the Economy and Business Enterprise team, with a particular focus on maximising carbon emissions reduction and resource and energy conservation.	100%	Completed
2.2.3	Educating and assisting our community to act on climate change by reducing waste, emissions and water usage 	<ul style="list-style-type: none"> Reduced waste to landfill, emissions and water usage in the community 	Conduct detailed and targeted educational activities including bin audits, to educate the community in the correct sorting of household waste at the source 	Council's waste summary data is showing a reduction of 6.3% waste to landfill from this time last year.	50%	In progress
2.3 Protect and enhance the natural environment						
2.3.1	Environment Strategy reviewed 	<ul style="list-style-type: none"> Reviewed Environment Strategy adopted by Council and implementation commenced by 2022 	Develop the new Environment Strategy 2022-2030 	A draft Environment and Sustainability Strategy was prepared in late 2022 and been further refined early in 2023. Officers have held back presenting the Strategy to Council so that it can be presented in conjunction with the draft Climate Action Plan for public exhibition in the last quarter.	85%	In progress





Theme 2 – VALUING THE NATURAL AND BUILT ENVIRONMENT

	Four-year Priorities	Indicators	Year 2 Annual Actions	Progress Against Quarter 3 (Jan to Mar)	% Complete	Status (Not started, In progress or Completed)
2.3.2	<p>Protect native vegetation, ecosystems, flora and fauna</p> 	<ul style="list-style-type: none"> Number of community activities and education initiatives that promote stewardship of the natural environment 	<p>Deliver and support community and corporate environmental events (e.g. National Tree Day, World Environment Day, Clean Up Australia Day)</p> 	<p>The Environment Team has supported community and corporate environmental events such as the Friends of Barongarook Creek Planting Day in late 2022, the Clean Up Australia Day in March 2023 and the event for World Environment Day 2023, which was organised in partnership with COPACC as part of their Education Program for 2023.</p>	75% Ongoing	In progress
2.3.3	<p>Undertake pest plant and animal management control programs and community education to target and reduce invasive species in natural systems</p> 	<ul style="list-style-type: none"> Connecting and supporting Landcare and environmental interest groups Kilometres or hectares of roadside weed control conducted 	<p>Coordinate and deliver annual pest plant and animal control programs across environmental reserves, road reserves and other council managed land</p> 	<p>Council's annual pest plant and animal control programs have been delivered across environmental reserves, road reserves and other Council-managed land, despite challenging seasonal conditions (high rainfall and flooding) during Spring 2022. Quotes for weed management packages are currently being assessed for works funded by the State Government this financial year.</p>	75% Ongoing	In progress
			<p>Collaborate with, support and connect Landcare groups/networks and other environmental interest groups to facilitate regional pest plant and animal programs and projects</p> 	<p>Council's Environment Team continues to collaborate with, support and connect Landcare groups/networks, other environmental interest groups and government agencies to facilitate regional pest plant and animal programs and projects.</p>	75% Ongoing	In progress

Theme 2 – VALUING THE NATURAL AND BUILT ENVIRONMENT

	Four-year Priorities	Indicators	Year 2 Annual Actions	Progress Against Quarter 3 (Jan to Mar)	% Complete	Status (Not started, In progress or Completed)
2.4 We will satisfy our community's reasonable expectations to reduce waste going to landfill, increase resource recovery and minimise waste charges						
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 	<ul style="list-style-type: none"> Community satisfaction survey (waste management components) Waste management charges 	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 	Ongoing implementation of the actions contained within the Waste Strategy. The GoodSort waste and recycling app has reached over 3,604 downloads along with over 64,000 searches of the waste materials guide which is a feature of the app.	60% Ongoing	In progress
			Continue to identify opportunities to collaborate with regional partners, including Barwon Water and Barwon South West Waste Resource & Recovery Group 	Ongoing collaboration with G21 Councils regarding the regional hub project. Working with Barwon Water and other local companies on a local organics facility.	50% Ongoing	In progress
2.4.2	Reduce the % of food and organic (FOGO) waste in the landfill waste stream (red bin) by awareness raising and innovative approaches 	<ul style="list-style-type: none"> % of FOGO waste diverted from landfill stream and composted 	Review Events Policy and include provisions for waste wise events 	Reviewed and provided provisions for waste wise events.	100%	Completed
			Conduct detailed and targeted educational activities including bin audits, to educate the community in the correct sorting of household waste at the source 	Council's summary data is showing a reduction of 6.3% waste to landfill from this time last year.	60% Ongoing	In progress

Theme 2 – VALUING THE NATURAL AND BUILT ENVIRONMENT

	Four-year Priorities	Indicators	Year 2 Annual Actions	Progress Against Quarter 3 (Jan to Mar)	% Complete	Status (Not started, In progress or Completed)
2.4.3	<p>Reduce the % of contamination of the recycling waste stream (yellow bin) by awareness raising and innovative approaches</p> 	<ul style="list-style-type: none"> % of contamination in recycling stream 	<p>Conduct detailed and targeted educational activities including bin audits, to educate the community in the correct sorting of household waste at the source</p> 	<p>Council's summary data is showing a reduction of 13.1% in recycling contamination from this time last year.</p>	75% Ongoing	In progress
2.4.4	<p>Divert glass from landfill by rollout of glass recycling bins (purple bin) and public awareness raising and innovative approaches</p> 	<ul style="list-style-type: none"> % of glass diverted from landfill stream 	<p>Post the introduction of the glass collection bin for the kerbside collection of glass, monitor the volumes generated in this stream and assess the contamination of the comingle stream for the reduction in contamination. Continue to educate the community in the correct sorting at the source</p> 	<p>From January to March 2023, we have recycled 167 tonnes of glass, which is an increase of 38.1% from this time last year.</p> <p>The predicted glass collection tonnage for the 2022-23 financial year is 600 tonnes. This is an increase of 22% on last year.</p>	75% Ongoing	In progress
2.4.5	<p>Trial a hard waste collection service</p>	<ul style="list-style-type: none"> Trial conducted, evaluated and recommendations made to Council 	<p>Deliver a hard waste trial for kerbside collection (book and call) with supplementary vouchers and report back on the outcomes of the trial ie volumes, % age take-up, contamination and % age of volume to landfill post sorting</p>	<p>The Hard Waste Trial was based on a number of assumptions that were found to no longer be valid when the service was explored through the open market.</p>	40%	Not Proceeding





Theme 2 – VALUING THE NATURAL AND BUILT ENVIRONMENT

	Four-year Priorities	Indicators	Year 2 Annual Actions	Progress Against Quarter 3 (Jan to Mar)	% Complete	Status (Not started, In progress or Completed)
2.5 Provide and maintain an attractive and safe built environment						
2.5.1	Maintain road and drainage assets to ensure they are safe and reliable	<ul style="list-style-type: none"> Community satisfaction with sealed roads increases annually from current result of 50% Community satisfaction with unsealed roads increases annually from current result of 44% Development of a Road Safety Strategy Road safety funding attracted and priority improvements implemented Road Management Plan compliance 100% 	Ensure that identified road defects are rectified in accordance with settings in the Road Management Plan	Roads continue to be inspected and defects recorded as per the Road Management Plan's stipulated timeframes. Inspections completed to 100% and defects rectified to 87% within the stipulated timeframe for third quarter.	75% Ongoing	In progress
			Continue to apply for funding for priority safety improvements	Safety improvement projects have been identified and when funding becomes available, these projects will be the candidates for funding.	75% Ongoing	In progress
			Advocate to State election candidates for road safety funding specific to Colac Otway Shire	This action relates to the 2022 State election and is no longer relevant.	100%	Completed
2.5.2	Deliver a relevant Capital Works Program	<ul style="list-style-type: none"> Complete 85% or more of capital projects annually against allocated budget Greater than 85% of renewal work for sealed and unsealed roads annually 	Complete projects in line with the adopted budget and capital program	Delivery of projects within the Capital Works Program are progressing.	75% Ongoing	In progress





Theme 2 – VALUING THE NATURAL AND BUILT ENVIRONMENT

	Four-year Priorities	Indicators	Year 2 Annual Actions	Progress Against Quarter 3 (Jan to Mar)	% Complete	Status (Not started, In progress or Completed)
2.5.3	Council meets annual infrastructure renewal gap	<ul style="list-style-type: none"> Asset Management Plans completed Capital funding allocated annually in accordance with levels identified in AMPs 	Commence implementation of priority actions outlined in the Asset Plan	The renewal projects for 2022-23 were prepared based on the service, risk and condition considerations as outlined in the Asset Plan. The budget allocation for asset renewal is \$8.254, in line with the Asset Plan for 2022-23 to 2031-32.	100%	Completed
2.5.4	Ensure planning processes and policies for new developments meet the intent of this objective	<ul style="list-style-type: none"> Landscape Guidelines for developers completed Conditions relating to quality landscape, open space, streetscape and urban design outcomes developed and enforced 	<i>No Year 2 action planned</i>			N/A

Theme 3 – HEALTHY AND INCLUSIVE COMMUNITY

	Four-year Priorities	Indicator	Year 2 Annual Actions	Progress Against Quarter 3 (Jan to Mar)	% Complete	Status (Not started, In progress or Completed)
3.1 All people have the opportunity to achieve and thrive in our shire						
3.1.1	<p>Advocate for access to and provision of education, employment and lifelong learning opportunities</p> 	<ul style="list-style-type: none"> • Reduced youth unemployment rate • Reduced total unemployment rate • Links facilitated between employers and educators to ensure workforce skills meet community needs • Increase Year 12 or equivalent completion rate to at least the Victorian average (43.5% as at the 2016 census) 	<p>Deliver Small Business Digital Transformation project</p> 	<p>Council hosted participating businesses at COPACC in November 2022 for the end of program roundup event. Local businesses that completed the program expressed substantial benefits in developing their businesses' digital literacy.</p>	100%	Completed
3.1.2	<p>Create environments where children can be happy, healthy, supported, educated and safe</p> 	<ul style="list-style-type: none"> • Funding for early years infrastructure secured (\$) • Increased childcare options/availability • Partner with agencies to decrease 23.3% children developmentally vulnerable in more than one domain • Increase in 3 and 4-year-old kindergarten participation rates 	<p>Continue to work towards securing long-term childcare solutions for Apollo Bay and Colac</p> 	<p>Discussion paper and advocacy plan developed. Advocacy to State Government for a state-run childcare centre under Best Start, Best Life policy ongoing.</p>	30%	In progress
			<p>Complete Early Years Infrastructure Plan to guide facility maintenance and investment decisions across the shire</p>	<p>State Government's recent early years reform announcements require a reforecast of kindergarten demand. This means a renewed Kindergarten Infrastructure and Services Plan (KISP) needs to be completed first in order to inform a more localised Early Years Infrastructure Plan. The State Government are yet to advise on timing for the KISP plan.</p>	30%	In progress






Theme 3 – HEALTHY AND INCLUSIVE COMMUNITY

	Four-year Priorities	Indicator	Year 2 Annual Actions	Progress Against Quarter 3 (Jan to Mar)	% Complete	Status (Not started, In progress or Completed)
			Attract more Educators to grow Council's Family Day Care program and enhance childcare availability and choice in the shire 	Recruitment campaign ongoing, supported by a range of marketing initiatives. One new Educator successfully onboarded, negotiations occurring with a number of others.	60%	In progress
			Secure grant funding for an upgrade of Winifred Nance Kindergarten's playground 	Funding secured.	100%	Completed
			Complete bathroom upgrades at Wydinia and Colac East kindergartens	Projects completed.	100%	Completed
3.1.3	Provide services to enable lifelong health and wellbeing from the early to senior years 	<ul style="list-style-type: none"> Community satisfaction for Family Support Services increases annually from current result of 66% Community satisfaction for Elderly Support Services increases annually from current result of 68% Participation rates in Maternal and Child Health checks 	Continue to provide high quality and accessible home and community services 	Quality In-home support services provided by Council. The number of Home Care Packages has continued to increase and is currently at 170 packages.	75% Ongoing	In progress





Theme 3 – HEALTHY AND INCLUSIVE COMMUNITY

	Four-year Priorities	Indicator	Year 2 Annual Actions	Progress Against Quarter 3 (Jan to Mar)	% Complete	Status (Not started, In progress or Completed)
3.2 People are active and socially connected through engaging quality spaces and places						
3.2.1	Provide safe, inclusive, accessible and integrated transport networks that support active transport 	<ul style="list-style-type: none"> New or upgraded priority footpath, trail and cycling connections and improvements delivered annually (meters) Review strategic footpath plans for Apollo Bay and Colac 	Complete the Lake Colac perimeter path feasibility study 	Community engagement phase complete and drafting of report underway. Ongoing engagement with relevant agencies.	80%	In progress
			Construction of a shared pedestrian and cycling path along the Great Ocean Road north of Cawood Street, Apollo Bay 	A footpath between Cawood Street and Joyce Street is complete on the property side of the Great Ocean Road in Apollo Bay. A boardwalk will be constructed over Milford Creek for the continuation of the footpath, which is expected to be completed by the end of June 2023.	55%	In progress
3.2.2	Plan for and supply quality public open space to meet community needs 	<ul style="list-style-type: none"> Council-managed open space provision aligns with standards for development outlined in the Public Open Space Strategy 	Complete upgrades to the Cororooke Open Space 	Civil work complete. Playspace equipment currently being installed and due for completion in last quarter.	60%	In progress
			Secure land on the former Colac High School site for future public open space 	Land secured.	100%	Completed








