



Quarterly Performance Report 2024-25

**Third Quarter
1 January 2025 to 31 March 2025**

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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 uphold their continuing relationship to this land.

Annual Plan Progress Report

Council Plan 2021-2025

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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Annual Plan Progress Report

Annual Plan 2024-25

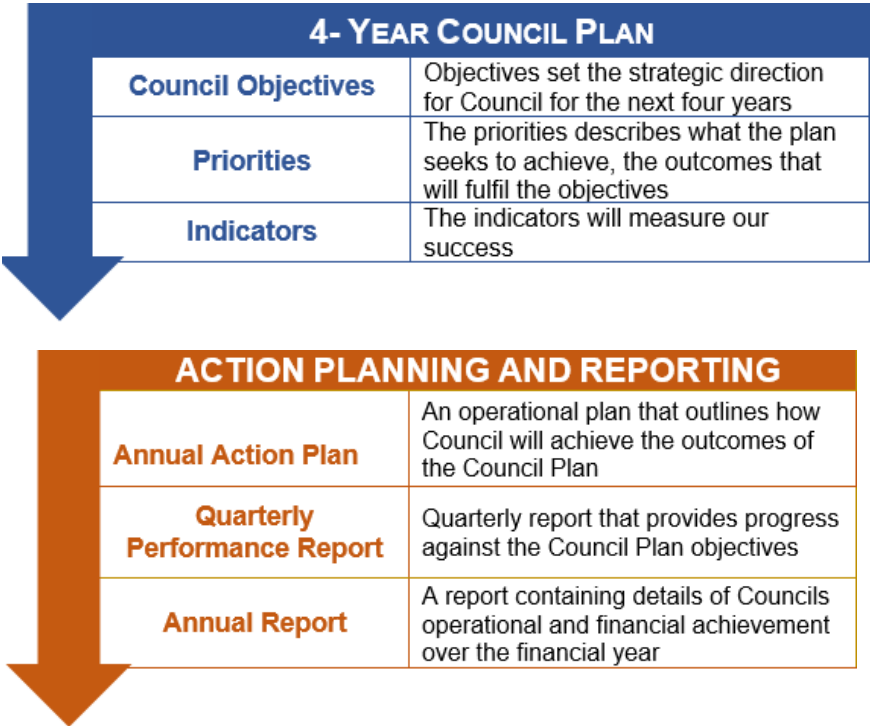
The Annual Plan 2024-25 is an operational plan that outlines how Council will work towards achieving the outcomes of the Council Plan 2021-25.

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



Theme 1 – STRONG AND RESILIENT ECONOMY

	Four-year Priorities	Indicators	Year 4 Annual Actions	Progress Against Quarter 3 (January 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 	Progress Birregurra Structure Plan & Northern Towns Growth Plan	<p>A report on the draft Birregurra Structure Plan report will be presented to an upcoming Council meeting, requesting it be placed on public exhibition.</p> <p>Background and issues reports are completed for the Northern Towns Growth Plans Review.</p>	50%	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 	Commence Apollo Bay Structure Plan	The tender process for consultancy services has commenced.	10%	In progress
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 work with Developers to promote greater diversity in housing stock	<p>Two planning applications for the subdivision of the land within the Colac West Development Plan area are under consideration - at 48 Stodart Street and 1-59 Rifle Butts Road. The Rifle Butts Road application is still in the early stages of assessment, with further information awaited from the applicant.</p> <p>A report on the Hillview Elliminyt Development Plan will be presented to an upcoming Council meeting.</p> <p>Council is awaiting a revised Development Plan for Irrewillipe Road, Elliminyt (Bakerland) from the proponent.</p> <p>Work is ongoing on a planning application relating to land at 6230 and 6280 Great Ocean Road Apollo Bay, for which a Development Plan was approved in September 2023.</p>	Ongoing	In progress

Theme 1 – STRONG AND RESILIENT ECONOMY

	Four-year Priorities	Indicators	Year 4 Annual Actions	Progress Against Quarter 3 (January to March)	% Complete	Status (Not started, In progress or Completed)
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 permits 	Continue to progress the Deans Creek Precinct Structure Plan ●●	The majority of the background technical reports for the Deans Creek Precinct Structure Plan have been completed. Transport, infrastructure and Development Contributions reports to be completed by mid-2025. Further technical flood assessment modelling has been completed to better understand the likely impacts of climate change within the catchment. This work aligns with changes made to the Australian Rainfall Runoff Index.	75%	In progress
			Work with landowners to coordinate development in Colac West Development Plan area	Two planning applications for the subdivision of the land within the Colac West Development Plan area are under consideration - at 48 Stodart Street and 1-59 Rifle Butts Road. The Rifle Butts Road application is still in the early stages of assessment, with further information awaited from the applicant.	60%	In progress
			Progress Planning Scheme Amendments for rezoning land to residential in Colac	Three significant planning scheme amendments have been completed, rezoning land for over 900 residential lots and securing more than a 10-year residential land supply for Colac.	100%	Completed
1.1.6	Increase access to affordable accommodation for essential workers ●●	<ul style="list-style-type: none"> Level of rental and mortgage stress More accommodation options are available in towns including Apollo Bay, Birregurra, Forrest and Colac, specifically for workers 	Commence the Colac Otway Adaptable Precincts Project with partners, funded through Regional Precincts and Partnerships Program	Delays in receiving funding agreement has delayed the start of this project. Preliminary project planning has commenced with project partners.	5%	In progress

Theme 1 – STRONG AND RESILIENT ECONOMY

	Four-year Priorities	Indicators	Year 4 Annual Actions	Progress Against Quarter 3 (January 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 	Complete Colac Civic Health and Rail Precinct planning	Public exhibition of the Colac Civic Health and Rail Precinct Plan will commence in the fourth quarter.	85%	In progress
			Commence the Cultural and Accommodation Precinct Masterplan if successful in securing external funding	Council has been advised that its funding application to the Victorian Government's Enabling Tourism Fund was not successful.	-	-
1.3.2	Deliver improvements to Colac and Apollo Bay CBDs 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 	Complete Colac Civic Health and Rail Precinct planning	The draft Civic and Rail Precinct Plan has been endorsed by Council for public exhibition.	90%	In progress
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 	Support efforts by Barwon Water to introduce reticulated wastewater to Forrest	Barwon Water continues its partnership with Colac Otway Shire and the Forrest community to deliver a long-term sustainable wastewater solution for the town. A site for a new water treatment facility has been purchased.	75%	In progress

Theme 1 – STRONG AND RESILIENT ECONOMY

	Four-year Priorities	Indicators	Year 4 Annual Actions	Progress Against Quarter 3 (January to March)	% Complete	Status (Not started, In progress or Completed)
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 	Support GORRT review of Otway Destination Action Plan	The Otways Destination Action Plan is currently under review by GORRT with feedback provided by Council on the Draft Plan.	75%	In progress
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 	Support GORRT review of Otway Destination Action Plan (as per action for 1.4.1)	As per 1.4.1		
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 	As per action for 1.3.1	(as per action 1.3.1)	-	-

Theme 2 – VALUING THE NATURAL AND BUILT ENVIRONMENT

	Four-year Priorities	Indicators	Year 4 Annual Actions	Progress Against Quarter 3 (January to March)	% Complete	Status (Not started, In progress or Completed)
2.1 We mitigate impacts to people and property arising from climate change						
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 ●●●●●	Street tree planting is seasonal. Whilst program planning has been undertaken, planting cannot commence until there is reliable rain in Autumn.	10%	In Progress
			Commence implementation of Colac Botanic Gardens Master Plan as per funding capacity allocated	Council is working with the "Friends" group on several smaller projects and assisting them to secure a grant for a self-guided walking tour of the gardens. Repair works to the fountain have been subject to a tender process. Other items in the adopted Master Plan require specific funding in future budgets.	75%	In Progress
2.1.3	Minimise the effects of climate change and extreme weather events on our community ●●	<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 	Implement priorities from Municipal Emergency Management Plan	<p>The Municipal Emergency Management Plan (MEMP) was adopted in September 2024 and continues to be delivered by the relevant agencies, including Council.</p> <p>Council's community relief and recovery responsibilities were tested in response to multiple bushfires in the Otway ranges in January and February.</p> <p>The Otway District Strategic Fire Management Plan 2025-28 for Shires of Corangamite, Colac-Otway and Surf Coast was updated.</p> <p>Council delivered its statutory fire prevention responsibilities over the summer fire season.</p>	75%	In Progress

Theme 2 – VALUING THE NATURAL AND BUILT ENVIRONMENT

	Four-year Priorities	Indicators	Year 4 Annual Actions	Progress Against Quarter 3 (January to March)	% Complete	Status (Not started, In progress or Completed)
2.2 We operate sustainably with a reduced carbon footprint						
2.2.1	Improve Council's sustainability practices through the reduction of Council's carbon emissions and/or need to pay for carbon offsets ●●●●●	<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% 	Implement funded priorities from the Climate Change Action Plan	The second round of the Electric Homes Program closed for registrations in November 2024. Council facilities are currently being upgraded with hot water heat pumps and solar PV generation systems to improve energy efficiency and reduce operational emissions at the Apollo Bay Transfer Station, Colac Maternal and Child Health Centre and Winifred Nance Kindergarten.	85%	In progress
2.2.2	Council supports the community to reduce carbon emissions ●●●●●	<ul style="list-style-type: none"> Raised awareness of whole-of-community climate change mitigation/adaptation focused activities Reduction in CO2 emissions for Colac Otway (Source: Victorian Greenhouse Gas Emissions Report) Council has considered opportunities for regional partnerships in relation to climate change 	Implement funded priorities from the Climate Change Action Plan	<p>Council's third Community Climate Change Action Forum was held on 4 March and included the Environment Focus Group session for the new Council Plan</p> <p>Council also supported the 'Getting the Dirt on Carbon' workshop series delivered by the Central Otway Landcare Network, with the first workshop held at COPACC on 28 March.</p>	75%	In progress
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 	Implement funded priorities from the Climate Change Action Plan	<p>The second round of the Electric Homes Program launched in 2024 to encourage a transition away from gas use. Installation of energy efficiency upgrades for Council owned buildings purchased under this program commenced in early 2025 and will continue until May 2025.</p> <p>The Sustainability Victoria Grant Project – "Small Acts and Big Impacts" also continues to be rolled out.</p>	75%	In progress

Theme 2 – VALUING THE NATURAL AND BUILT ENVIRONMENT

	Four-year Priorities	Indicators	Year 4 Annual Actions	Progress Against Quarter 3 (January to March)	% 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						
2.4.4	Divert glass from landfill by rollout of glass recycling bins (purple bin) and public awareness raising and innovative approaches ●	<ul style="list-style-type: none"> % of glass diverted from landfill stream 	Continue to promote CDEP roll-out in support of State Govt reforms	Council has continued to run advertisements online, on Council's website and in the local newspapers on glass recycling and producing quality compost from green waste. Glass recycling is also strongly promoted through the Good Sort app.	75%	In progress
2.5 Provide and maintain an attractive and safe built environment						
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 review of Council's Asset Plan, to enable adoption by 31 October 2025 as per section 92 of LG Act	<p>A draft Asset Plan is being prepared, based on a review of Asset Management Plans for Roads, Buildings, Pathways, Drainage, Open Space and Bridges. The Asset Plan will be considered by Council in June alongside other corporate planning documents.</p> <p>A draft asset renewal program has been finalised for budget consideration in 2025/26.</p> <p>Condition assessments and valuations have been completed for bridges, retaining walls, guard rails and open space assets as part of a rolling four year review.</p>	75%	In Progress

	Four-year Priorities	Indicator	Year 4 Annual Actions	Progress Against Quarter 3 (January to March)	% Complete	Status (Not started, In progress or Completed)
3.1 All people have the opportunity to achieve and thrive in our Shire						
3.1.2	Create environments where children can be happy, healthy, supported, educated and safe ●●●●●	<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 	Complete the Kindergarten Infrastructure Strategic Plan (KISP)	Draft Kindergarten Infrastructure and Services Plan (KISP) has been prepared and will be considered by Council in Q4.	90%	In progress
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 	Implement decisions arising from Community Care Best Value Review	Implementation of the Transition Plan continues to ensure effective and timely transition to the Commonwealth Government's Support at Home program in July 2025.	80%	In progress
3.2 People are active and socially connected through engaging quality spaces and places						
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 	Upgrade Wyuna Estate open space and play area	A contractor has been appointed to deliver a BBQ and shelter. Works are scheduled to be completed in Q4.	75%	In progress

	Four-year Priorities	Indicator	Year 4 Annual Actions	Progress Against Quarter 3 (January to March)	% Complete	Status (Not started, In progress or Completed)
3.2.5	Increase participation in physical activity throughout the shire through direct service provision and partnerships with health services and the wider community ●●●	<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 	Review community grants process to encourage projects that encourage physical activity	Grants Program reviewed and revised guidelines approved by Council.	100%	Completed
3.2.6	Promote and demonstrate gender equity ●●●	<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 	Support community and clubs to implement the Fair Access Policy	<p>Funding applications submitted under Sport and Recreation Victoria Programs (including Country Football and Netball and Regional Community Sports Infrastructure Fund) included the development of Gender Impact Statements for each submission.</p> <p>Designs for Irrewillipe and Elliminyt Recreation Reserve changeroom facilities are nearing completion, which include female friendly/gender neutral principles.</p> <p>The Colac Otway Football (Soccer) Facilities Feasibility Strategy has commenced and will consider equitable and gender-neutral facility provision.</p> <p>A preliminary review of community facility fees and charges policy and procedures (including user agreements) to commence in Q4 considering the Fair Access Policy and principles.</p>	75%	In progress
3.3 We are a safe, equitable and inclusive community						
3.3.4	Deliver a Reconciliation Action Plan in consultation with Eastern Maar Aboriginal Cooperative (EMAC) ●●	<ul style="list-style-type: none"> Reflect level Reconciliation Action Plan delivered by 2022 	Continue to support partnership event during Reconciliation Week	A Reconciliation Week event is programmed for COPACC in partnership with Traditional Owners, the Na Djinang Circus and Regional Arts Victoria.	75%	In progress

	Four-year Priorities	Indicator	Year 4 Annual Actions	Progress Against Quarter 3 (January to March)	% Complete	Status (Not started, In progress or 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 	Actively explore with partners the re-establishment of a Bushfire Place of Last Resort in Apollo Bay	A new Bushfire Place of Last Resort has been designated at the Apollo Bay Golf Club.	100%	Completed
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 	Continue to partner with CAH in 16 Days of Activism initiative	Council has supported Colac Area Health and Respect 2040 with the 16 Days of Activism initiative 'What is 2040?' held in Q2.	100%	Completed
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 	Commence development of a Gaming and Licensed Premises policy	Changes proposed to liquor and licensing regulation has mean Council cannot progress with the development of this policy. Council is to be briefed on the legislation changes in April 2025 and implications will be known then.	0%	Not started

	Four-year Priorities	Indicators	Year 4 Annual Actions	Progress Against Quarter 3 (January 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% 	Implement actions arising from the Cybersecurity Internal Audit	<p>Actions from the audit have progressed in line to the stated goal of reaching level 1 of Essential Eight Cyber maturity. Implementation of third-party patch management and Office 365 backup has now been completed. Trusted application allow listing is well in progress and will be completed in Quarter 4.</p>	85%	In progress
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 	Implement outcomes from completed reviews	<p>Service review implementation is focused on:</p> <ul style="list-style-type: none"> The implementation of the Best Value Review of Aged Care Service Review in September 2024. Visitor Servicing Review – Council has resolved to enter into a lease with an external provider to operate the Colac Visitor Information Centre <p>Officers are also progressing reviews of fleet management and Colac Saleyards.</p>	75%	In progress

	Four-year Priorities	Indicators	Year 4 Annual Actions	Progress Against Quarter 3 (January to March)	% Complete	Status (Not started, In progress or Completed)
4.2 We are a financially robust organisation						
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 asset rationalisation and decommissioning principles	Council has been reviewing the Asset Management plans which is required to inform to develop asset rationalisation and decommissioning principles. Limited resourcing in this area has required prioritisation of actions.	0%	Not started
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 	Implement Internal Audit recommendations into Procurement	Updated procurement policy implemented. An extensive staff training program was conducted on the updated policy and requirements that now exist. The updated procurement procedure is scheduled for peer review at the end of April. Superintendent training has been delivered	95%	In progress
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 	Commence review of Council's Financial Plan, to enable adoption by 31 October 2025 as per section 91 of LG Act	Long term financial plan model updated with 2023-24 results and 2024-25 forecast. 2025-26 Draft Budget scheduled for public exhibition, post Council endorsement, and Approval in June 2025. Approved 2025-26 budget and 3 years of projections will inform the 10-year view.	45%	In Progress

	Four-year Priorities	Indicators	Year 4 Annual Actions	Progress Against Quarter 3 (January to March)	% Complete	Status (Not started, In progress or Completed)
			Complete outstanding reviews of key financial policies	Investment policy completed, adopted and implemented. Asset Accounting, Borrowings, and Community Loans policies have all passed through Audit & Risk Committee, and to be brought to Council for consideration in coming months Review of remaining Reserves policies in progress.	70%	In Progress
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 	Implement Customer Experience improvement program	<p>A program of reporting and feedback across a wide variety of Customer Experience indicators has been implemented and is identifying and addressing areas of improvement, tracking responsiveness across the business, improving quality of front line responses, and driving continuous improvement initiatives.</p> <p>2025 Customer Satisfaction Survey results are due in June 2025 and will provide insights into communities perception of Councils performance.</p>	70%	In progress