Theme 3 – HEALTHY AND INCLUSIVE COMMUNITY

	Four-year Priorities	Indicator	Year 2 Annual Actions	Progress Against Quarter 3 (Jan to Mar)	% Complete	Status (Not started, In progress or Completed)
3.2.3	Provide fit for purpose accessible and well-utilised recreation, arts and community facilities and services 	<ul style="list-style-type: none"> Colac Otway Playspace Strategy developed and adopted Community satisfaction for recreation facilities increases annually from current result of 68% Community satisfaction for arts, centres and libraries increases annually from current result of 73% Increased participation rates at libraries; and increased visitation to COPACC programs All new and upgraded Council facilities are universally accessible 	Continue work on detailed designs for the Elliminyt Recreation Reserve off field facilities. Complete City Reserves Masterplans (Eastern Reserve, Western Reserve, Lake Oval and Central Reserve) to provide direction for facility upgrades and improvements 	Architect consultant brief for Elliminyt complete and about to be released to the market. City Reserves Masterplan including incorporation of community feedback will be presented to an upcoming Council meeting.	85%	In progress
			Complete oval lighting upgrades at five sporting reserves, being Alvie, Birregurra, Gellibrand, Irrewillipe and Warrowie recreation reserves 	All projects complete.	100%	Completed
3.2.4	Plan, design and maintain attractive and safe public spaces in partnership with our community and key agencies 	<ul style="list-style-type: none"> Community satisfaction for appearance of public spaces increases annually from current result of 70% Perceptions of safety during the day greater than 97.6% and after dark greater than 65.5% 	Participate in the Great Ocean Road Coast and Parks Authority's master planning process for the Apollo Bay Recreation Reserve 	Council has been an active contributor to the Great Ocean Road Coast and Parks Authority's master planning activities. Project is ongoing.	60%	In progress







Theme 3 – HEALTHY AND INCLUSIVE COMMUNITY

	Four-year Priorities	Indicator	Year 2 Annual Actions	Progress Against Quarter 3 (Jan to Mar)	% Complete	Status (Not started, In progress or Completed)
3.2.5	<p>Increase participation in physical activity throughout the shire through direct service provision and partnerships with health services and the wider community</p> 	<ul style="list-style-type: none"> Increased visitation and memberships at Bluewater Leisure Centre and Apollo Bay Aquatic Centre Level of community grants funding directed to projects that encourage physical activity 	<i>No Year 2 action planned</i>			N/A
3.2.6	<p>Promote and demonstrate gender equity</p> 	<ul style="list-style-type: none"> Gender Equity Plan for Council adopted and implemented New and upgraded community facilities accommodate gender neutral design principles Community facility fees and charges structures encourage facility users to embrace gender equity 	<i>No Year 2 action planned</i>			N/A
3.3 We are a safe, equitable and inclusive community						
3.3.1	<p>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</p> 	<ul style="list-style-type: none"> Accessibility of services that lead to reduced rates of: <ul style="list-style-type: none"> ➢ Suicide and self-inflicted injuries (101 per 100,000 people) ➢ Psychological distress (20.3%) ➢ Anxiety or depression (31.7%) 	<p>Support the ongoing operation of Colac's Headspace via collaboration with partners on the Headspace Consortium</p> 	<p>Council is an active member of the Headspace consortium and is collaborating with Headspace on youth health matters.</p>	75%	In progress

Theme 3 – HEALTHY AND INCLUSIVE COMMUNITY

	Four-year Priorities	Indicator	Year 2 Annual Actions	Progress Against Quarter 3 (Jan to Mar)	% Complete	Status (Not started, In progress or Completed)
3.3.2	Support relevant stakeholders to improve healthy eating and living in our community 	<ul style="list-style-type: none"> Reduced rates of diet-related chronic disease Community facility fees and charges structures encourage facility users to embrace healthy eating, reduced tobacco, alcohol and other drug use Increased partnerships and advocacy with relevant organisations 	Conduct an EOI for a private operator to open a café facility in Bluewater that provides health eating options 	Yet to commence.	0%	Not started
			Deliver youth health promotion modules focussed on building active communities; creating connected and supportive communities; and building healthier food systems in line with Council's VicHealth grant funding.  	Youth programs being delivered in line with VicHealth funding milestones and expectations. Recent achievements include the delivery of the Modelling Respect and Equality community workshops.	75%	In progress
3.3.3	Diversity is embraced   	<ul style="list-style-type: none"> Greater than 45% of residents support multiculturalism as measured by Department of Health data Contribute to greater than 57% of residents feel valued by society Key council documents and communications are provided in accessible formats and multiple languages Increase in number of community events that celebrate diversity 	<i>No Year 2 action planned</i>			N/A

Theme 3 – HEALTHY AND INCLUSIVE COMMUNITY

	Four-year Priorities	Indicator	Year 2 Annual Actions	Progress Against Quarter 3 (Jan to Mar)	% Complete	Status (Not started, In progress or Completed)
3.3.4	Deliver a Reconciliation Action Plan in consultation with Eastern Maar Aboriginal Cooperative 	<ul style="list-style-type: none"> Reflect level Reconciliation Action Plan delivered by 2022 	Complete the 'Reflect' Reconciliation Action Plan 	A cross-functional working group has collaborated on a range of actions that could go into a Reconciliation Action Plan. Traditional owner input and guidance is essential to the RAP's development and conversations with Eastern Maar Aboriginal Cooperative will be convened.	20%	In progress
			Deliver an event during Reconciliation Week 	Reconciliation Week event featuring Boon Wurrung Elder and Traditional Owner Aunty Fay Stewart-Muir and author Sue Lawson was well attended and received.	100%	Completed
3.3.5	Provide community safety services that enhance the liveability of our shire 	<ul style="list-style-type: none"> Community satisfaction for enforcement and local laws increases annually from current result of 64% Local Law reviewed by 2023 	Commence a campaign to highlight the positive aspects of Council's compliance activities 	Council issued an A-Z of Council Services through January to March. These short colourful stories highlighted over 25 services and functions that Council provides that help everyday lives of people who live and work in the Shire.	75% Ongoing	In progress
			Commence the review of the Local Laws 	The Local Law review project is well underway. Community surveys are currently being conducted, with the draft Local Law scheduled to be presented to Council during in July 2023.	60%	In progress

Theme 3 – HEALTHY AND INCLUSIVE COMMUNITY

	Four-year Priorities	Indicator	Year 2 Annual Actions	Progress Against Quarter 3 (Jan to Mar)	% Complete	Status (Not started, In progress or Completed)
			Develop, implement and review fire prevention plans/programs and awareness raising activities for Council and the community ●	A series of fire prevention plans and programs have been implemented during the year	60%	In progress
3.3.6	Support health, enforcement and other services to support initiatives to reduce all forms of violence ● ● ●	<ul style="list-style-type: none"> Decrease family violence incident rates 	<i>No Year 2 action planned</i>			N/A
3.3.7	Reduce gambling-related harm in the Colac Otway Shire ● ●	<ul style="list-style-type: none"> Gambling Policy developed for inclusion in the planning scheme 	<i>No Year 2 action planned</i>			N/A

Theme 4 – STRONG LEADERSHIP AND MANAGEMENT

	Four-year Priorities	Indicators	Year 2 Annual Actions	Progress Against Quarter 3 (Jan to March)	% Complete	Status (Not started, In progress or Completed)
4.1 We commit to a program of best practice and continuous improvement						
4.1.1	Identify and embrace best practice and modernise systems to realise efficiencies	<ul style="list-style-type: none"> Community satisfaction for Councils overall performance increases annually from current result of 58% 	Investigate and scope further cyber security and data protection measures to provide continued protection and compliance for council systems	An assessment of Information Technology security maturity has commenced.	35%	In progress
			Upgrade conference rooms to modern meeting technology	The upgrade to modern conference rooms has been implemented.	100%	Completed
4.1.2	Digital transformation to improve customer experience and interactions with community	<ul style="list-style-type: none"> Number of services that can be accessed by customers online 	Replacement of Customer Request Management System	<p>Development and implementation of the Customer Request Management system has progressed with processes being documented and updated.</p> <p>Training of nominated staff in the operation and use of the system has also commenced. On track for full implementation by the end last quarter.</p>	50%	In progress
4.1.3	Building and Planning services are customer and solution focussed	<ul style="list-style-type: none"> Community satisfaction for Planning and Building services greater than 50% by 2025 85% of planning applications, and 100% of Vic Smart applications determined in 60 days 	Undertake review of local VicSmart provisions to increase the number of permit applications that could be assessed via a streamlined planning process	<p>State Government has reviewed opportunities for local VicSmart provisions to be amended.</p> <p>This work is expected to be complete in the last quarter.</p>	75%	In progress

Theme 4 – STRONG LEADERSHIP AND MANAGEMENT

	Four-year Priorities	Indicators	Year 2 Annual Actions	Progress Against Quarter 3 (Jan to March)	% Complete	Status (Not started, In progress or Completed)
4.1.4	Undertake a rolling program of service reviews	<ul style="list-style-type: none"> Conduct at least two service reviews annually and implement decisions made by Council, with a view to saving at least \$250,000 per year 	Conduct a service review of Colac Regional Saleyards	The service review commenced in March 2023.	20%	In progress
			Conduct a service review of Services and Operations	<p>The review for Services and Operations functions will be reviewed in stages due to its broad scope and community interactions.</p> <p>The service review commenced in March 2023.</p>	15%	In progress
4.2 We are a financially robust organisation						
4.2.1	Plan for sustainable portfolio of assets to deliver the services the community needs within our financial constraints ●	<ul style="list-style-type: none"> Asset Management Policy reviewed to address asset decommissioning and divestment Asset Management Strategy and Plans adopted 	Capital Funds Allocation and Prioritisation Policies adopted	The draft policies were developed in early 2021 and they need to be reviewed to ensure that they are relevant to Council's current financial context before being re-presented to Council.	50%	In progress
4.2.2	Adopt a policy and approach to guide the disposal of assets no longer required ●	<ul style="list-style-type: none"> Asset Management Plans include strategic service planning recommendations Capital Funds Allocation and Prioritisation Policies adopted 	Develop methodology for decommissioning of assets	Internal review is in progress.	20%	In progress
			Continue work on public halls and social infrastructure needs analysis, to better understand service levels and future facility requirements	The scope of this project needs to be reviewed as a meaningful outcome is not likely without some resources available to undertake meaningful engagement, research and discussion with Councillors. No resources are available and this project cannot proceed at this time.	0%	Not proceeding





Theme 4 – STRONG LEADERSHIP AND MANAGEMENT

	Four-year Priorities	Indicators	Year 2 Annual Actions	Progress Against Quarter 3 (Jan to March)	% Complete	Status (Not started, In progress or Completed)
4.2.3	Manage procurement to get best value for the community	<ul style="list-style-type: none"> Agreed audit recommendations are implemented within defined timelines Rolling internal audit program implemented 	<i>No Year 2 action planned</i>			N/A
4.2.4	Council businesses maximise community utilisation and minimise council subsidy ratios	<ul style="list-style-type: none"> Reduced subsidy ratio for Council businesses (airports, saleyards, COPACC, Bluewater and Visitor Information Centres) 	<i>No Year 2 action planned</i>			N/A
4.2.5	Financial and risk management practices are responsible and sustainable	<ul style="list-style-type: none"> Deliver ten-year financial plan VAGO LGPRF financial sustainability measures 	Develop Statutory and Discretionary Reserve Policy	This action is not able to be delivered in year 2 due to resource issues.	0%	Not proceeding (carry over to 2023-24)
			Review Council's Borrowing Policy	This action is not able to be delivered in year 2 due to resource issues.	0%	Not proceeding (carry over to 2023-24)
			Review Council's Investment Policy	This action is not able to be delivered in year 2 due to resource issues.	0%	Not proceeding (carry over to 2023-24)




Theme 4 – STRONG LEADERSHIP AND MANAGEMENT

	Four-year Priorities	Indicators	Year 2 Annual Actions	Progress Against Quarter 3 (Jan to March)	% Complete	Status (Not started, In progress or Completed)
4.3 We provide exceptional customer service						
4.3.1	Council service delivery is efficient, accessible, solution-focused and responsive to the needs of the community	<ul style="list-style-type: none"> Community satisfaction for Customer Service increases annually from current result of 68% Seek to understand factors contributing to the community's perception of Council's performance in Apollo Bay and surrounds 	Development of online forms and payment options to deliver accessible customer services for all customers	<p>Digital payment projects have been completed (eServices). All forms that could be turned into smart forms (ie digital forms) have been created. These are currently being tested prior to publication. This work will be completed in the last quarter.</p> <p>All other Council forms have been reviewed and are being redesigned. These will be made available as editable PDF forms.</p>	90%	In progress
			Development and implementation of Customer Service Charter	A Customer Service Charter and accompanying work instructions have been prepared, ready for formal consideration and implementation.	90%	In progress
			Undertake engagement with our coastal communities to better understand factors that contribute to perceptions of Council's performance	<p>Initial co-design workshop with a small but diverse group of community members was held in late 2022. The initial feedback was shared with Councillors and it was decided not to progress with the work pending a community-led investigation into a future community representative model.</p> <p>This has now commenced in Apollo Bay, but is led by community not Council and so this action is not proceeding.</p>	15%	Not Proceeding