	Four-year Priorities	Indicators	Year 4 Annual Actions	Progress Against Quarter 3 (January to March)	% Complete	Status (Not started, In progress or Completed)
4.4 We support and invest in our people						
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 	Implement an action plan based on People Matters Survey results	Council is implementing the action plan from the People Matter Survey which includes training and evaluation of policies.	75%	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 	Implement actions from Internal Audit into WHS systems	Council has implemented actions from Internal Audit into Work Health Safety including organisation-wide training programs that focuses on mandatory and compliance training.	75%	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 	Implement the organisation wide training program for mandatory and compliance training	Council has implemented organisation-wide training programs that focuses on mandatory and compliance training.	85%	In progress

	Four-year Priorities	Indicators	Year 4 Annual Actions	Progress Against Quarter 3 (January to March)	% Complete	Status (Not started, In progress or Completed)
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 	Continue “community conversations” with at least two across the Shire	Community conversations were held in Beeac in July 2024 and Birregurra in August 2024.	100%	Completed

Quarterly Budget Report for the quarter ending 31 March 2025

Executive Summary

The year-to-date (YTD) financial performance for the nine months ending 31 March 2025 is unfavourable as compared to the adopted budget 2024-25 for the same period.

After taking the 2023-24 actual financial results into consideration (including the carry forward balances relating to incomplete works for projects funded in 2023-24), the following summary is provided in relation to the 2024-25 forecast financial results.

Council's total comprehensive result (**actual**) for the nine months ended 31 March 2025 is a surplus of \$10.38 million.

The year-to-date operating surplus of \$10.38 million is (\$8.75 million) unfavourable to the budgeted operating surplus for the same period, this is a reflection in large part of Capital Grant income expected but not yet earned, Operating Grants budgeted to be received in the previous financial year but received in this year, and underspend in Materials and services. It is anticipated our end of year position will be (\$10.87 million) unfavourable to budget.

Further breakdowns of these above results are provided below.

OPERATING RESULT

Colac Otway Shire Council
Comprehensive Income Statement
For the period ended 31 March 2025

	Notes	Year-To-Date				Full Year				
		Actual \$'000	Current Budget \$'000	Variance \$'000	Variance %	Adopted Budget \$'000	Current Budget \$'000	Forecast \$'000	Variance \$'000	Variance %
Revenue										
Rates and charges		37,186	37,058	128	0%	37,158	37,158	37,228	70	0%
Statutory fees and fines		752	761	(9)	(1%)	915	918	930	12	1%
User fees	1	5,721	5,868	(147)	(3%)	7,970	7,970	8,243	273	0%
Other income	2	1,382	955	427	45%	864	1,211	1,799	588	68%
Net gain/(loss) on disposal of property, infrastructure, plant and equipment		59	-	59	0%	-	-	(383)	(383)	0%
Share of net profits/(loss) of associates and joint		-	-	-	0%	(100)	(100)	(100)	-	0%
Total own-sourced revenue		45,100	44,642	458	1%	46,807	47,157	47,717	560	1%
Grants - operating	3	10,526	8,882	1,644	19%	10,747	11,715	11,922	207	2%
Grants - capital	4	1,650	16,028	(14,378)	(90%)	1,703	20,851	10,304	(10,547)	(619%)
Contributions - monetary	5	229	126	103	82%	25	132	132	-	0%
Total grants and contributions		12,405	25,036	(12,631)	(50%)	12,475	32,698	22,358	(10,340)	(83%)
Total revenue		57,505	69,678	(12,173)	(17%)	59,282	79,855	70,075	(9,780)	(16%)
Expenses										
Employee costs	6	18,387	18,075	(312)	(2%)	25,333	25,441	25,442	(1)	(0%)
Materials and services	7	16,453	20,116	3,663	18%	23,253	25,703	26,214	(511)	(2%)
Depreciation and amortisation	8	11,045	10,877	(168)	(2%)	14,503	14,503	15,082	(579)	(4%)
Amortisation - right of use assets		76	51	(25)	(49%)	101	101	101	-	0%
Bad and doubtful debts		-	8	8	100%	10	10	10	-	0%
Borrowing costs		-	-	-	0%	-	-	-	-	0%
Finance costs - leases		2	7	5	71%	10	10	10	-	0%
Other expenses	9	1,163	1,415	252	18%	1,335	1,679	1,678	1	0%
Total expenses		47,126	50,549	3,423	7%	64,545	67,447	68,537	(1,090)	(2%)
Surplus for the year		10,379	19,129	(8,750)	(46%)	(5,263)	12,408	1,538	(10,870)	207%
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		10,379	19,129	(8,750)	(46%)	(5,263)	12,408	1,538	(10,870)	207%

Council's total comprehensive result (**actual**) for the nine months ending 31 March 2025 is surplus of \$10.38 million.

The result year to date is a (\$8.75 million) unfavourable to current budget. It is anticipated our end of financial year position will be (\$10.87 million) unfavourable to budget.

The full year **Forecast** reflects the Adopted Budget, plus or minus any permanent variances identified. The forecast is also adjusted to provide best estimate of full year position – as is the case with the Capital Grants forecast.

Further information on variances is provided below.

Income

1. **User Fees** are unfavourable (\$147k) to YTD Budget,
 - Unfavourable variance mostly driven by
 - Aged Care Services Fees (\$451k) – timing of March invoices not flowing through and fewer HCP Clients than budgeted YTD (Temporary variance)
 - COPACC Admission Fees (\$166k) a reduction in Cinema Lease and fewer admission fees YTD (Permanent variance \$35k, Temporary variance \$131k)
 - Waste disposal fees (\$36k) – a reduction in use of transfer stations (Temporary variance)
 - Offset by favourable variance driven in the most part by:
 - Other Fees and Charges \$286k - higher than budgeted Asset Inspection and Checking Fees and COPACC ticket sales (Permanent variance)
 - Colac Livestock Selling Centre Fees \$134k - higher- throughput (Permanent variance)
 - Local Laws fees \$106k - phasing of Street Furniture Invoices being processed to budget (Temporary variance)
2. **Other Income** is favourable \$427k to YTD Budget. Accrued Interest received on matured term Deposits (Permanent variance)
3. **Grants - Operating** is favourable \$1.64 million to YTD Budget – Federal Assistant Grant (FAGs) was budgeted to be received in advance (June 2024) however it was received in July 2024. This also reflects \$222k Fuel Tax Credit claimed for outstanding amounts dating back to July 2020. (Permanent variance \$222k, Temporary variance FAGs of \$1.42 million)
4. **Grants - Capital** are unfavourable by (\$14.38 million) to YTD Budget – due to changes to our processes to align with AASB 15, recognising revenue only when performance obligations of Projects are satisfied. Under this standard revenue is subsequently recognised only when performance obligations are met (Temporary variance). We are currently forecasting that \$10.30 million of capital projects will be completed at end of Financial Year.
5. **Contributions – Monetary** is favourable \$103k to YTD Budget – open space contributions not budgeted for (Permanent variance)

Expenses

6. **Employee Costs** is unfavourable (\$312k) to YTD budget – mainly due to Workcover Annual Premium (\$364k) paid in September but phased monthly across the year (Temporary variance)
7. **Materials and Services** is favourable by \$3.66m to YTD Budget. This is driven by underspend in:
 - Consultants \$1,671k, as per below:
 - Operating Projects \$1,399k (Temporary variance)
 - Corporate Services Management \$90k (Temporary variance)
 - Environment Operations \$55k (Temporary variance)
 - Governance and Communications \$50k (Temporary variance)
 - Healthy Communities \$39k (Temporary variance)
 - Waste Management \$27k (Temporary variance)

- Contractors \$757k, which includes below variances:
 - Underspend in various operating projects \$203k (Temporary variance)
 - Underspend in Waste Management \$653k due to timing of Waste contractor payments (Temporary variance)
 - Services and Operations \$90k due to phasing, as contractors are mainly utilised over the summer period (Temporary variance)
 - Offset by overspend in Financial Services (\$114k) – contractor use to cover vacancies (Permanent variance)
 - Governance and Communications (\$122k) due to specialist contractor usage for Governance and Councillor Support (Permanent variance)
 - Materials \$553k, which is mainly driven by below variances:
 - Underspend on various operating projects \$280k (Temporary variance)
 - Services and Operations \$211k due to timing of Invoice payments, this is on track to be in line with budget once payments are made (Temporary variance)
 - Corporate Services Management \$109k due to phasing for unallocated funds (Temporary variance)
 - OPASS \$99k due to lower than budgeted HCP Client numbers and no new packages being allocated (Permanent variance)
 - Offset by an overspend in Building Maintenance and Operations (\$55k) due to cleaning costs under contract (Permanent variance)
 - People and Culture (\$98k) due to recruitment costs for the organisational restructure (Permanent variance)
 - Subscriptions and memberships \$185k which is mainly driven by below variances:
 - Information Services \$338k phasing as software renewals are paid in lump sums and are not a smooth distribution (Temporary variance)
 - Offset by Libraries (\$213k) phasing of payments to Geelong Regional Library Corporation (Temporary variance)
 - Insurances \$136k which is a result of the rephasing of the Budget for the Yearly Insurance Renewals for Council to June, this is forecast to be in line with Budget at end of year. (Temporary variance)
- 8. Depreciation and amortisation** is unfavourable (\$168k) to YTD Budget. This is higher than budgeted as a result of a larger value of projects being added than originally budgeted
- 9. Other expenses** are favourable \$252k to YTD Budget which is driven by:
- Other costs \$130k spread across variance services of council, this is due to timing of invoices and budget phasing (Temporary variance)
 - Elected Members Allowances \$65k timing of Councillor Payments and no Deputy Mayor being elected for Q1 and part of Q2 of the Financial Year (Permanent variance)
 - Other Costs \$57k fewer Aged Care costs YTD than expected (Temporary variance)

BALANCE SHEET

Colac Otway Shire Council

Balance Sheet

As at 31 March 2025

	Mar 25	Full Year		
	Actual	Adopted	Forecast	Variance
	\$'000	\$'000	\$'000	\$'000
Assets				
Current assets				
Cash and cash equivalents	34,380	28,015	31,680	3,665
Trade and other receivables	11,323	1,687	3,934	2,247
Inventories	166	191	177	(14)
Non-current assets held for sale	-	-	-	-
Other assets	424	254	254	-
Total current assets	46,293	30,147	36,045	5,898
Non-current assets				
Right of use assets	2,804	2,869	2,766	(103)
Property, infrastructure, plant and equipment	541,079	441,360	547,591	106,231
Investments in associates, joint arrangements and subsidiaries	218	147	147	-
Total non-current assets	544,101	444,376	550,504	106,128
Total assets	590,394	474,523	586,549	112,026
Liabilities				
Current liabilities				
Trade and other payables	7,529	5,308	4,565	743
Trust funds and deposits	802	1,600	1,600	-
Interest-bearing liabilities	-	-	-	-
Lease liabilities	9	9	-	9
Provisions	5,195	4,385	9,719	(5,334)
Total current liabilities	13,535	11,302	15,884	(4,582)
Non-current liabilities				
Interest-bearing liabilities	-	500	-	500
Lease liabilities	-	-	-	-
Provisions	4,694	4,836	4,694	142
Total non-current liabilities	4,694	5,336	4,694	642
Total liabilities	18,229	16,638	20,578	(3,940)
Net assets	572,165	457,885	565,971	108,086
Equity				
Accumulated Surplus	163,364	146,401	148,899	(2,498)
Reserves	408,801	311,484	417,072	105,588
Total Equity	572,165	457,885	565,971	108,086

STATEMENT OF CASH FLOWS

Colac Otway Shire Council

Statement of Cash Flows

For the period ended 31 March 2025

	Mar 25	Full Year		
	Actual \$'000	Adopted Budget \$'000	Forecast \$'000	Variance \$'000
Cash flows from operating activities				
Rates and charges	37,186	37,158	37,228	70
Statutory fees and fines	752	915	930	15
User fees	5,721	7,970	8,243	273
Grants - operating	10,526	10,747	11,922	1,175
Grants - capital	1,650	1,703	10,304	8,601
Contributions - monetary	229	25	132	107
Trust funds and deposits received/(paid)	(802)	-	602	602
Other receipts	1,382	864	1,799	935
Payments for Employees	(18,387)	(25,333)	(25,442)	(109)
Payments for materials and services (Incl GST)	(16,453)	(23,253)	(25,471)	(2,218)
Other payments	(1,163)	(1,335)	(1,678)	(343)
Net cash provided by/(used in) operating activities	20,641	9,461	18,569	9,108
Cash flows from investing activities				
Payments for property, infrastructure, plant and equipment	(15,622)	(34,475)	(15,917)	18,558
Proceeds from sale of property, infrastructure, plant and equipment	(59)	(100)	(383)	(283)
Net cash provided by/(used in) investing activities	(15,681)	(34,575)	(16,300)	18,275
Cash flows from financing activities				
Finance costs	-	-	-	-
Proceeds from borrowings	0	500	0	(500)
Repayment of borrowings	-	-	-	-
Interest paid - lease liability	(2)	(10)	(10)	-
Repayment of lease liabilities	-	(9)	-	9
Net cash provided by/(used in) financing activities	(2)	481	(10)	(491)
Net increase (decrease) in cash and cash equivalents	4,958	(24,633)	2,258	26,891
Cash and cash equivalents at the beginning of the period	29,422	52,647	29,422	(23,225)
Cash and cash equivalents at the end of the period	34,380	28,015	31,680	3,666

Cash balance

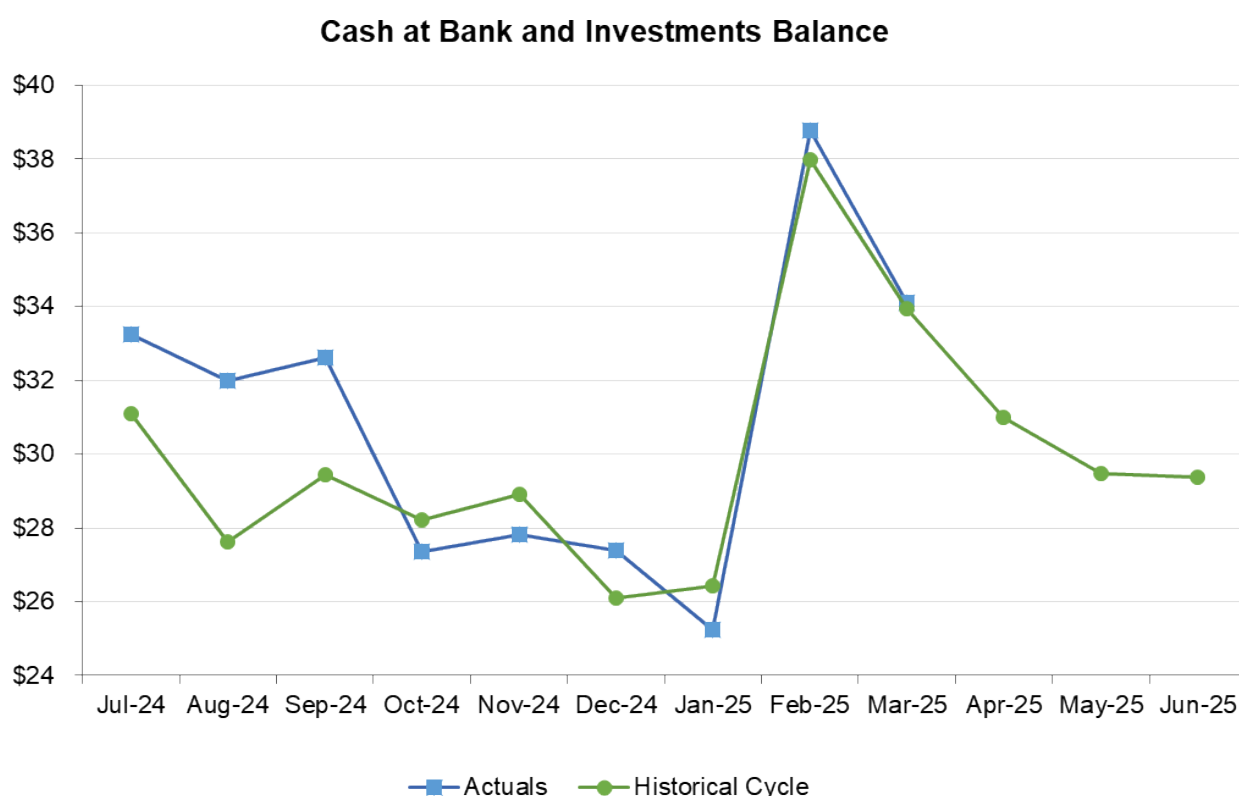
The current actual cash balance is \$34.38 million as at 31 March 2025.

The net increase in the current budget cash flows from operating activities at end of year is expected to reach \$18.60 million. Net decrease in cash from the investing activities is forecasted to be (\$16.30) million at end of year, resulting in a cash position at the end of year of \$31.68 million, being \$3.67 million higher than budget.

Graph 2 below shows how the Council's cash balance has trended to 31 March 2025. The graph portrays:

- Historical Cycle – which is an estimation derived from 2023-24 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'24 to June'25.

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 2025 was \$1.18 million 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 by the Reserve Bank.