Theme 4 – STRONG LEADERSHIP AND MANAGEMENT

	Four-year Priorities	Indicators	Year 2 Annual Actions	Progress Against Quarter 3 (Jan to March)	% Complete	Status (Not started, In progress or Completed)
			Establish Council's safety programs to the national audit tool.	An independent audit of Council's health and safety management systems is underway to identify whether the safety systems are operating effectively, or whether they need to be more efficient. Further work will continue in the last quarter following receipt of audit results.	40%	In progress
4.3 We provide exceptional customer service						
4.4.1	We respect and invest in our employees and continue to strengthen our workplace culture 	<ul style="list-style-type: none"> Employee satisfaction and engagement 	Commence the development of the organisation's purpose with engagement at the team level 	Work on developing a shared purpose for the whole organisation was deferred while restructure and recruitment activities took place in 2022. The Executive Management Team and Senior Leadership Teams have established their purpose statements and this work will continue across the organisation.	50%	In progress
4.4.2	We commit to safe work practices and take a positive approach to our work 	<ul style="list-style-type: none"> Delivery of targets and measures as outlined in the OHS Strategic Plan 	Measure alignment and adherence to safe work practices via annual performance plans 	Council's Performance Planning and Review process emphasise the importance of a managerial, systematic, and integral approach to the management of OHS performance, which complements other performance dimensions. Safety practices and adherence is measured via Council's reporting platform Solv Safety and reported to the OHS Committee.	70%	In progress

Theme 4 – STRONG LEADERSHIP AND MANAGEMENT

	Four-year Priorities	Indicators	Year 2 Annual Actions	Progress Against Quarter 3 (Jan to March)	% Complete	Status (Not started, In progress or Completed)
			Implement the actions of the Prevention of Sexual Harassment Plan 	Council continues to promote an environment of equality, inclusion and respect. Bluewater Membership Agreement has been updated to specifically address sexual harassment from the public. Further Prevention of Sexual Harassment mandatory training is proposed for mid-2023.	60%	In progress
4.4.3	Develop a skilled and diverse workforce by investing in training and development 	<ul style="list-style-type: none"> • Attraction and retention of skilled workforce • Number of secondments within the organisation • Number of internal promotions • Number of hours of training • Number of traineeships/apprenticeships • Development of a Workforce Plan 	Investment in leadership programs across the organisation to create pathways for career progression and development 	A comprehensive leadership program for all people leaders has been developed and implementation is scheduled to commence in June 2023.	80%	In progress
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	<ul style="list-style-type: none"> • Community satisfaction for Consultation and Engagement increases annually from current result of 54% • Rolling program of Community Conversations implemented 	Deliver training to Council staff to improve Council's community engagement practices in line with the Community Engagement Policy and Framework	Training delivered to a key group of staff who lead community engagement activities on behalf of Council.	100%	Completed

Theme 4 – STRONG LEADERSHIP AND MANAGEMENT

	Four-year Priorities	Indicators	Year 2 Annual Actions	Progress Against Quarter 3 (Jan to March)	% Complete	Status (Not started, In progress or Completed)
4.4.5	Council decisions are open and transparent and the public has access to relevant Council information	<ul style="list-style-type: none"> • Number of decisions made in closed Council meetings • Community satisfaction for Council's community decision making increases annually from current result of 54% • Compliance with Public Transparency Policy 	<i>No Year 2 action planned</i>			N/A

Project Title	2022-23 Budget Allocation (Expenditure)	Spend to date 2022-23	Committal (Expenditure)	Remaining Expenditure (less YTD Actuals and Commitments)	2022-23 Budget Allocation (Income)	Income Received to date 2022-23	Comment
Chief Executive Office							
00035012 - Roadside Weeds & Pests Management Project	\$ 20,632.00	\$ (18,473.00)	\$ -	\$ 39,105.00	\$ (20,632.00)	\$ (20,632.00)	Work is underway weed works funded by the 2022/23 DEECA grant.
00035908 - 18-19 Mid Year - Operating Projects - Colac Civic Precinct Plan	\$ 84,279.00	\$ -	\$ 106,397.00	\$ (22,118.00)	\$ (120,000.00)	\$ -	Delays have caused the preparation of the draft plan to be delayed. Expect finalisation by late 2023.
00035910 - 18-19 Mid Year - Operating Projects - Revised Erosion Management Overlay Mapping	\$ -	\$ 306.00	\$ -	\$ (306.00)	\$ 0	\$ 0	Amendment adopted by Council and approved by Minister.
00035950 - 2019-20 Operating Projects - ICT - ePlanning - Public Portal	\$ 41,187.00	\$ -	\$ -	\$ 41,187.00	\$ 0	\$ 0	Project on hold pending further information and review
00035974 - 2018-19 Major Project - Colac West Development Plan	\$ -	\$ 4,999.00	\$ 5,318.00	\$ (10,317.00)	\$ 0	\$ 0	Preparation of Shared Infrastructure Plan delayed significantly due to request by majority land owner to place on hold whilst drainage options investigated. Officers expect to finalise a draft SIFP for land owner feedback mid 2023.
00036241 - 2018-19 Operating Project - Apollo Bay Community Infrastructure Plan	\$ 15,000.00	\$ 42,647.00	\$ 5,235.00	\$ (32,883.00)	\$ 0	\$ 0	Submissions received to draft CIP due to be considered by Council at the April meeting.
00036356 - 2019-20 Major Project - J Barrys Road Industry Development Plan	\$ 14,945.00	\$ 7,039.00	\$ 7,999.00	\$ (93.00)	\$ 0	\$ 0	Technical assessments for stormwater and drainage components complete and draft Development Plan being prepared.
00036664 - 2020-21 Major Project - Amendment C106 - Heritage Overlay	\$ -	\$ 298.00	\$ -	\$ (298.00)	\$ 0	\$ 0	Amendment approved by Minister and gazetted.
00036747 - 2020-21 Operating Project - Amendment C111cola 520 Corangamite Road, Cororooke	\$ -	\$ 2,028.00	\$ -	\$ (2,028.00)	\$ -	\$ (4,972.00)	Amendment and combined planning permit application approved by the Planning Minister.
00036963 - 2020-21 Operating Project - Amendment C114colac Park Avenue, Apollo Bay	\$ -	\$ 3,397.00	\$ -	\$ (3,397.00)	\$ -	\$ 1,212.00	Applicant has withdrawn amendment.
00036983 - 2021-22 Operating Project - Bruce Street Land Sale	\$ -	\$ 55,093.00	\$ 1,500.00	\$ (56,593.00)	\$ 0	\$ 0	Project complete.
00036986 - 2021-22 Operating Project - Deans Creek Precinct Structure Plan (Multi-year Project)	\$ 828,801.00	\$ 103,206.00	\$ 129,842.00	\$ 595,753.00	\$ (528,942.00)	\$ (648,942.00)	Technical assessments currently underway and first phase community engagement completed.
00036994 - 2021-22 Operating Project - Planning Scheme Amendment Birregurra Flood Study	\$ 13,237.00	\$ 2,871.00	\$ -	\$ 10,366.00	\$ (20,000.00)	\$ (3,910.00)	Amendment approved by Minister and gazetted.
00037007 - 2021-22 Operating Project - Meeting Colac Otway Shire Council's Carbon Neutral 2020 Target	\$ 26,000.00	\$ 25,536.00	\$ -	\$ 464.00	\$ 0	\$ 0	Offsets purchased by Pengolin on behalf of Shire for 20/21 year. Allocation for purchase of offsets for 21/22 in the operational budget.
00037171 - 2021-22 Operating Project - Planning Scheme Amendment - Irrewillipie Road / Harris Road	\$ -	\$ 417.00	\$ 22,186.00	\$ (22,603.00)	\$ 0	\$ 0	Amendment being handled by DTP Development Facilitation team. A Panel to hear submissions will occur early in April/May. Officers are working with the applicant to finalise a Shared Infrastructure Funding Plan.
00037509 - 2022 - 2023 Operating Projects - 4-yearly Planning Scheme Review	\$ 40,000.00	\$ 5,828.00	\$ -	\$ 34,172.00	\$ 0	\$ 0	Department of Transport & Planning has agreed to undertake this work at no cost to Council, realising a significant saving for Council. Consultant appointed and project commenced.
00037513 - 2022 - 2023 Operating Projects - G21 Social & Affordable Housing Project	\$ 2,000.00	\$ -	\$ -	\$ 2,000.00	\$ 0	\$ 0	Regional project not continuing beyond December 2022 due to lack of funding.
Chief Executive Office Total	\$ 1,086,081.00	\$ 235,192.00	\$ 278,477.00	\$ 572,411.00	\$ (689,574.00)	\$ (677,244.00)	
Community and Economy							
00034870 - 2017-2018 - Small Town Improvement Programme (STIP) - Apollo bay Memorial Options Plan	\$ 7,000.00	\$ -	\$ -	\$ 7,000.00	\$ 0	\$ 0	Project on hold and will require carry over.
00036430 - 2020-21 Operating Project - Forrest MTB Revitalisation RDV/Council	\$ 496,919.00	\$ 496,919.00	\$ -	\$ -	\$ (246,919.00)	\$ (246,919.00)	Funding agreement Acquittal being completed.
00036436 - 2020-21 Operating Project - Colac City Reserves Master Plans (Western Reserve, Eastern Reserve, Lake Oval, Central Reserve)	\$ 18,000.00	\$ 15,888.00	\$ 62,400.00	\$ (60,288.00)	\$ (3,000.00)	\$ -	Community exhibition phase complete masterplan is ready to present to Council in March 2023.
00036438 - 2020-21 Operating Project - SpendMapp - Regional Spend Data to evaluate Local Economy, Events, Visitor habits etc	\$ -	\$ 10,400.00	\$ -	\$ (10,400.00)	\$ 0	\$ 0	This is operational and recognised in the recurrent budget.
00036596 - 2020-21 Operating Project - Local Planning & Change Management Grant	\$ 21,094.00	\$ -	\$ -	\$ 21,094.00	\$ 0	\$ 0	Represents unspent portion of grant funds. No approved project for expending the remainder at present.
00036935 - 2020-21 Operating Project - Eastern Reserve - Baseball Batting Cage	\$ 49,758.00	\$ -	\$ -	\$ 49,758.00	\$ 0	\$ 0	Funding announcement of \$350,000 for indoor training facility. Still in discussion with State Government (SRV) to determine if the grant will be paid directly to the clubs to manage this project. Council's funds of \$49K as committed will be used to contribute to the project, in particular the site investigations.
00036966 - 2020-21 Operating Project - MCH - Workforce Support Grant	\$ 5,000.00	\$ 5,274.00	\$ -	\$ (274.00)	\$ (5,000.00)	\$ (5,000.00)	Project complete.
00036996 - 2021-22 Operating Project - RDV Digital Connectivity Program Grant Match	\$ 185,862.00	\$ 91,051.00	\$ -	\$ 94,811.00	\$ (157,158.00)	\$ (157,157.00)	Currently in final stage of Small Business Digital Transformation Program with 26 local businesses participating. On track for project completion late November.
00037002 - 2021-22 Operating Projects - Fit out of Apollo Bay Kindergarten	\$ 1,936.00	\$ 4,215.00	\$ 130.00	\$ (2,409.00)	\$ 0	\$ 0	Minor works to be completed in discussion with State Government.
00037084 - 2020-21 Operating Project - Forrest MTB Revitalisation DELWP	\$ 359,740.00	\$ 174,770.00	\$ 4,520.00	\$ 180,450.00	\$ (359,740.00)	\$ (359,740.00)	Project nearing completion.
00037090 - 2021-22 Operating Project - Lake Oval Electronic Scoreboard (Local Sports Infrastructure Fund)	\$ 2,500.00	\$ 20,078.00	\$ -	\$ (17,578.00)	\$ (2,500.00)	\$ (2,500.00)	Grant acquittal submitted and awaiting on signoff. Scoreboard installed.
00037091 - 2021-22 Operating Project - Local Government Business Concierge & Hospitality Support Program	\$ 27,424.00	\$ -	\$ -	\$ 27,424.00	\$ (27,424.00)	\$ (27,424.00)	Project has been acquitted
00037443 - Operating Projects - Family Day Care Marketing Campaign	\$ 37,980.00	\$ 9,925.00	\$ -	\$ 28,055.00	\$ (38,873.00)	\$ (36,373.00)	Acquittal report due by June 2023.
00037482 - 2021-22 Operating Project - Outdoor Activation Fund	\$ 171,370.00	\$ -	\$ 8,500.00	\$ 162,870.00	\$ (194,770.00)	\$ (194,770.00)	Project to be acquitted and remaining funding to be returned.
00037511 - 2022 - 2023 Operating Projects - Colac Otway Shire Botanical Gardens Masterplan Review	\$ 30,000.00	\$ -	\$ -	\$ 30,000.00	\$ 0	\$ 0	RFQ closed and submissions being evaluated.