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 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%
March 2023	104.20%
June 2023	104.10%
September 2023	102.30%
December 2023	103.80%
March 2024	106.30%
June 2024	105.40%
September 2024	107.63%
December 2024	106.50%
March 2025	TBA

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 2024, the updated VBI for the sub-plan decrease to 106.50%, which presents a decrease of 1.13% from prior quarter (March 2025 quarter VBI not yet available). 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.

CAPITAL WORKS

Colac Otway Shire Council Statement of Capital Expenditure as at 31 March 2025

	March YTD		Full Year		
	Actual YTD \$	Budget YTD \$	Adopted Budget \$'000	Forecast \$'000	Programme Allocation \$'000
Property					
Land	-	-	-	-	-
Building	482	2,814	861	2,259	3,116
Total Property	482	2,814	861	2,259	3,116
Plant and Equipment					
Plant, machinery and equipment	1,667	2,670	1,500	2,350	3,195
Fixtures, fittings and furniture	0	0	-	113	0
Computers and telecommunications	243	534	458	528	658
Total Plant and Equipment	1,910	3,205	1,958	2,991	3,853
Infrastructure					
Roads	3,877	14,520	7,671	7,326	17,205
Bridges	40	100	60	61	121
Footpaths and cycleways	165	1,177	235	883	1,259
Drainage	165	1,497	320	1,124	1,609
Other infrastructure	1,475	8,836	418	1,273	8,982
Total Infrastructure	5,722	26,131	8,704	10,667	29,177
Total	8,115	32,150	11,523	15,917	36,146

Capital Performance

The 2024-25 Current Annual Budget is \$36.15 million, comprising of \$11.52 million of Capital Works projects and \$24.62 million carried forward from the 2023-24 financial year.

YTD Capital Works actual expenditure is \$8.12 million against a budget of \$32.15 million. This is a variance of \$24.04 million, which is split across all areas of the capital works program. The Capital Works program has a variance of \$24.04 million against the year to date current budget for the nine months to 31 March 2025.

2024-25 PROGRAM REPORT - CAPITAL PROJECTS
QUARTER 3 - 31 MARCH 2025

Project Name	Expenses							Income				Comments by Exception
	Annual Original Budget	Annual Current Budget	YTD Actuals	Committed	Estimate to Complete	Total Estimated Project Cost	Estimated Variance to Budget	Annual Original Budget	Annual Current Budget	YTD Actuals		
ASSET RENEWAL PROGRAM												
2023 - 2024 Capital Works Bridge Renewal Program - Boundary Road	0	61,485	40,185	0	21,300	61,485	-0	0	0	0		
2024 - 2025 - Capital Works - Bridge Renewal Program - Flannagans Road Irrewillipe	60,000	60,000	0	0	60,000	60,000	0	0	0	0		Scope being reviewed
2023 - 2024 Capital Works Buildings Renewal Program - COPACC, re-surfacing and painting of main stage	0	8,842	4,200	0	0	4,200	-4,642	0	-38,158	-38,158		
2023 - 2024 Capital Works Buildings Renewal Program - Emergency Building renewal/compliance Works	0	0	0	0	0	0	0	0	0	0		
2020-21 Capital Works - Building Renewal Programme - Bluewater Roof Replacement	0	200,000	1,287	0	198,713	200,000	0	0	0	0		Project scope being confirmed
2022 - 2023 Capital Works - Colac Otway Building Roof Compliance - OHS Renewal	0	27,050	0	0	27,050	27,050	0	0	0	0		
2022 -2023 Capital Works - Building Renewal Program - Bluewater Toddler Pool Tile Replacement	0	132,580	132,580	0	0	132,580	-0	0	0	0		
2022 - 2023 - Capital Works - Buildings Renewal Program - Bluewater, Resurface Concourse	0	219,625	0	0	219,625	219,625	0	0	0	0		Project scope being confirmed
2022 - 2023 - Capital Works - Buildings Renewal Program - Reactive Building Renewal Works	0	4,000	0	0	4,000	4,000	0	0	0	0		
2023 - 2024 Capital Works Buildings Renewal Program - Building Compliance Program	0	0	0	0	0	0	0	0	0	0		
2023 - 2024 Capital Works Buildings Renewal Program - Rae Street Office - Top Level roof replacement	147,994	282,994	109,214	12,430	0	121,644	-161,350	0	0	0		Majority works completed. Remaining budget to be reallocated to Roof Replacement Program
2023 - 2024 Capital Works Buildings Renewal Program - Winifred Nance Kindergarten	0	83,414	67,759	0	0	67,759	-15,655	0	0	0		
2023 - 2024 Capital Works - Repair works to the Apollo Bay Recourse Recovery Centre building	0	75,000	63,710	8,520	0	72,230	-2,770	0	0	0		Works complete, finalising project expenditure
2024 - 2025 - Capital Works - Building Renewal Program - Wastewater Management System Renewal Program	150,000	150,000	0	0	150,000	150,000	0	0	0	0		Planning and design underway, works in 2025-26
2024 - 2025 - Capital Works - Buildings Renewal Program - Facilities Amenities and Bathroom Renewal Program	110,000	110,000	0	0	110,000	110,000	0	0	0	0		Program works underway, some projects will be completed in 2025-26
2024 - 2025 - Capital Works - Buildings Renewal Program - Municipal Pound Refurbishment	52,000	52,000	5,805	43,428	2,768	52,000	0	0	0	0		
2024 - 2025 - Capital Works - Buildings Renewal Program - Defects Rectification Program	40,000	40,000	0	0	40,000	40,000	0	0	0	0		
2024 - 2025 - Capital Works - Buildings Renewal Program - Colac MCH Building - Minor Works	27,000	27,000	3,189	0	0	3,189	-23,811	0	0	0		
2024 - 2025 - Capital Works - Buildings Renewal Program - Roof Replacement Program	200,000	0	385	0	0	200,000	0	0	0	0		Program works underway, some projects will be completed in 2025-26
2024 - 2025 - Capital Works - Buildings Renewal Program - Facilities Painting Program	240,000	240,000	379	0	239,621	240,000	0	0	0	0		Program works underway, some projects will be completed in 2025-26
2023 - 2024 Capital Works - Building Renewal Program - Apollo Bay Library Emergency Door Replacement	0	25,000	1,600	2,540	20,860	25,000	0	0	0	0		
2024 - 2025 Capital Works - Building Renewal Program - Apollo Bay Visitor Centre - Roof Replacement	0	65,000	1,301	0	63,699	65,000	0	0	0	0		Project to be delivered in 2025-26, pending lease discussions with GORCAPA
2024 - 2025 - Capital Works - Emergency Building Works - Power Supply Upgrade Colac Lawn Tennis & Mallet Club	0	15,000	10,088	6,590	0	16,678	1,678	0	0	0		
2023 - 2024 - Capital Works - Footpaths - Ruby Court Footpath Reconstruction	0	95,000	0	0	95,000	95,000	0	0	0	0		Procurement being finalised.
Footpath Programme Total	155,000	155,000	54,434	66,619	33,947	155,000	0	0	0	0		
Budget Work Order - Fixtures, Fittings & Furniture - Renewals	0	17,380	2,468	0	14,912	17,380	0	0	0	0		
2023-24 Capital Works - Decommissioning and Installation of Landfill Gas Bores-Bruce Street	0	18,335	0	8,770	9,565	18,335	0	0	0	0		
2024 - 2025 - Capital Works - Budget Work Order Fixtures Fittings and Furniture Renewal Program	40,000	40,000	0	0	40,000	40,000	0	0	0	0		
2024 - 2025 - Capital Works - Fixture Fittings and Furniture Renewal Program - Lake Colac Oval Pavilion	12,000	12,000	0	0	12,000	12,000	0	0	0	0		Procurement commenced.
2024 - 2025 - Capital Works - Buildings Renewal Program - Colac Visitor Information Centre	15,000	15,000	0	0	15,000	15,000	0	0	0	0		Scope being confirmed.
2023 -2024 - Capital Works - BWLC Accessibility Changerooms Renewal Project	0	30,000	23,249	0	6,751	30,000	0	0	0	0		
2023 -2024 Capital Works - Marengo Beacon Reinstatement	0	20,000	5,490	0	14,510	20,000	-0	0	0	0		Waiting for MACA approval

Project Name	Annual Original Budget	Annual Current Budget	YTD Actuals	Committed	Estimate to Complete	Total Estimated Project Cost	Estimated Variance to Budget	Annual Original Budget	Annual Current Budget	YTD Actuals		Comments by Exception
2024 - 2025 - Capital Works - ICT Hardward Program - Annual PC Renewal Program	336,000	336,000	224,088	12,621	99,291	336,000	0	0	0	0		Progressing well
2024 - 2025 - Capital Works - ICT Hardware Program - Annual Network Switch Replacement	122,200	122,200	19,054	0	103,146	122,200	-0	0	0	0		
Kerb and Channel Programme Total	150,000	307,190	160,502	51,270	95,418	307,190	0	0	0	0		
Light Fleet Programme Total	400,000	518,847	267,105	0	251,742	518,847	0	0	0	0		
Major Plant Programme Total	1,100,000	2,675,883	1,399,727	851,872	424,284	2,675,883	0	0	0	0		
2022 - 2023 Capital Works - Asset Condition Assessment	0	45,331	0	0	45,331	45,331	0	0	0	0		
2023 - 2024 Capital Works - Larpent Tennis Court Fence Repair	0	4,293	4,293	0	0	4,293	-0	0	0	0		Project Complete.
2023 - 2024 Capital Works - Open Space Renewal - Rubber Softfall Renewal	0	11,800	0	0	11,800	11,800	0	0	0	0		
2024 - 2025 - Capital Works - Open Space Renewal Programme - Eastern Reserve Oval - Playing Surface Re-levelling	60,000	60,000	0	0	60,000	60,000	0	0	0	0		Works to be programmed for optimal weather conditions.
2024 - 2025 - Capital Works - Open Space Renewal Programme - Colac Central Bowling Club Fence Renewal	26,000	46,000	43,114	0	0	43,114	-2,886	0	0	0		
2024 - 2025 - Capital Works - Open Space Upgrade Programme - Budget Work Order Open Space Renewal Annual Program	40,000	40,000	25,785	14,215	0	40,000	0	0	0	0		
2024 - 2025 - Capital Works - Open Space Renewal Program - Memorial Square Colac Fountain Renewal	110,000	110,000	1,927	0	108,073	110,000	-0	0	0	0		RFQ to be readvertised.
2023 - 2024 - Open Space Renewal Program - Botanic Gardens Fountain Restoration	0	28,500	622	1,859	26,020	28,500	0	0	-28,500	0		RFQ to be readvertised.
2024-25 Captial Works - Renewal - Reseal Program Total	1,100,000	1,100,000	566,616	373,776	50,000	990,392	-109,608	0	0	0		
2024-25 Captial Works - Renewal - Road Major Patch Total	350,000	897,477	486,129	138,041	0	897,477	-273,307	0	0	0		Works complete, finalising project close out.
2024-25 Capital Works - Renewal - Resheet Program Total	1,200,500	1,212,661	945,662	207,001	40,000	1,192,663	-19,998	0	-12,161	-12,161		
2021-22 Capital Works - Strachan Street, Birregurra	0	755,113	524,664	103,966	0	628,630	-126,483	0	0	0		Works complete, finalising project close out.
2023 - 2024 Capital Works - Road Reconstruction Program - Mooleric Road, Stage 1	0	1,000,000	0	0	0	0	-1,000,000	0	0	0		
2024 - 2025 - Capital Works Road Reconstruction Program - Mooleric Road Stage 2	850,000	850,000	14,675	1,339,028	0	1,353,703	503,703	-723,200	-723,200	0		Note - Stage 1 and 2 costed to this project.
2024 - 2025 - Capital Works - Road Reconstruction Program - Pengilley Avenue (Gallipoli Parade to McLachlan Street)	690,000	690,000	5,869	563,107	121,024	690,000	-0	-390,000	-390,000	0		
2024 - 2025 - Capital Works - Road Reconstruction Program - The Boulevarde Wye River	605,000	605,000	37,902	17,500	549,598	605,000	0	-390,000	-390,000	-15,000		Works to be completed in 2025-26
2024 - 2025 - Capital Works - Road Reconstruction Program - Koonya Avenue (Wallace Street to Dunoon Road)	530,000	530,000	2,999	0	527,001	530,000	0	0	0	0		Works to be completed in 2025-26
2024 - 2025 - Capital Works - Road Reconstruction Program - Pascoe Street Apollo Bay (Moore Street to Nelson Street)	510,000	560,000	15,046	13,100	531,854	560,000	-0	0	0	0		Works to be completed in 2025-26
2024 - 2025 - Capital Works - Road Reconstruction Program - Unplanned Emergency Asset Renewal Program	500,000	500,000	0	0	500,000	500,000	0	0	0	0		Budget not required to date
2024 - 2025 - Capital Works - Asphalt Overlay Program	370,000	370,000	2,548	133	367,319	370,000	-0	-200,000	-200,000	-1,305		
2024 - 2025 - Capital Works - Road Reconstruction Program - Forward Design Program	100,000	100,000	21,384	36,873	41,743	100,000	0	0	0	0		
2024 - 2025 - Capital Works -Shoulder Rehabilitation Program	250,000	250,000	0	0	250,000	250,000	0	0	0	0		Works to be completed in 2025-26
Budget Work Order - Road Safety Devices Programme	0	0	0	0	0	0	0	0	0	0		
2023 - 2024 Capital Works - Public Street Litter Bin Replacement Program	0	51,707	38,560	0	13,147	51,707	0	0	0	0		
2024 - 2025 - Capital Works Guardrail Replacement Program - Deepdene Road	30,000	30,000	20,722	0	0	20,722	-9,278	0	0	0		
2024 - 2025 - Capital Works Guardrail Replacement Program - Barham River Road	25,000	25,000	19,976	0	0	19,976	-5,024	0	0	0		
2024 - 2025 Capital Works - Kennett River Temporary Traffic Measures	0	10,000	11,971	2	0	11,973	1,973	0	0	0		
2019-20 Capital Works - Street Furniture Programme - Coastal Tourism Parking, Traffic & Interim Toilet	0	0	7,820	20,696	0	28,515	28,515	0	0	0		
2024 - 2025 Capital Works - Budget Work Order - Road Slip Reconstruction Program	330,000	411,470	12,067	64,708	334,695	411,470	0	0	0	0		
2023 - 2024 Capital Works Drainage Renewal Program - 12 Murrell Street, Birregurra Strachan and Murrell corner	0	41,277	10,267	0	0	10,267	-31,010	0	0	0		