Project Title	2022-23 Budget Allocation (Expenditure)	Spend to date 2022-23	Committal (Expenditure)	Remaining Expenditure (less YTD Actuals and Commitments)	2022-23 Budget Allocation (Income)	Income Received to date 2022-23	Comment
00037556 - 2021-22 Operating Project - Youth Film - VLGP	\$ 28,025.00	\$ 8,763.00	\$ 17,527.00	\$ 1,735.00	\$ (28,025.00)	\$ (28,025.00)	Consultant has commenced and is engaging with young people in preparation for the film.
00037614 - 2021 - 2022 Operating Project - Freeza	\$ 5,730.00	\$ 8,606.00	\$ -	\$ (2,876.00)	\$ (5,730.00)	\$ (13,798.00)	Funding from FReeZA used to fund Youth Engagement Officer four days per week to deliver a varied youth program in line with funding requirements.
00037615 - 2021 - 2022 Operating Project - Engage	\$ 15,726.00	\$ 25,605.00	\$ -	\$ (9,879.00)	\$ (15,726.00)	\$ (40,726.00)	Funding from Engage used to fund Youth Engagement Officer four days per week to deliver a varied youth program in line with funding requirements.
00037616 - 2020 - 2021 Operating Project - Vocal, Young and Local (VYL)	\$ 36,925.00	\$ 33,602.00	\$ -	\$ 3,323.00	\$ (36,925.00)	\$ (58,852.00)	Funding from VYL used to fund Youth Engagement Officer four days per week to deliver a varied youth program in line with funding requirements.
00037617 - 2022 - 2023 Operating Project - Positive Masculinities VLGP (Vic Health)	\$ -	\$ 15,361.00	\$ 10,770.00	\$ (26,131.00)	\$ -	\$ (47,500.00)	Project successfully delivered with remaining tasks being six months of follow up workshops with participants.
00037624 - 2022 - 2023 Grants Program - Category 5 Small Business Environmental Sustainability Program	\$ -	\$ 10,931.00	\$ -	\$ (10,931.00)	\$ 0	\$ 0	Funding Agreements Signed. Payments commenced.
00037625 - 2022 - 2023 Grants Program - Category 4 Building Facade Improvement Program	\$ -	\$ 18,117.00	\$ -	\$ (18,117.00)	\$ 0	\$ 0	Funding Agreements Signed. Payments commenced.
00037626 - 2022 - 2023 Grants Program - Category 3 Small Grants	\$ -	\$ 26,556.00	\$ -	\$ (26,556.00)	\$ -	\$ (754.00)	Funding Agreements Signed. Payments commenced.
00037627 - 2022 - 2023 Grants Program - Category 2 Community Events & Support	\$ -	\$ 57,984.00	\$ -	\$ (57,984.00)	\$ -	\$ (4,259.00)	Funding Agreements Signed. Payments commenced.
00037628 - 2022 - 2023 Grants Program - Category 1 Community Grants	\$ -	\$ 156,924.00	\$ -	\$ (156,924.00)	\$ -	\$ (5,018.00)	Funding Agreements Signed. Payments commenced.
00037662 - 2021-22 Operating Project - Forrest MTB Revitalisation DELWP	\$ 180,000.00	\$ -	\$ -	\$ 180,000.00	\$ (180,000.00)	\$ -	Project nearing completion.
00037629 - 2021-22 Operating Project - Bus Service from Apollo Bay to COPACC	\$ 7,825.00	\$ 2,699.00	\$ 1,474.00	\$ 3,652.00	\$ (7,825.00)	\$ (7,825.00)	
00037006 - 2021-22 Operating Projects - VMS Board Contribution	\$ 8,050.00	\$ -	\$ -	\$ 8,050.00	\$ 0	\$ 0	Contribution to Otway Road Safe. Otway Roadsafe not in position to match funding
Community and Economy Total	\$ 1,696,864.00	\$ 1,193,668.00	\$ 105,321.00	\$ 397,875.00	\$ (1,309,615.00)	\$ (1,236,640.00)	
Corporate Services							
00036998 - 2021-22 Operating Projects - Stage 2 - Management of Legacy Hardcopy Documents - Building and Planning	\$ 32,263.00	\$ 2,109.00	\$ -	\$ 30,154.00	\$ 0	\$ 0	
00037514 - 2022 - 2023 Operating Projects - IT helpdesk supporter	\$ 50,000.00	\$ 19,123.00	\$ -	\$ 30,877.00	\$ 0	\$ 0	IT Helpdesk Casual Resource
00037515 - 2022 - 2023 Operating Projects - ICT - Officer Systems and Projects	\$ 50,000.00	\$ 40,640.00	\$ -	\$ 9,360.00	\$ 0	\$ 0	IT Systems & Project Resource
00037518 - 2022 - 2023 Operating Projects - ICT - Intranet Drupal Upgrade	\$ 15,000.00	\$ 342.00	\$ -	\$ 14,658.00	\$ 0	\$ 0	initial Meeting with Vendor - Awaiting Availability
00036991 - 2021-22 Operating Projects - ICT Officer Systems and Projects	\$ -	\$ 24,469.00	\$ -	\$ (24,469.00)	\$ 0	\$ 0	
Corporate Services Total	\$ 147,263.00	\$ 86,683.00	\$ -	\$ 60,580.00	\$ -	\$ -	
Infrastructure and Operations							
00035095 - 2015-16 Major Project - Birregurra Stormwater Drainage Strategy	\$ 2,750.00	\$ -	\$ 2,750.00	\$ -	\$ 0	\$ 0	Minor changes required to Strategy following adoption by Council of Amendment C116.
00035949 - 2019-20 Operating Projects - ICT - Works Management System	\$ 30,000.00	\$ -	\$ -	\$ 30,000.00	\$ 0	\$ 0	Awaiting delivery of iPads.
00035968 - 2019-20 Operating Projects - Domestic Wastewater Management Plan Review	\$ -	\$ -	\$ 25.00	\$ (25.00)	\$ 0	\$ 0	Project is complete and adopted by Council at the August 2022 Council Meeting.
00036445 - 2020-21 Operating Project - Grant Preparation / Detailed Design	\$ 3,007.00	\$ 2,970.00	\$ 640.00	\$ (603.00)	\$ 0	\$ 0	Project complete
00036995 - 2021-22 Operating Project - Services and Operations Professional Development	\$ 6,860.00	\$ 2,661.00	\$ 4,545.00	\$ (346.00)	\$ 0	\$ 0	Program is ongoing and scheduled to be completed in June 2023.
00036997 - 2021-22 Operating Project - Operational Devices, Licences and System Integration - Legislative Road Management Plan	\$ 20,545.00	\$ 7,505.00	\$ 4,038.00	\$ 9,002.00	\$ 0	\$ 0	IPAD devices ordered and project expected to be completed by May 2023
00037304 - 2020-21 Operating Project - Grant Preparation / Detailed Design - Bike Park BMX Jump Path - Feasibility Study	\$ 10,000.00	\$ -	\$ -	\$ 10,000.00	\$ 0	\$ 0	Project to be reviewed.
00037305 - 2020-21 Operating Project - Grant Preparation / Detailed Design - Lake Colac Perimeter Pathway Feasibility Study	\$ 54,022.00	\$ 26,793.00	\$ 27,132.00	\$ 97.00	\$ 0	\$ 0	Completed engagement phase, second draft of study submitted for feedback.
00037306 - 2020-21 Operating Project - Grant Preparation / Detailed Design - Maternal & Child Health Centre Extension	\$ 12,727.00	\$ 7,667.00	\$ -	\$ 5,060.00	\$ 0	\$ 0	Concept designs complete. Opinion of probable cost based on concept is around \$360K, which far exceeds available capital budget of \$144,000.
00037307 - 2020-21 Operating Project - Grant Preparation / Detailed Design - Wild Dog Road Landslips	\$ 70,000.00	\$ -	\$ -	\$ 70,000.00	\$ 0	\$ 0	Review design following completion of storm related damage along Wild Dog Road
00037308 - 2020-21 Operating Project - Grant Preparation / Detailed Design - Duck Creek Bridge Flood Study	\$ 27,690.00	\$ 839.00	\$ -	\$ 26,851.00	\$ 0	\$ 0	Flood study not required at this stage as bridge renewal works are not identified as a priority in the bridge renewal programme.
00037309 - 2020-21 Operating Project - Grant Preparation / Detailed Design - Hart Street Pedestrian Crossing	\$ 19,696.00	\$ -	\$ -	\$ 19,696.00	\$ 0	\$ 0	RFQ completed. Designer appointed.
00037510 - 2022 - 2023 Operating Projects - Asbestos Compliance Audit	\$ 16,000.00	\$ -	\$ 28,040.00	\$ (12,040.00)	\$ 0	\$ 0	Audit is required for compliance.
00037512 - 2022 - 2023 Operating Projects - Data collection counters (public toilets)	\$ 6,000.00	\$ -	\$ -	\$ 6,000.00	\$ 0	\$ 0	There is no requirement for data collection counters(public toilets)
00037516 - 2022 - 2023 Operating Projects - Planning Scheme Amendments	\$ 30,000.00	\$ 2,612.00	\$ -	\$ 27,388.00	\$ 0	\$ 0	Expenditure has been allocated against specific work orders for amendments.
00037517 - 2022 - 2023 Operating Projects - VicSmart Provisions - Planning Scheme Amendment	\$ 20,000.00	\$ -	\$ -	\$ 20,000.00	\$ 0	\$ 0	DTP currently reviewing scope for greater VicSmart exemptions via Regional Planning Hub funding. Council will exhibit an amendment once DELWP review complete.
00037671 - Operating Projects - Foot and Mouth Disease	\$ -	\$ 10,994.00	\$ -	\$ (10,994.00)	\$ 0	\$ 0	Preparing for emergency outbreak of Foot and Mouth.
00037789 - 2022 - 2023 Operating Project - Onsite Domestic Wastewater Management (ODWM)	\$ -	\$ (9,100.00)	\$ -	\$ 9,100.00	\$ 0	\$ 0	

Project Title	2022-23 Budget Allocation (Expenditure)	Spend to date 2022-23	Committal (Expenditure)	Remaining Expenditure (less YTD Actuals and Commitments)	2022-23 Budget Allocation (Income)	Income Received to date 2022-23	Comment
00037845 - 2022 - 2023 Operating Projects - Office Accommodation Project	\$ -	\$ 3,053.00	\$ -	\$ (3,053.00)	\$ 0	\$ 0	
00037853 - 2022-23 Operating Projects - Queens Jubilee Tree Planting	\$ -	\$ (1,512.00)	\$ -	\$ 1,512.00	\$ 0	\$ 0	
Infrastructure and Operations Total	\$ 329,297.00	\$ 54,482.00	\$ 67,170.00	\$ 207,645.00	\$ -	\$ -	
Waste Management Services							
00036984 - 2021-22 Operating Project - Closed Landfill Aftercare Management Plan, Landfill Gas and Groundwater Investigation	\$ 208,911.00	\$ -	\$ -	\$ 208,911.00	\$ 0	\$ 0	
00036989 - 2021-22 Operating Project - Hardwaste Collection	\$ 240,000.00	\$ 766.00	\$ -	\$ 239,234.00	\$ 0	\$ 0	Project not proceeding. Briefing have been held with Council to not progress, and recommend project not proceed. Budget remaining to be returned to the waste reserve.
00036990 - 2021-22 Operating Project - Kitchen Caddy and Liners	\$ 49,012.00	\$ 11,817.00	\$ 4,546.00	\$ 32,649.00	\$ 0	\$ 0	On track to be completed by June 2023
00037001 - 2021-22 Operating Projects - Waste Transfer Station Upgrades for Glass Separation	\$ 92,067.00	\$ 16,054.00	\$ 7,550.00	\$ 68,463.00	\$ 0	\$ 0	Completion scheduled for June 2023
00037089 - 2021-22 - Operating Projects - Transfer Station Transition	\$ 188,434.00	\$ 130,871.00	\$ 4,600.00	\$ 52,963.00	\$ (76,606.00)	\$ (76,606.00)	Completion scheduled for April 2023
Waste Management Services Total	\$ 778,424.00	\$ 159,508.00	\$ 16,696.00	\$ 602,220.00	\$ (76,606.00)	\$ (76,606.00)	
Total	\$ 4,037,929.00	\$ 1,729,533.00	\$ 467,664.00	\$ 1,840,731.00	\$ (2,075,795.00)	\$ (1,990,490.00)	