Project Name	Annual Original Budget	Annual Current Budget	YTD Actuals	Committed	Estimate to Complete	Total Estimated Project Cost	Estimated Variance to Budget	Annual Original Budget	Annual Current Budget	YTD Actuals		Comments by Exception
2023 - 2024 Capital Works Drainage Renewal Program - Armstrong Street Outlet Renewal	0	124,386	0	0	124,386	124,386	0	0	0	0		Design being completed, works to be in 2025-26
2023 - 2024 Capital Works Drainage Renewal Program - Kennett River Wetlands Sediment Removal Project	0	45,231	23,003	0	0	23,003	-22,228	0	0	0		
2023 - 2024 Capital Works Drainage Renewal Program - Weston Street Beeac - Stormwater Pipe Renewal	0	2,074	2,074	0	0	2,074	0	0	0	0		Works complete
2023 - 2024 Capital Works Drainage Renewal Program - Bromfield St Colac - Outfall Stormwater Pipe Renewal	45,000	0	0	0	0	0	0	0	0	0		Works complete
2024 - 2025 - Capital Works - Budget Work Order Drainage Renewal Program	195,000	195,000	17,686	80,829	96,485	195,000	0	0	0	0		
ASSET RENEWAL PROGRAM - TOTAL	11,273,694	16,944,145	5,461,177	4,039,492	6,171,678	16,145,269	-1,272,183	-1,703,200	-1,782,019	-66,624		
LRCI												
2023 - 2024 Capital Works Buildings Renewal Program - Birregurra Hall Renewal - Painting	0	61,270	1,393	7,676	52,201	61,270	0	0	-61,270	-81,270		
2023 - 2024 Capital Works Buildings Renewal Program - Street Furniture and Landscaping	0	20,000	0	0	20,000	20,000	0	0	-20,000	0		
2023 - 2024 Capital Works Buildings Renewal Program - Lavers Hill Hall	0	87,264	2,794	9,166	0	11,960	-75,304	0	-87,264	-87,264		Contractors unavailable to complete scope of work
2023 - 2024 Capital Works Buildings Renewal Program - Cororooke Hall Upgrades	0	20,570	20,570	0	0	20,570	0	0	-20,570	-20,570		Project Complete
2023 - 2024 Capital Works Buildings Renewal Program - Chapple Vale Hall Upgrades	0	21,741	142	0	0	142	-21,599	0	-21,741	-21,741		Contractors unavailable to complete scope of work
2023 - 2024 Capital Works Buildings Renewal Program - Beech Forest Hall Upgrades	0	20,000	803	0	19,197	20,000	0	0	-20,000	-20,000		
2023 - 2024 Capital Works Buildings Renewal Program -Lavers Hill Public Hall - Septic System Replacement	0	150,000	9,361	105,907	34,732	150,000	0	0	-66,200	0		
Capital Works - Forrest Caravan Park Waste Water Upgrade	0	854,344	577,321	100,195	176,829	854,345	0	0	-450,000	0		
2023 - 2024 Capital Works Footpathl Program - GOR footpath stage 3	0	56,487	0	0	0	0	-56,487	0	-60,000	0		Project Complete
2023 - 2024 Capital Works Footpath Program - Walking connection from Old Coach Road to Hickeys Cutting, Skenes Creek	0	18,400	0	0	0	0	-18,400	0	-22,000	0		Project Complete
2023 - 2024 Capital Works Open Space Upgrade - Birregurra play space redevelopment	0	274,639	42,347	189,954	15,000	247,300	-27,339	0	-274,639	-274,639		
2023 - 2024 Capital Works Open Space Renewals - Donaldson`s Reserve Play Space Redevelopment	0	148,400	15,347	111,140	21,913	148,400	0	0	-98,400	-98,400		
2023 - 2024 Capital Works Open Space Renewals - Elliminyt Tennis Court Resurfacing & Fence Repair	0	123,696	52,752	2,340	10,000	65,092	-58,604	0	-123,696	-19,152		
2023 - 2024 Capital Works Open Space Renewals - Paradise Picnic Reserve Facility Improvements	0	46,355	44,440	0	1,915	46,355	0	0	-46,356	-120,157		
2024-2025 Capital Works Road Reconstruction - Morley Avenue, Wye River (McRae Road to end of seal)	0	1,279,250	71,532	936,900	0	1,008,432	-270,818	0	-982,444	0		
LRCI - TOTAL	0	3,182,416	838,802	1,463,277	351,787	2,653,867	-528,549	0	-2,354,580	-743,193		
EMERGENCY AND DISASTER RECOVERY PROJECTS												
2023 - 2024 Capital Works Drainage Renewal Program - Tiger Rail Drainage Upgrade	0	243,800	13,279	125,204	105,317	243,800	0	0	-243,800	-243,800		Contractor engaged.
2023 - 2024 Capital Works - Footpath Program - Embankment Protection & Footpath Restoration at Ross Point	0	250,000	110,412	3,738	135,849	250,000	-0	0	-250,000	-250,000		Procurement for Stage 2 works underway
2021 - 2022 Emergency Response - Landslip (Storm Events)	0	4,780,966	888,716	1,204,176	0	2,092,891	-2,688,075	0	-6,500,000	0		Rehabilitation works underway. Broader program scope has been reduced
2022 - 2023 Capital Works - Landslip Treatment - Emergency Response Upgrade Works	0	190,000	336	0	189,664	190,000	0	0	0	0		
2022 - 2023 Capital Works - October 2022 Storm / Flood Event Response	0	906,413	50,992	164,348	691,073	906,413	0	0	-1,200,000	0		Rehabilitation works underway
EMERGENCY AND DISASTER RECOVERY PROJECTS - TOTAL	0	6,371,179	1,063,735	1,497,466	1,121,903	3,683,104	-2,688,075	0	-8,193,800	-493,800		
NEW AND UPGRADE PROJECTS												
2022 - 2023 - Capital Works - Buildings Renewal Program - Elliminyt Recreation Reserve Pavilion - Detailed Design	0	28,908	24,680	4,810	0	29,490	582	0	0	0		
2024 - 2025 - Capital Works - Buildings Renewal Program - Bluewater Leisure Centre Electrification Project - Stage 1 Plan	42,000	42,000	0	0	42,000	42,000	0	0	0	0		
2023-2024 Capital Works - COPACC Auditorium Equipment Upgrade	0	463	463	0	0	463	-0	0	0	0		
2024 - 2025 - Capital Works - Fixture Fittings and Furniture Upgrade Program - Installation of Street Art	20,000	20,000	0	0	20,000	20,000	0	0	0	0		Investigating Grant opportunities.

Project Name	Annual Original Budget	Annual Current Budget	YTD Actuals	Committed	Estimate to Complete	Total Estimated Project Cost	Estimated Variance to Budget	Annual Original Budget	Annual Current Budget	YTD Actuals		Comments by Exception
2023 - 2024 Capital Works - Open Space Programme - Digital Wayfinding & Tourism Signage Project	0	79,880	0	0	79,880	79,880	0	0	-79,880	-79,880		Delivered in 2025-26
2024 - 2025 - Capital Works - Open Space Renewal Programme - Wyuna Estate Open Space Improvements Program	50,000	74,000	13,869	43,569	16,562	74,000	0	0	0	0		
2024 - 2025 - Capital Works - Open Space Upgrade Programme - Meredith Park Waste Area	25,000	25,000	99	0	24,901	25,000	0	0	0	0		
2024 - 2025 - Capital Works - Open Space Upgrade Programme - Lake Colac Foreshore furniture	15,000	15,000	0	0	15,000	15,000	0	0	0	0		
2024 - 2025 - Capital Works - Open Space Upgrade Programme - Carlisle River School Bollards	5,000	0	0	0	0	0	0	0	0	0		
2022 - 2023 Capital Works - Irrewillipe Recreation Netball Courts Change Rooms & Amenities Upgrade - Detailed Design	0	54,247	19,660	29,607	4,980	54,247	0	0	-3,000	0		
2024 - 2025 - Capital Works - Budget Work Order - Strategic Footpath Network Expansion	80,000	80,000	0	0	80,000	80,000	0	0	0	0		Works to be completed in 2025-26
Capital Works - ICT - Critical Infrastructure Improvement	0	200,000	0	0	200,000	200,000	0	0	0	0		
2022 - 2023 Capital Works - Colac Aerodrome RAP Round 2 Taxiway and Lighting	0	320,105	306,164	1,184	0	307,347	-12,758	0	-270,105	-270,105		
2022 - 2023 Capital Works - Road Improvement Program - Queen & Wilson Street Intersection Upgrade	0	49,296	17,249	900	31,147	49,296	0	0	-288,449	0		
2020-21 Capital Works - Colac Aerodrome - taxiway - earthworks - Grant Match	0	61,578	61,578	0	0	61,578	0	0	-64,641	0		
2023 - 2024 Capital Works - Road Construction - Turn Around Areas - Hall Street Cressy	0	10,000	13,992	0	0	13,992	3,992	0	0	0		
2021 - 2022 Capital Works - Stormwater Program Elliminyt Wetlands Development	3,842,159	5,142,159	226,227	76,568	4,839,364	5,142,159	0	0	-2,630,159	-2,236,159		Construction tender closed mid April. Delivery 25-26
2023 - 2024 Capital Works Stormwater Asset Upgrade Program - 397 Murray Street, Unnamed Laneway 5	0	24,479	7,381	7,500	0	14,881	-9,598	0	0	0		
2024 - 2025 - Capital Works - Drainage Upgrade Program - Strategic drainage Improvement Program	80,000	80,000	40,245	16,835	22,920	80,000	0	0	0	0		
NEW AND UPGRADE PROJECTS - TOTAL	4,159,159	6,307,115	731,607	180,974	5,376,754	6,289,334	-17,780	0	-3,336,234	-2,586,144		
CAPITAL WORKS PROGRAM - TOTAL	15,432,853	32,804,855	8,095,322	7,181,209	13,022,122	28,771,574	-4,506,587	-1,703,200	-15,666,633	-3,889,761		

Notes

1. Financial reporting does not include expense or income transactions prior to 1 July 2024
2. Current balance of returned Asset Renewal funds Capital Projects (not on above report) = \$678,924