Project Title	2022-23 Budget Allocation (Expenditure)	Spend to date 2022-23	Committal (Expenditure)	Remaining Expenditure (less YTD Actuals and Commitments)	2022-23 Budget Allocation (Income)	Income Received to date 2022-23	Comment
City Deals Programme							
00035954 - 2019-20 Operating Project - City Deal Project - Apollo Bay Harbour Redevelopment	\$ 10,008,329.00	\$ 220,909.00	\$ 344,292.00	\$ 9,443,128.00	\$ (10,040,000.00)	\$ 72,751.00	Following advice from the City Deal Leadership Team (Mayor of City of Greater Geelong, State and Federal ministers). This project will transfer from Colac Otway shire to Great Ocean Road and Parks Authority. Colac Otway Shire expense to date will be acquitted in full.
00036507 - 2019-20 Operating Project - City Deal Project - Great Ocean Walk Stage 1 Wild Dog to Skenes Creek	\$ 4,116,485.00	\$ 61,958.00	\$ 3,808.00	\$ 4,050,719.00	\$ (4,160,000.00)	\$ -	Following advice from the City Deal Leadership Team (Mayor of City of Greater Geelong, State and Federal ministers). This project will transfer from Colac Otway shire to Great Ocean Road and Parks Authority. Colac Otway Shire expense to date will be acquitted in full.
00036508 - 2019-20 Operating Project - City Deal Project - Infrastructure Improvements Kennett River	\$ 1,215,292.00	\$ 49,103.00	\$ 79,641.00	\$ 1,086,549.00	\$ (1,300,000.00)	\$ -	Following advice from the City Deal Leadership Team (Mayor of City of Greater Geelong, State and Federal ministers). This project will transfer from Colac Otway shire to Great Ocean Road and Parks Authority. Colac Otway Shire expense to date will be acquitted in full.
00036526 - 2019-20 Operating Project - City Deal Project - Contractor Suspense (To be Journalled each month)	\$ -	\$ -	\$ 118,080.00	\$ (118,080.00)	\$ 0	\$ 0	
City Deals Programme Totals	\$ 15,340,106.00	\$ 331,970.00	\$ 545,821.00	\$ 14,462,316.00	\$ (15,500,000.00)	\$ 72,751.00	

Project Title	2022-23 Budget Allocation (Expenditure) (B)	Spend to date 2022-23 (C.)	Committal (Expenditure) (D)	Remaining Expenditure (less YTD Actuals and Commitments)	2022-23 Budget Allocation (Income) (I)	Income Received to date 2022-23 (J)	Comment
RENEWAL							
Active Reserves Programme							
00037729 - 2022 - 2023 Capital Works - Active Reserve Renewal Program - Eastern Reserve Netball Court Upgrade	\$ 205,000.00	\$ 174,840.00	\$ 28,000.00	\$ 2,160.00	\$ (140,000.00)	\$ (108,000.00)	Works complete and PC issued. Finalising expenditure and acquittal report.
Active Reserves Programme Total	\$ 205,000.00	\$ 174,840.00	\$ 28,000.00	\$ 2,160.00	\$ (140,000.00)	\$ (108,000.00)	
Bridges Programme							
00036839 - 2020-21 Capital Works - Bridge Renewal Programme - King Track	\$ 255,167.00	\$ 255,167.00	\$ -	\$ -	\$ (90,000.00)	\$ (74,831.00)	Works complete - PC issued - funding acquittal filed
00037280 - 2021-22 Bridge Rehabilitation Programme - Pearces Access Crossing, Apollo Bay	\$ 399,884.00	\$ 285,775.00	\$ -	\$ 114,109.00	\$ 0	\$ 0	Works complete - PC issued
00037633 - 2022 - 2023 Capital Works - Design & Construct - Bridge Replacement Program - Howells Access	\$ 402,000.00	\$ 11,951.00	\$ 288,000.00	\$ 102,049.00	\$ 0	\$ 0	Works Complete - PC issued. Final invoices to be paid.
00037790 - 2022 -2023 Capital Works - Bridge Replacement Program - Devondale Road Culvert Replacement	\$ 36,000.00	\$ 3,877.00	\$ -	\$ 32,123.00	\$ 0	\$ 0	Service & Ops to carry out construction work, waiting for delivery of culverts. Expect works to be completed by June.
00037800 - 2022 -2023 Capital Works - Bridge Rehabilitation Program - Barrupa Road Bridge	\$ 416,375.00	\$ -	\$ -	\$ 416,375.00	\$ 0	\$ 0	Financial contribution to Corangamite Shire Council for 1/2 cost in shared bridge asset. Invoice received, works completed by Corangamite Shire.
Bridges Programme Total	\$ 1,509,426.00	\$ 556,770.00	\$ 288,000.00	\$ 664,656.00	\$ (90,000.00)	\$ (74,831.00)	
Building Programme							
00035543 - 2018-19 Capital Works - Building Renewal Programme - Gellibrand Neighbourhood House	\$ 54,669.00	\$ 53,366.00	\$ -	\$ 1,303.00	\$ 0	\$ 0	Works complete. Journal required to transfer expenditure to this work order.
00035999 - 2018-19 Capital Works - Building Renewal Programme - Kennett River Toilets	\$ -	\$ 8,317.00	\$ -	\$ (8,317.00)	\$ 0	\$ 0	
00036718 - 2020-21 Capital Works - Building Renewal Programme - Bluewater Roof Replacement	\$ 1,034,672.00	\$ 6,580.00	\$ -	\$ 1,028,092.00	\$ 0	\$ 0	Project on hold to review project delivery options.
00037480 - 2021 - 2022 CAPWORKS Building Programme - Rae Street Complex Roof Compliance	\$ 1,500.00	\$ -	\$ -	\$ 1,500.00	\$ 0	\$ 0	
00037526 - 2022 - 2023 Capital Works - Colac Otway Building Roof Compliance - OHS Renewal	\$ 30,000.00	\$ -	\$ -	\$ 30,000.00	\$ 0	\$ 0	
00037723 - 2022 - 2023 Capital Works - Building Renewal Programme - Bluewater Dosing Pump Replacement	\$ 40,000.00	\$ 35,690.00	\$ -	\$ 4,310.00	\$ 0	\$ 0	Works complete.
00037728 - 2022 -2023 Capital Works - Building Renewal Program - Bluewater Toddler Pool Tile Replacement	\$ 144,000.00	\$ 575.00	\$ -	\$ 143,425.00	\$ 0	\$ 0	Project on hold and to be considered for programming when roof works completed.
00037848 - 2022 - 2023 Capital Works - Building Renewal Program - Forrest Caravan Park Fire Services	\$ 110,000.00	\$ 5,900.00	\$ 9,905.00	\$ 94,195.00	\$ 0	\$ 0	RFQ to complete works to market.
00037852 - 2022 - 2023 Capital Works - Building Renewal Program - Rae Street HVAC Replacement	\$ -	\$ -	\$ 43,150.00	\$ (43,150.00)	\$ 0	\$ 0	Contractors secured and works to be undertaken early May 2023.
00037876 - 2022 - 2023 - Capital Works - Buildings Renewal Program - Bluewater, Resurface Concourse	\$ 222,000.00	\$ -	\$ -	\$ 222,000.00	\$ 0	\$ 0	Project on hold and to be considered for programming when roof works completed.
00037879 - 2022 - 2023 - Capital Works - Buildings Renewal Program - Reactive Building Renewal Works	\$ 48,000.00	\$ -	\$ -	\$ 48,000.00	\$ 0	\$ 0	
00037881 - 2022 - 2023 Capital Works - Elliminyt Reserve Social Room - Building Repair	\$ 40,000.00	\$ -	\$ -	\$ 40,000.00	\$ 0	\$ 0	Works complete.
00037882 - 2022 - 2023 Capital Works - Bluewater Plant Room Filter Media	\$ 31,000.00	\$ -	\$ -	\$ 31,000.00	\$ 0	\$ 0	Works complete
Building Programme Total	\$ 1,755,841.00	\$ 110,428.00	\$ 53,055.00	\$ 1,592,358.00	\$ -	\$ -	
Footpath Programme							
00031845 - 2022 - 2023 Unallocated Renewal Funds [WAS] Budget Work Order - Footpath Renewal Programme	\$ 593,049.00	\$ -	\$ -	\$ 593,049.00	\$ 0	\$ 0	This work order now is used for 'Unallocated Renewal Funds'
Footpath Programme Total	\$ 664,049.00	\$ 32,488.00	\$ -	\$ 631,561.00	\$ -	\$ -	

Project Title	2022-23 Budget Allocation (Expenditure) (B)	Spend to date 2022-23 (C.)	Committal (Expenditure) (D)	Remaining Expenditure (less YTD Actuals and Commitments)	2022-23 Budget Allocation (Income) (I)	Income Received to date 2022-23 (J)	Comment
Furniture Programme							
00037534 - 2022 - 2023 Capital Works - Fixtures, Fittings and Furniture Replacement	\$ 10,000.00	\$ -	\$ -	\$ 10,000.00	\$ 0	\$ 0	
Furniture Programme Total	\$ 10,000.00	\$ -	\$ -	\$ 10,000.00	\$ -	\$ -	
ICT Hardware Programme							
00037533 - 2022 - 2023 Capital Works - ICT Device Renewals	\$ 100,000.00	\$ -	\$ -	\$ 100,000.00	\$ 0	\$ 0	Project has been put On Hold while policy is being reviewed and amended.
ICT Hardware Programme Total	\$ 100,000.00	\$ -	\$ -	\$ 100,000.00	\$ -	\$ -	
ICT Software Programme							
00037522 - 2022 - 2023 Capital Works - CRM Replacement Renewal	\$ 85,000.00	\$ 15,617.00	\$ -	\$ 69,383.00	\$ 0	\$ 0	Project nearing completion.
00037532 - 2022 - 2023 Capital Works - CRM Replacement	\$ 85,000.00	\$ 46,808.00	\$ 17,477.00	\$ 20,715.00	\$ 0	\$ 0	Project nearing completion.
ICT Software Programme Total	\$ 170,000.00	\$ 62,425.00	\$ 17,477.00	\$ 90,098.00	\$ -	\$ -	
Kerb and Channel Programme							
Kerb and Channel Programme Total	\$ 1,000.00	\$ -	\$ -	\$ 1,000.00	\$ -	\$ -	
Land							
Land Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Light Fleet Programme							
Light Fleet Programme Total	\$ 540,000.00	\$ 97,943.00	\$ 227.00	\$ 441,830.00	\$ -	\$ -	
LRCI Programme							
LRCI Programme Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Major Plant Programme							
Major Plant Programme Total	\$ 1,516,160.00	\$ 391,079.00	\$ -	\$ 1,125,081.00	\$ -	\$ -	
Open Space Assets							
Open Space Assets Total	\$ 16,792.00	\$ 197.00	\$ -	\$ 16,595.00	\$ -	\$ -	
Open Space Programme							
00035611 - Open Space Renewal Programme - Income Work Order	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
00036011 - 2019-20 - Capital Works - Open Space - Elliminyt Recreation Reserve Velodrome Resurfacing	\$ 2,400.00	\$ 2,400.00	\$ -	\$ -	\$ 0	\$ 0	Works complete
00037520 - 2022 - 2023 Capital Works - Asset Condition Assessment	\$ 150,000.00	\$ 16,829.00	\$ -	\$ 133,171.00	\$ 0	\$ 0	Project has been rescoped. Drainage asset condition assessment scope has been revised, with \$150,000 allocation going to asset revaluation. Open Space asset condition assessment will be deferred to 203/24.
00037535 - 2022 - 2023 Capital Works - Tree Planting	\$ 60,000.00	\$ 18,416.00	\$ -	\$ 41,584.00	\$ 0	\$ 0	In progress and plantings to be undertaken in Autumn 2023 (Q3)
00037559 - 2022-2023 Capital Works - Open Space Renewal Program - Elliminyt Recreation Reserve Oval Lighting Replacement	\$ 527,000.00	\$ 6,222.00	\$ 375,070.00	\$ 145,708.00	\$ (265,000.00)	\$ (225,000.00)	Contract awarded and works started.
Open Space Programme Total	\$ 739,400.00	\$ 43,867.00	\$ 375,070.00	\$ 320,463.00	\$ (265,000.00)	\$ (225,000.00)	
Playground Programme							
00035946 - 2019-20 Capital Works - Playground Programme - Memorial Square Playspace	\$ 20,175.00	\$ 210.00	\$ -	\$ 19,965.00	\$ 0	\$ 0	Project has been completed.
Playground Programme Total	\$ 20,175.00	\$ 210.00	\$ -	\$ 19,965.00	\$ -	\$ -	
Reseal Programme							
Reseal Programme Total	\$ 1,294,000.00	\$ -	\$ 854,501.00	\$ 439,499.00	\$ -	\$ -	
Resheet Programme							
Resheet Programme Total	\$ 1,000,000.00	\$ 584,203.00	\$ 25,909.00	\$ 389,888.00	\$ -	\$ -	
Road Improvement Programme							
Road Improvement Programme Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Road Crack Sealing Programme							
Road Crack Sealing Programme Total	\$ 80,000.00	\$ 51,459.00	\$ -	\$ 28,541.00	\$ -	\$ -	

Project Title	2022-23 Budget Allocation (Expenditure) (B)	Spend to date 2022-23 (C.)	Committal (Expenditure) (D)	Remaining Expenditure (less YTD Actuals and Commitments)	2022-23 Budget Allocation (Income) (I)	Income Received to date 2022-23 (I)	Comment
Road Major Patch Programme							
Road Major Patch Total	\$ 350,000.00	\$ 148,976.00	\$ 10,644.00	\$ 190,381.00	\$ -	\$ -	
Road Reconstruction Programme							
00036597 - 2020-21 Capital Works - Sealed Road Pavement Programme - Forest Street Reconstruction	\$ 326,029.00	\$ 326,029.00	\$ -	\$ -	\$ 0	\$ 0	Works complete, PC issued and final claim paid.
00036940 - 2020-21 Capital Works - Road Reconstruction Programme - McLachlan Street	\$ 314,065.00	\$ 314,065.00	\$ -	\$ -	\$ 0	\$ 0	Works complete, PC issued and final claim paid.
00036941 - 2020-21 Capital Works - Road Reconstruction Programme - Stewart Street	\$ 48,617.00	\$ 48,617.00	\$ -	\$ -	\$ 0	\$ 0	Works complete, PC issued and final claim paid.
00037093 - 2021-22 Capital Works - Strachan Street, Birregurra	\$ 808,369.00	\$ 43,109.00	\$ 1,498.00	\$ 763,762.00	\$ 0	\$ 0	Contract terminated. Project to be reconsidered in future program
00037884 - 2022 2023 Capital Works - Forest Street Road Reconstruction (Wallace St to Colanda St)	\$ 1,156,000.00	\$ -	\$ -	\$ 1,156,000.00	\$ 0	\$ 0	Pending confirmation of grant funding
Road Reconstruction Programme Total	\$ 2,653,080.00	\$ 731,820.00	\$ 1,498.00	\$ 1,919,762.00	\$ -	\$ -	
Road Safety Programme							
Road Safety Programme Total	\$ 72,000.00	\$ 5,639.00	\$ 650.00	\$ 65,711.00	\$ -	\$ -	
Road Slip Programme							
00031864 - Budget Work Order - Road Slip Renewal Program	\$ -	\$ 60.00	\$ -	\$ (60.00)	\$ 0	\$ 0	
00037461 - 2021 - 2022 Emergency Response - Landslip (Storm Events)	\$ -	\$ 488,114.00	\$ 770,656.00	\$ (1,258,771.00)	\$ 0	\$ 0	Contract for consultancy to undertake geotech, survey, design and project management has been awarded and work has commenced. Four landslip site quotes have been approved and three are currently being evaluated.
00037524 - 2022 - 2023 Capital Works - Landslip Treatment - Emergency Response Upgrade Works	\$ 190,000.00	\$ -	\$ -	\$ 190,000.00	\$ 0	\$ 0	To be used to fund any betterment works.
00036600 - 2020-21 Capital Works - Landslip Rehabilitation Program - Wild Dog Road 5323 Landslip	\$ -	\$ -	\$ 2,727.00	\$ (2,727.00)	\$ 0	\$ 0	
Road Slip Programme Total	\$ 190,000.00	\$ 488,174.00	\$ 773,383.00	\$ (1,071,558.00)	\$ -	\$ -	
Stormwater Programme							
Stormwater Programme Total	\$ 80,534.00	\$ 78,758.00	\$ 2,888.00	\$ (1,112.00)	\$ -	\$ (500,000.00)	
Renewal Total	\$ 12,967,457.00	\$ 3,559,276.00	\$ 2,431,302.00	\$ 6,976,879.00	\$ (495,000.00)	\$ (907,831.00)	
UPGRADE / NEW							
Active Reserves Programme							
Active Reserves Programme Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Bridges Programme							
Bridges Programme Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Building Programme							
00035072 - 2018-19 - Capital Works - Forrest Caravan Park Waste Water Upgrade	\$ 426,222.00	\$ 14,056.00	\$ 2,445.00	\$ 409,721.00	\$ 0	\$ 0	Design review underway by DCW to obtain outcome within budget.
00037417 - 2021-22 Capital Works - Building Upgrade Programme - COPACC Cinema 2 Seat Replacement	\$ 35,421.00	\$ 35,421.00	\$ -	\$ -	\$ 0	\$ 0	Works complete, PC Issued.
00037418 - 2021-22 Capital Works - Building Upgrade Programme - Colac East Kinder Toilet Upgrade	\$ 123,308.00	\$ 104,115.00	\$ 909.00	\$ 18,284.00	\$ (125,572.00)	\$ (98,112.00)	Works complete, final invoices to be paid to close the project.
00037419 - 2021-22 Capital Works - Building Upgrade Programme - Wydinia Kinder Bathroom Upgrade	\$ 86,574.00	\$ 88,392.00	\$ 1,405.00	\$ (3,223.00)	\$ (88,936.00)	\$ (68,757.00)	Works complete, final invoices to be paid to close the project.
00037496 - 2021-2022 - Capital Works - Building Upgrade Program - Toilet Upgrades Program	\$ 1,636.00	\$ -	\$ -	\$ 1,636.00	\$ (14,457.00)	\$ -	
00037497 - 2021 - 2022 Building Upgrade Programme - Community Shade Grants Program - Wydinia Kindergarten	\$ 14,457.00	\$ 4,300.00	\$ 10,042.00	\$ 115.00	\$ -	\$ (14,457.00)	Quote awarded, awaiting contractor availability.
00037527 - 2022 - 2023 Capital Works - Irrewillipe Recreation Netball Courts Change Rooms & Amenities Upgrade - Detailed Design	\$ 60,000.00	\$ 2,295.00	\$ -	\$ 57,705.00	\$ -	\$ (27,000.00)	RFQ for design consultancy advertised.
00037846 - 2022 - 2023 Capital Works - Sun Shade Project (Insurance Claim) - Colac East Kindergarten	\$ -	\$ 14,447.00	\$ 21,671.00	\$ (36,118.00)	\$ 0	\$ 0	
00037847 - 2022 - 2023 Capital Works - Building Upgrade Program - Winifred Nance Playground Project	\$ -	\$ -	\$ 18,800.00	\$ (18,800.00)	\$ -	\$ (300,000.00)	Consultant provided Draft Tender documentation. Plans are being referred to internal stakeholders and BCYF.

Project Title	2022-23 Budget Allocation (Expenditure) (B)	Spend to date 2022-23 (C.)	Committal (Expenditure) (D)	Remaining Expenditure (less YTD Actuals and Commitments)	2022-23 Budget Allocation (Income) (I)	Income Received to date 2022-23 (I)	Comment
00037878 - 2022 - 2023 - Capital Works - Buildings Renewal Program - Elliminyt Recreation Reserve Pavilion - Detailed Design	\$ 36,000.00	\$ -	\$ -	\$ 36,000.00	\$ 0	\$ 0	RFQ for design consultancy advertised.
00037877 - 2022 - 2023 - Capital Works - Buildings Renewal Program - COPACC Civic Hall Floor	\$ 240,000.00	\$ -	\$ -	\$ 240,000.00	\$ 0	\$ 0	RFQ issued and closed and under evaluation.
Building Programme Total	\$ 1,023,618.00	\$ 263,026.00	\$ 55,272.00	\$ 705,320.00	\$ (228,965.00)	\$ (508,326.00)	
Footpath Programme							
00037529 - 2022 - 2023 Capital Works - Footpath Upgrade - Strachan Street From Skenes Street to Bowden Street - Detail design	\$ 6,000.00	\$ 4,297.00	\$ -	\$ 1,703.00	\$ 0	\$ 0	Concept plan completed to a level to enable funding to be sought.
00037530 - 2022 - 2023 Capital Works - Footpath Upgrade - Main Street Between Strachen Street and Beal Street Birregurra - Detailed Design	\$ 6,000.00	\$ 753.00	\$ -	\$ 5,247.00	\$ 0	\$ 0	Concept plan completed to a level to enable funding to be sought.
Footpath Programme Total	\$ 12,000.00	\$ 5,050.00	\$ -	\$ 6,950.00	\$ -	\$ -	
Furniture Programme							
00036974 - 2021-22 Capital Works - Furniture Programme - Solar Compaction Bins	\$ 4,423.00	\$ -	\$ -	\$ 4,423.00	\$ 0	\$ 0	
Furniture Programme Total	\$ 4,423.00	\$ -	\$ -	\$ 4,423.00	\$ -	\$ -	
ICT Hardware Programme							
00036968 - 2021-22 Capital Works - ICT Hardware - MS Teams AV Upgrades	\$ 51,502.00	\$ 43,550.00	\$ -	\$ 7,952.00	\$ 0	\$ 0	Complete
00037521 - 2022 - 2023 Capital Works - ICT - Critical Infrastructure Improvement	\$ 150,000.00	\$ 149,521.00	\$ -	\$ 479.00	\$ 0	\$ 0	All of the delivered equipment has been installed and configured, awaiting remaining equipment (ETA May 2023) to complete.
ICT Hardware Programme Total	\$ 201,502.00	\$ 193,071.00	\$ -	\$ 8,431.00	\$ -	\$ -	
ICT Software Programme							
00037523 - 2022 - 2023 Capital Works - IM - Content Manager Upgrade - V9.4 to V10	\$ 35,000.00	\$ 14,499.00	\$ 17,119.00	\$ 3,382.00	\$ 0	\$ 0	Project has commenced. New test servers and environments have been created. Virtual machines for UAT have been created and roll out has commence. Currently working in third party integrations into test environments in order to finalise testing roll outs.
ICT Software Programme Total	\$ 35,000.00	\$ 14,499.00	\$ 17,119.00	\$ 3,382.00	\$ -	\$ -	
Kerb and Channel Programme							
Kerb and Channel Programme Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Land							
00037071 - 2020-21 Capital Works - Sale of Land - 36-52 Bruce Street, Colac	\$ 108,058.00	\$ -	\$ -	\$ 108,058.00	\$ -	\$ (2,600,000.00)	Property settled.
00037668 - 2022 - 2023 Capital Works - Purchase of Property - 413-437 Murray Street Colac	\$ 190,000.00	\$ 190,000.00	\$ -	\$ -	\$ 0	\$ 0	Property settlement completed.
Land Total	\$ 298,058.00	\$ 190,000.00	\$ -	\$ 108,058.00	\$ -	\$ (2,600,000.00)	
Light Fleet Programme							
Light Fleet Programme Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
LRCI Programme							
00036729 - 2020-21 Capital Works - LRCI Fund - Bridges - Barongarook Creek Pedestrian Bridge	\$ -	\$ 64,866.00	\$ 8,612.00	\$ (73,479.00)	\$ -	\$ (457,015.00)	Works Complete.
00036740 - 2020-21 Capital Works- LRCI Round 2 - Great Ocean Road Path. Stage 1 & 2	\$ -	\$ 174,518.00	\$ 103,259.00	\$ (277,777.00)	\$ -	\$ (333,706.00)	Footpath complete between Cawood and Joyce. Pedestrian walkway and footpath (from Joyce to Marriners Lookout) to be completed by June 2023.
00037051 - 2020-21 Capital Works - LRCI Round 2 - Bass Crescent, GOR, Skenes Creek Drainage	\$ -	\$ 1,021.00	\$ -	\$ (1,021.00)	\$ -	\$ (245,836.00)	Works Complete
00037054 - 2020-21 Capital Works - LRCI Round 2 - Whytcross Lane, Birregurra - Rail Interface Upgrade	\$ -	\$ 125,500.00	\$ -	\$ (125,500.00)	\$ -	\$ (153,791.00)	Works Complete
00037058 - 2020-21 Capital Works - LRCI Round 2 - Clark Street, Colac Paths	\$ -	\$ 188,816.00	\$ -	\$ (188,816.00)	\$ -	\$ (37,750.00)	Project Complete
00037502 - 2021 - 2022 Capital Works - LRCI Fund Round 3 - Playground Program - Beeac Park Playground	\$ 110,000.00	\$ 9,525.00	\$ 136,705.00	\$ (36,230.00)	\$ (110,000.00)	\$ (110,000.00)	Works underway
00037506 - 2021 - 2022 Capital Works - LRCI Funding Round 3 - Western Oval Drainage Improvements	\$ 128,655.00	\$ 2,363.00	\$ 107,699.00	\$ 18,593.00	\$ (134,298.00)	\$ -	Remaining drainage works programmed
00037538 - 2021 - 2022 Capital Works - LRCI Funding Round 3 - Road Reconstruction Colanda Street to Forest Road	\$ 146,200.00	\$ 8,981.00	\$ -	\$ 137,219.00	\$ (146,200.00)	\$ (146,200.00)	Awaiting funding application determination.

Project Title	2022-23 Budget Allocation (Expenditure) (B)	Spend to date 2022-23 (C.)	Committal (Expenditure) (D)	Remaining Expenditure (less YTD Actuals and Commitments)	2022-23 Budget Allocation (Income) (I)	Income Received to date 2022-23 (I)	Comment
00037539 - 2021 - 2022 Capital Works - LRCI Funding Round 3 - Stormwater Program Elliminyt Wetlands Development	\$ 851,000.00	\$ 6,878.00	\$ -	\$ 844,122.00	\$ (851,000.00)	\$ (851,000.00)	Project underway
00037540 - 2021 - 2022 Capital Works - LRCI Funding Round 3 - Open Space Cororooke Masterplan Implementation - New Picnic Area	\$ 60,000.00	\$ -	\$ -	\$ 60,000.00	\$ (60,000.00)	\$ (60,000.00)	Quotes being sought for picnic area.
00037577 - 2022 - 2023 Capital Works - LRCI - Memorial Square Toilet Redevelopment	\$ 560,000.00	\$ 34,131.00	\$ 45,894.00	\$ 479,975.00	\$ 0	\$ 0	Detailed design underway
00037578 - 2022 - 2023 Capital Works - LRCI - COPACC Civic Hall Floor Renewal	\$ 46,000.00	\$ 11,176.00	\$ 558.00	\$ 34,266.00	\$ 0	\$ 0	RFQ evaluation to be finalised.
00037665 - 2021 - 2022 Budget Work Order - LRCI Funding Round 3 - Balance of Funds	\$ 1,753,902.00	\$ -	\$ -	\$ 1,753,902.00	\$ (1,743,902.00)	\$ (40,702.00)	
00037753 - 2021 - 2022 Budget Work Order - LRCI Funding Round 2 - Balance of Funds	\$ 726,649.00	\$ -	\$ -	\$ 726,649.00	\$ (2,256,897.00)	\$ -	
LRCI Programme Total	\$ 4,382,406.00	\$ 627,775.00	\$ 402,727.00	\$ 3,351,903.00	\$ (5,302,297.00)	\$ (2,436,000.00)	
Major Plant Programme							
Major Plant Programme Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Open Space Assets							
Open Space Assets Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Open Space Programme							
00036452 - 2020-21 Capital Works - Cororooke Open Space Master Plan Implementation - Stage 1 (Site Establishment and Path Network) and Stage 3 (Playspace)	\$ 489,071.00	\$ 234,806.00	\$ 230,205.00	\$ 24,061.00	\$ (198,849.00)	\$ (173,849.00)	Works underway, with playground installation occurring at the moment. Expected completion end of May.
00036979 - 2021-22 Capital Works - Open Space Programme - Local Sports Infrastructure Stimulus Funding	\$ 1,343,077.00	\$ 1,211,306.00	\$ 680.00	\$ 131,091.00	\$ (1,128,277.00)	\$ (978,535.00)	Works complete, completing project acquittal.
00037019 - 2021-22 Capital Works - Open Space Programme - Community Sport Lighting Upgrades	\$ 36,197.00	\$ 20,552.00	\$ 170.00	\$ 15,475.00	\$ (80,000.00)	\$ -	Project complete.
00037560 - 2022-2023 Budget Work Order - Open Space Program - Elliminyt Wetlands Development	\$ 3,000,000.00	\$ -	\$ -	\$ 3,000,000.00	\$ (3,000,000.00)	\$ (200,000.00)	Project underway.
Open Space Programme Total	\$ 4,868,345.00	\$ 1,466,664.00	\$ 231,055.00	\$ 3,170,627.00	\$ (4,407,126.00)	\$ (1,352,384.00)	
Playground Programme							
Playground Programme Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Reseal Programme							
Reseal Programme Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Resheet Programme							
Resheet Programme Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Road Improvement Programme							
00036457 - 2020-21 Capital Works - Rail Level Crossing Interface Improvement (Back Larpent Road)	\$ 151,909.00	\$ 151,909.00	\$ -	\$ -	\$ 0	\$ 0	Works complete, PC issued and final invoice paid.
00037525 - 2022 - 2023 Capital Works - Traffic Calming Treatment - Alexander Street - New	\$ 11,200.00	\$ 11,200.00	\$ -	\$ -	\$ 0	\$ 0	Works complete
Road Improvement Programme Total	\$ 163,109.00	\$ 163,109.00	\$ -	\$ -	\$ -	\$ -	
Road Crack Sealing Programme							
Road Crack Sealing Programme Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Road Major Patch Programme							
Road Major Patch Programme Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Road Reconstruction Programme							
00036454 - 2020-21 Capital Works - Colac Aerodrome - taxiway - earthworks - Grant Match	\$ 131,561.00	\$ 27,442.00	\$ 26,678.00	\$ 77,440.00	\$ (101,250.00)	\$ -	Works complete, final costs to be processed
00037088 - 2020-21 Capital Works - Road Reconstruction Programme - Conns Lane Widening - Birregurra Creek	\$ -	\$ 6,201.00	\$ -	\$ (6,201.00)	\$ 0	\$ 0	Review of bridge structures
00037423 - 2021 - 2022 Capital Works - Sealed Road Reconstruction Upgrades - (Design) The Boulevardde Wye River	\$ 30,627.00	\$ 15,202.00	\$ 22,400.00	\$ (6,975.00)	\$ 0	\$ 0	Final design received - being reviewed now
Road Reconstruction Programme Total	\$ 162,188.00	\$ 48,845.00	\$ 49,078.00	\$ 64,264.00	\$ (101,250.00)	\$ -	
Road Safety Programme							

Project Title	2022-23 Budget Allocation (Expenditure) (B)	Spend to date 2022-23 (C.)	Committal (Expenditure) (D)	Remaining Expenditure (less YTD Actuals and Commitments)	2022-23 Budget Allocation (Income) (I)	Income Received to date 2022-23 (J)	Comment
00036976 - 2021 - 2022 Budget Work Order - Road Safety Programme New	\$ -	\$ 15,884.00	\$ 2,739.00	\$ (18,623.00)	\$0	\$0	Expenditure relates to the Old Coach Road boom gate trial.
00037579 - 2022 - 2023 Capital Works - Road Safety Program - Murray Street Bus Shelter DOT Funded	\$ -	\$ 21,798.00	\$ 145.00	\$ (21,943.00)	\$0	\$0	Completed
00037631 - 2021-22 Capital Works - Pascoe Street Pedestrian Crossing - Analysis and Design	\$ 25,000.00	\$ -	\$ -	\$ 25,000.00	\$ (25,000.00)	\$ (12,500.00)	Designer appointed. Works underway. Expect completion June.
00037883 - 2022 - 2023 Capital Works - Old Coach Road Boom Gate Repairs	\$ 20,000.00	\$ -	\$ -	\$ 20,000.00	\$0	\$0	Vandalism repair funded through operations. Future of gates to be determined via EMT / Council.
Road Safety Programme Total	\$ 45,000.00	\$ 37,682.00	\$ 2,884.00	\$ 4,434.00	\$ (25,000.00)	\$ (12,500.00)	
Road Slip Programme							
Road Slip Programme Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Stormwater Programme							
00037531 - 2022 - 2023 Capital Works - Bruce Street Stormwater Improvements - Detailed design	\$ 50,000.00	\$ 1,902.00	\$ -	\$ 48,098.00	\$0	\$0	Project on hold as further investigation required to determine appropriate treatment. Higher priority identified to address flooding issues.
00037844 - 2022 - 2023 Capital Works - Stormwater Program - 39 Morley Ave, Wye River	\$ 15,000.00	\$ 12,530.00	\$ -	\$ 2,470.00	\$0	\$0	Works Complete
Stormwater Programme Total	\$ 65,000.00	\$ 14,432.00	\$ -	\$ 50,568.00	\$ -	\$ -	
Upgrade / New Total	\$ 11,260,649.00	\$ 3,024,153.00	\$ 758,135.00	\$ 7,478,360.00	\$ (10,064,638.00)	\$ (6,909,210.00)	
Capital Works Total	\$ 24,228,106.00	\$ 6,583,429.00	\$ 3,189,437.00	\$ 14,455,239.00	\$ (10,559,638.00)	\$ (7,817,041.00)	

Quarterly Budget Report for the quarter ending 31 March 2023

Executive Summary

The actual financial performance for the quarter ending March 2023 is a favourable position compared to the adopted budget 2022-23 at the same time.

After taking the 2021-22 actual financial results into consideration (including the carry forward balances relating to incomplete works for projects funded in 2021-22), the following summary is provided in relation to the 2022-23 forecast financial results.

Council's total comprehensive result (*actual*) for the nine months ended 31 March 2023 is a surplus of \$14.68m.

The higher year-to-date operating surplus of \$2.00m is compared to a budgeted operating surplus for the same period, this is a reflection of timing variances:

- Operating grants revenue **\$4.55m** received ahead of budgeted,
- Capital grants **\$3.42m** not yet received,
- Additional statutory fees **\$0.20m** including town planning and engineering fees and subdivision engineering fees received ahead of budget,
- Lesser amount of user fees **\$0.81m** received for the first six months than expected, including leisure centre, aged care services fees and ticketing income,

Forecasts compared to the adopted budget:

- The adopted budget reported an operating surplus of \$0.47m.
- The full year forecast operating surplus to March 2023 has increased to \$6.37m. This increase is predominantly due to carried over capital and operating grant funding and expenditure. There has also been an increase relating to depreciation of \$2.24m, net gain/(loss) on disposal of property, infrastructure, plant and equipment \$1.28m and additional operating grants \$1.00m
- Closing cash balance is currently forecast to increase by \$3.52m to \$17.75m.

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 2023

	Year-To-Date				Full Year			
	Actual \$'000	Budget \$'000	Variance \$'000	Variance %	Budget \$'000	Forecast \$'000	Variance \$'000	Variance %
Revenue								
Rates and charges	33,655	33,676	(21)	(0%)	33,726	33,726	-	0%
Statutory fees and fines	883	692	191	28%	866	866	-	0%
User fees	4,790	5,598	(808)	(14%)	7,526	7,526	-	0%
Other income	957	277	680	245%	365	365	-	0%
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	1,270	19	1,251	6584%	25	1,275	1,250	5000%
Share of net profits/(loss) of associates and joint ventures	-	-	-	0%	(68)	-	68	(100%)
Total own-sourced revenue	41,555	40,262	1,293	3%	42,440	43,758	1,318	3%
Grants - operating	-	-	-	-	-	-	-	-
Grants - capital	10,446	5,891	4,555	77%	9,030	27,099	18,069	200%
Contributions - monetary	6,892	10,314	(3,422)	(33%)	4,928	12,779	7,851	159%
Contributions - non-monetary	435	210	225	107%	25	225	200	800%
Total grants and contributions	17,773	16,415	1,358	8%	13,983	40,103	26,120	187%
Total revenue	59,328	56,677	2,651	5%	56,423	83,861	27,438	49%
Expenses								
Employee costs	17,920	17,621	(299)	(2%)	23,911	24,035	(124)	(1%)
Materials and services	15,024	16,533	1,509	9%	19,354	37,732	(18,378)	(95%)
Depreciation and amortisation	10,545	8,307	(2,238)	(27%)	11,076	13,900	(2,824)	(25%)
Amortisation - right of use assets	76	18	(58)	0%	24	24	-	0%
Bad and doubtful debts	-	15	15	100%	20	20	-	0%
Borrowing costs	24	24	-	0%	32	32	-	0%
Finance costs - leases	24	19	(5)	0%	25	25	-	0%
Other expenses	1,032	1,461	429	29%	1,509	1,722	(213)	(14%)
Total expenses	44,645	43,998	(647)	-1%	55,951	77,490	(21,539)	(38%)
Surplus for the year	14,683	12,679	2,004	16%	472	6,371	5,899	1250%
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	14,683	12,679	2,004	16%	472	6,371	5,899	1250%

Council's total comprehensive result (**actual**) for the quarter ended 31 March 2023 is surplus of \$14.68m.

Council's adopted operating budget for the full year is a net surplus of \$0.47m.

The full year **forecast** reflects carry forward allocations for grant funding, including unspent funds received in a prior year for approved projects not completed at 30 June 2022. These funds were set aside in Council's working capital at 30 June 2022 and are forecast to be spent in 2022-23.

Further information is provided below:

Income

Rates and charges

Rates and charges forecast no change to the adopted budget.

Statutory fees and fines

Additional statutory fees (\$191k) including Town Planning fees and Engineering fees have been received in the first half of the year.

User fees

Lesser amount of user fees (\$808k) received in the first nine months than expected, including leisure centre fees, aged services and ticketing income.

Grants - operating

Operating grants received ahead of budget timing but not exceeding the full year expected amount, including Port of Apollo Bay and Federal Assistance Grants (FAGs).

Grants – capital

Capital grants budgeted income not yet received (\$3.42m), includes Local Roads Community Infrastructure (LRCI) and Roads to Recovery (R2R).

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

Sale of Bruce street has resulted in a higher than budgeted income from sale of council property. Council has a resolution to allocate part net gain to projects.

Expenses**Employee costs**

Additional casual staff across the whole council has resulted in unfavourable employee costs (\$299k).

Material and Services

Materials and services for 2022-23 is forecast to increase by \$18.38m. The forecast movement includes:

- \$15.34m City Deals (carry over from 2021-22), and
- \$2.98m carry forwards to complete delivery of operating projects.

The favourable variance of \$1.51m to forecast is due to the delay in of operating project payments. These will be paid in the coming months.

Other expenses

Other expenses are not yet paid to budget (\$429k), including grants, donations and contributions provided to the community.

BALANCE SHEET

Colac Otway Shire Council

Balance Sheet

As at 31 March 2023

	Mar 2023	Full Year		
	Actual \$'000	Budget \$'000	Forecast \$'000	Variance \$'000
Assets				
Current assets				
Cash and cash equivalents	28,037	14,234	17,753	3,519
Trade and other receivables	14,595	2,748	2,063	(685)
Inventories	154	175	191	16
Non-current assets held for sale	-	-	570	570
Other assets	20	366	242	(124)
Total current assets	42,806	17,523	20,819	3,296
Non-current assets				
Right of use assets	3,006	17	3,060	3,043
Property, infrastructure, plant and equipment	446,987	381,888	447,351	65,463
Investments in associates, joint arrangements and subsidiaries	147	399	147	(252)
Total non-current assets	450,140	382,304	450,558	68,254
Total assets	492,946	399,827	471,377	71,550
Liabilities				
Current liabilities				
Trade and other payables	5,258	5,685	3,345	2,340
Trust funds and deposits	650	1,147	1,600	(453)
Interest-bearing liabilities	532	125	125	-
Lease liabilities	24	18	18	-
Provisions	4,226	4,871	4,226	645
Total current liabilities	10,690	11,846	9,314	2,532
Non-current liabilities				
Interest-bearing liabilities	-	255	255	-
Lease liabilities	18	-	-	-
Provisions	4,881	5,792	4,881	911
Total non-current liabilities	4,899	6,047	5,136	911
Total liabilities	15,589	17,893	14,450	3,443
Net assets	477,357	381,934	456,927	74,993
Equity				
Accumulated Surplus	160,855	143,760	146,568	(2,808)
Reserves	316,502	238,174	310,359	72,185
Total Equity	477,357	381,934	456,927	74,993

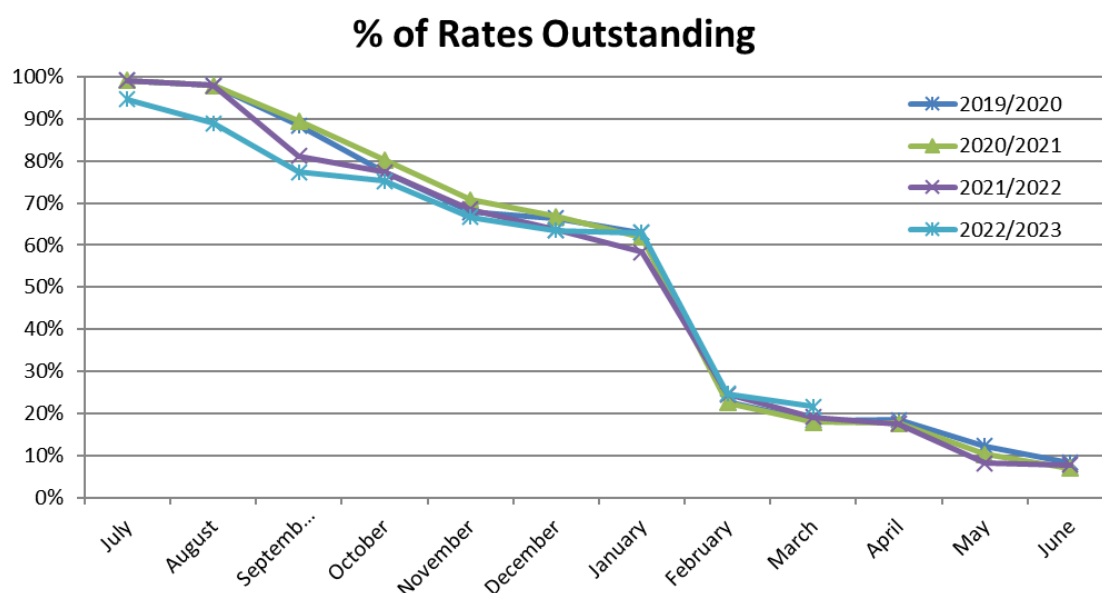
Rate Debtors

At 31 March 2023, \$33.45 million was raised in rates and charges including batches of supplementary valuations generated by changes to Council's property base. At 31 March 2023 78% of rates and charges raised have been collected, which was similar to the collection rate for the same period in the 2021-22 financial year of 81%. The reason 100% of rates were not outstanding when rates were raised for 2022/23, a number of rate payers had a credit balance from the previous financial year which was rolled over into current financial year.

The due date for ratepayers opting to pay in full is 15 February 2023. The due dates for ratepayers opting to pay via instalments are 30 September 2022, 30 November 2022, 28 February 2023 and 31 May 2023.

The following graph 1 shows that current collection rate is higher at the end of December than the reported collection trends for the previous three years:

Graph 1: Outstanding rates



Borrowings & Leases

One remaining loan (Loan 12) is due for settlement in 2022-23. It is proposed that an additional repayment of \$130k of the loan liability due for settlement in 2022-23 is made and the remaining balance of \$380k is refinanced in June 2023. 2022-23 repayments represent scheduled loan repayments of \$86k and the \$130k one-off repayment.

The borrowings held by Council at 31 March 2023 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)	532	-	532	Y
Total Borrowings	532	-	532	

As at 31 March 2023, principal repayments of \$24k have been made in 2022-23.

The leases held by Council at 31 March 2023 is given below:

Lease Liability	Current \$'000	Non- Current \$'000	Total Borrowings \$'000	Meeting Schedule
Gym Equipment Lease	24	18	42	Y
Total Leases	24	18	42	

It is anticipated \$24k will be made during the year for the gym equipment.

CAPITAL WORKS

Colac Otway Shire Council Statement of Capital Expenditure as at 31 March 2023

	March YTD		Full Year	
	Actual YTD \$	Budget YTD \$	Adopted Budget \$'000	Programme Allocation \$'000
Property				
Land	190	251	-	298
Building	365	2,513	984	2,779
Total Property	555	2,764	984	3,078
Plant and Equipment				
Plant, machinery and equipment	489	1,672	1,537	2,056
Fixtures, fittings and furniture	-	-	-	-
Computers and telecommunications	270	287	455	507
Total Plant and Equipment	759	1,959	1,992	2,563
Infrastructure				
Roads	2,262	4,955	4,235	6,010
Bridges	557	1,335	984	1,509
Footpaths and cycleways	38	507	191	676
Drainage	93	111	140	146
Other infrastructure	2,320	9,274	3,808	10,247
Total Infrastructure	5,269	16,182	9,358	18,588
Total	6,584	20,904	12,334	24,228

The Capital Works program has an unfavourable variance of \$12.33m against the year to date budget for the first nine months to 31 March 2023. This is impacted by the delays in obtaining resources and materials.

The current programme allocation to the Capital Works program is significantly higher than the adopted Budget due to unexpended projects budgets carried forward from 2021-22.

STATEMENT OF CASH FLOWS

Colac Otway Shire Council Statement of Cash Flows For the period ended 31 March 2023

	Mar 2023	Full Year		
	Actual \$'000	Budget \$'000	Forecast \$'000	Variance \$'000
Cash flows from operating activities				
Rates and charges	22,194	34,860	34,777	(83)
Statutory fees and fines	883	866	866	-
User fees	4,790	7,526	7,526	-
Grants - operating	4,966	9,114	21,508	12,394
Grants - capital	2,309	4,928	8,196	3,268
Contributions - monetary	435	25	225	200
Trust funds and deposits received/(paid)	(481)	469	469	-
Other receipts	1,152	365	449	84
Payments for Employees	(17,920)	(23,911)	(24,035)	(124)
Payments for materials and services (Incl GST)	(10,989)	(22,078)	(34,980)	(12,902)
Other payments	(1,032)	(1,509)	(1,722)	(213)
Net cash provided by/(used in) operating activities	6,306	10,655	13,278	2,623
Cash flows from investing activities				
Payments for property, infrastructure, plant and equipment	(6,584)	(12,334)	(24,228)	(11,894)
Proceeds from sale of property, infrastructure, plant and equipment	2,620	210	3,193	2,983
Net cash provided by/(used in) investing activities	(3,964)	(12,124)	(21,035)	(8,911)
Cash flows from financing activities				
Finance costs	(24)	(32)	(32)	-
Proceeds from borrowings	0	380	0	
Repayment of borrowings	(64)	(596)	(216)	380
Interest paid - lease liability	(24)	(25)	(25)	-
Repayment of lease liabilities	-	(24)	(24)	-
Net cash provided by/(used in) financing activities	(112)	(297)	(297)	380
Net increase (decrease) in cash and cash equivalents	2,230	(1,765)	(8,054)	(6,289)
Cash and cash equivalents at the beginning of the period	25,807	15,999	25,807	9,808
Cash and cash equivalents at the end of the period	28,037	14,234	17,753	3,519

Cash balance

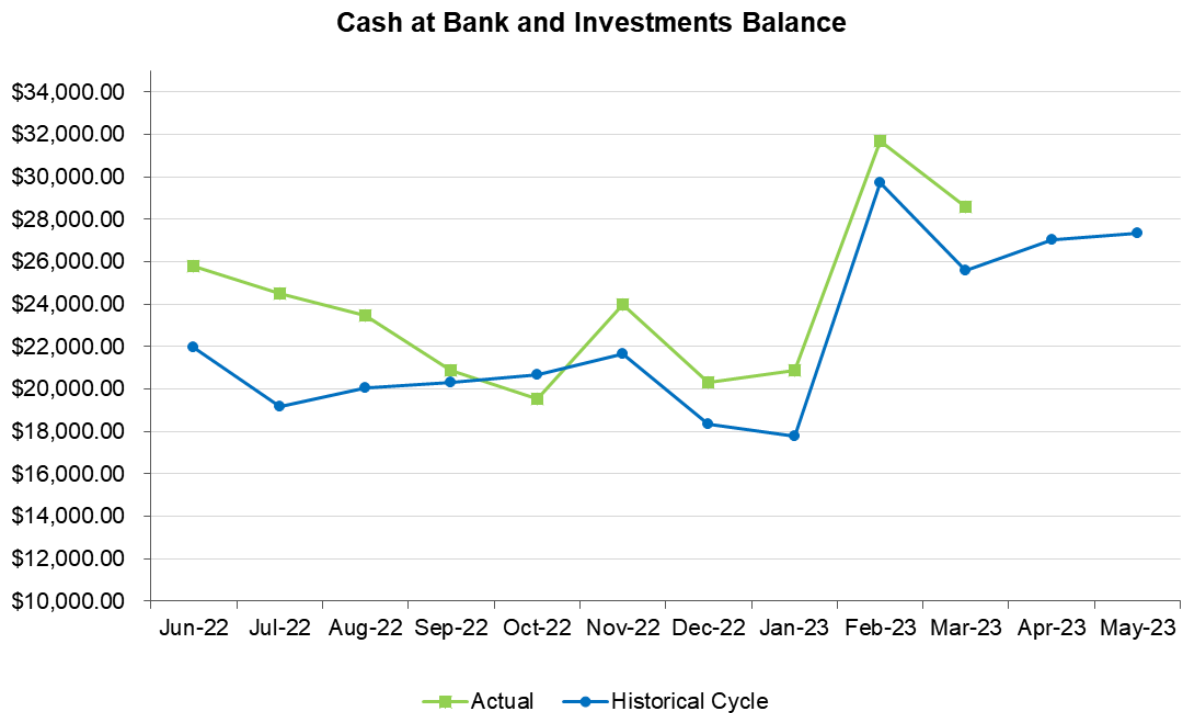
The current actual cash balance is \$28.04m as at 31 March 2023. The forecast **assumes** that all budgeted capital works and major projects, including carry overs, will be complete by 30 June 2023.

The net increase in the cash flows (forecasting) from operating activities is \$2.62 million. Net decrease from the investing activities is forecasted to be \$8.91 million during the year.

Graph 2 below shows how the Council’s cash balance is expected to perform at 31 March 2023. The graph portrays:

- Historical Cycle – which is an estimation derived from 2021-22 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 (term deposits) received for the nine months to 31 March 2023 was \$107k which has already exceeded the income budget for the year. Investment income is subject to availability of cash flow and has been steadily increasing as a result of successive interest rates rises announced by the Reserve Bank. The cash rate at the time of writing is 3.1%. This compares to 0.85% only 7 months ago.

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%
March 2022	108.50%
June 2022	102.20%
September 2022	101.50%
December 2022	101.70%

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 2022, the updated VBI for the sub-plan increase to 101.70%, which presents an increase of 0.2% compared to 30 September 2022. 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 preparing this report there was no information available regarding the final VBI estimations as at 31 March 2023.