On track and expected to deliver intended outcomes

Recoverable through action or decision

Requires intervention to recover or address issue

Complete

2024-25 PROGRAM REPORT - OPERATIONAL PROJECTS
QUARTER 3 - 31 MARCH 2025

Project Name	Expenses							Income				Comments by Exception
	Annual Original Budget	Annual Current Budget	YTD Actuals	Committed	Estimate to Complete	Total Estimated Project Cost	Estimated Variance to Budget	Annual Original Budget	Annual Current Budget	YTD Actuals		
Chief Executive Office												
Roadside Weeds & Pests Management Project	0	61,986	20,324	2,217	39,445	61,986	0	0	-61,986	-61,986		
18-19 Mid Year - Operating Projects - Colac Civic Precinct Plan	0	109,279	75,633	31,975	1,671	109,279	0	0	-90,000	0		Preliminary draft Precinct Plan received and to be placed on public exhibition shortly.
2018-19 Major Project - Colac West Development Plan	0	25,855	8,130	4,891	12,834	25,855	0	0	-5,000	0		Colac West Development Plan approved at Council meeting September 2024. Amendments are being assessed by the Statutory Planning team.
2019-20 Major Project - J Barrys Road Industry Development Plan	0	298	2,290	0	0	2,290	1,992	0	0	0		Further review of infrastructure requirements being completed.
2021-22 Operating Project - Deans Creek Precinct Structure Plan (Multi-year Project)	0	362,523	84,731	271,968	5,824	362,523	0	0	-62,664	-62,663		Project is a multi year project, and currently progressing with Stormwater Management Strategy development.
2021-22 Operating Project - Planning Scheme Amendment - Irrewillipe Road / Harris Road	0	5,500	0	0	0	0	-5,500	0	0	0		
2022 - 2023 Operating Projects - VicSmart Provisions - Planning Scheme Amendment	0	20,000	0	0	20,000	20,000	0	0	0	0		Project will progress into 2025-26
2023-24 Operating Project - Birregurra Structure Plan Review	0	51,100	12,039	10,743	28,318	51,100	0	0	0	0		Draft Structure Plan received February 2025, to be reported to Council.
2023-24 Operating Project - Key Worker Housing Feasibility, Nelson St, Apollo Bay	0	120,000	2,250	0	117,750	120,000	0	0	0	0		Multi year project.
2023-24 Operating Project - Northern Towns Growth Plans	0	49,906	10,098	22,806	17,001	49,906	0	0	0	0		Multi year project.
2022 - 2023 Operating Projects - 82 Marriners Street Colac East - Planning Scheme Amendment	0	5,000	0	0	0	0	-5,000	0	-5,000	0		On-hold. Pending further information from proponents.
2023 - 2024 Operating Projects - Bluewater Electrification Project Leverage Fund	0	75,000	0	0	75,000	75,000	0	0	0	0		Grant application successful. Preparing project for commencement.
2023-2024 Operating Projects - Public Health Partnership	0	10,350	1,800	2,350	6,200	10,350	0	0	-12,000	0		
2023-2024 Operating Projects - Barham River Flood Study	0	161,000	3,783	18,182	139,036	161,000	0	0	-136,000	-68,000		Procurement underway
2024-2025 Operating Project - Council Election 2024	300,000	300,000	4,565	0	295,435	300,000	0	0	0	0		Awaiting invoice from VEC
2024-2025 Operating Project - Councillors Induction 2024-25	60,000	60,000	31,889	7,500	20,611	60,000	0	0	0	0		
2024-2025 Operating Project - Integrated Strategic Plans, including Council Plan 2025 - 29	250,000	250,000	53,314	81,513	115,173	250,000	0	0	0	0		
2024 - 2025 Operating Project - Apollo Bay Structure Plan Review	200,000	200,000	0	0	200,000	200,000	0	0	0	0		Multi year project. Procurement underway.
2024 - 2025 Operating Project - Gaming and Licensed Premises Policy - Stage 1	85,000	85,000	248	0	84,753	85,001	1	0	0	0		Council briefing to be scheduled to review project priority and delivery timeframe.
2023 - 2024 - Operating Project - Climate Change Resilient Community Assets Project	0	245,200	0	0	245,200	245,200	0	0	-245,200	-122,600		This project is managed and administered by the Barwon South West Climate Alliance, COS auspiced the grant .
Chief Executive Office Total	895,000	2,197,997	311,093	454,145	1,424,251	2,189,489	-8,508	0	-617,850	-315,249		

Project Name	Annual Original Budget	Annual Current Budget	YTD Actuals	Committed	Estimate to Complete	Total Estimated Project Cost	Estimated Variance to Budget	Annual Original Budget	Annual Current Budget	YTD Actuals		Comments by Exception
Community and Economy												
2020-21 Operating Project - Local Planning & Change Management Grant	0	21,094	0	0	21,094	21,094	0	0	0	0		
2020-21 Operating Project - Eastern Reserve - Baseball Batting Cage	0	79,125	0	0	79,125	79,125	0	0	0	0		Grant funding provided by State Government direct to club. Council contribution for site investigation and Council support towards the project.
2020-21 Operating Project - Forrest MTB Revitalisation DELWP	0	82,018	68,875	1,185	11,958	82,018	0	0	-82,018	-82,019		
Operating Projects - Family Day Care Marketing Campaign	0	8,780	8,781	0	0	8,781	1	0	-9,673	-7,174		
2022 - 2023 Operating Projects - Colac Otway Shire Botanical Gardens Masterplan Review	0	12,415	12,415	0	0	12,415	0	0	0	0		
2021 - 2022 Operating Project - Engage	0	90,724	29,229	5,382	56,114	90,724	0	0	-90,722	-60,759		
2020 - 2021 Operating Project - Vocal, Young and Local (VYL)	0	127,100	85,111	0	41,989	127,100	0	0	-108,371	-161,517		
2021-22 Operating Project - Bus Service from Apollo Bay to COPACC	0	1,700	650	0	1,050	1,700	0	0	-1,701	-1,700		
Operating Project - OPASS Service Review	0	4,946	0	0	0	0	-4,946	0	0	0		
2023-2024 Operating Projects - Community Grants	0	24,435	15,484	0	8,951	24,435	0	0	0	0		
2023-2024 Operating Projects - Events Grants	0	15,702	0	0	15,702	15,702	0	0	0	0		
2023-2024 Operating Projects - Business Grants	0	3,721	0	0	3,721	3,721	0	0	0	0		
2023 - 2024 Operating Project - Kindergarten Infrastructure Services Plan	0	30,720	5,555	847	24,318	30,720	0	0	-30,720	-30,720		
2022 - 2023 Grants Program - Consolidated Community Grants Carried Forward	0	5,996	8,854	0	0	8,854	2,858	0	0	0		
2023 - 2024 Operating Projects - Colac Otway Soccer Facilities Feasibility Study	20,000	60,000	11,550	37,388	11,063	60,001	1	0	-40,000	-36,000		
2024 - 2025 Operating Project - Aged Care Review Implementation Activities	194,489	194,489	11,163	0	183,326	194,489	0	0	0	0		
2024 - 2025 Operating Project - Council Ongoing Contribution to Youth Engagement Program	70,000	70,000	0	0	70,000	70,000	0	0	0	0		
2024 - 2025 Operating Project - Bike Parks Planning	50,000	70,000	21,080	39,750	9,170	70,000	0	0	0	0		
2024 - 2025 Operating Project - Apollo Bay Cricket Net upgrade - Council Contribution	35,000	35,000	0	0	35,000	35,000	0	0	0	0		On hold pending new grant submission.
2024 - 2025 Operating Project - Christmas Events	30,000	30,000	30,556	0	0	30,556	556	0	0	0		
2023 - 2024 Operating Project - Colac Cultural & Tourism Precinct Plan	0	60,000	0	0	60,000	60,000	0	0	0	0		Funding application to Enabling Tourism Fund unsuccessful.
2023 - 2024 Operating Projects - MCH - Universal Special One Off	0	44,000	0	0	44,000	44,000	0	0	-44,000	-44,000		
2023 - 2024 Operating Projects - MCH - Enhanced	0	55,000	0	0	55,000	55,000	0	0	-55,000	-55,000		
2023 - 2024 Operating Projects - MCH - Workforce Support	0	9,000	0	0	9,000	9,000	0	0	-9,000	-9,000		
2023 - 2024 Operating Projects - MCH - Sleep & Settling Outreach & Group Work	0	18,667	0	0	18,667	18,667	0	0	-18,667	-18,667		
2023 - 2024 Operating Projects - MCH - Lactation Consultations	0	3,633	0	0	3,633	3,633	0	0	-3,633	-3,633		
2024 - 2025 - Operating Projects - Community Grants	0	172,903	127,267	0	45,636	172,903	0	0	-1,578	-1,578		
2024 - 2025 - Operating Projects - Events Grants	0	109,025	75,278	0	33,747	109,025	0	0	0	0		
2024 - 2025 - Operating Projects - Business Grants	0	31,150	28,735	0	2,415	31,150	0	0	0	0		
Community and Economy Total	399,489	1,471,343	540,583	84,552	844,679	1,469,814	-1,529	0	-495,083	-511,767		

Project Name	Annual Original Budget	Annual Current Budget	YTD Actuals	Committed	Estimate to Complete	Total Estimated Project Cost	Estimated Variance to Budget	Annual Original Budget	Annual Current Budget	YTD Actuals		Comments by Exception
Corporate Services												
2022 - 2023 Operating Projects - ICT - Intranet Drupal Upgrade	0	2,875	2,875	0	0	2,875	0	0	0	0		
Operating Projects - Discretionary Funds (Organisational Holding Account - Overs & Unders of Operating Projects)	0	127,767	0	0	0	0	-127,767	0	0	0		
2024 - 2025 Operating Project - Revenue and Rating Plan	50,000	50,000	0	0	50,000	50,000	0	0	0	0		Multi year project
2024 - 2025 Operating Project - Storage Compliance - Implementation	44,000	44,000	34,488	0	9,512	44,000	0	0	0	0		
2024 - 2025 Operating Project - Security Application Control - Implementation	66,000	66,000	0	0	66,000	66,000	0	0	0	0		
Corporate Services Total	160,000	290,642	37,363	0	125,512	162,875	-127,767	0	0	0		
Infrastructure and Operations												
2020-21 Operating Project - Grant Preparation / Detailed Design - Lake Colac Perimeter Pathway Feasibility Study	0	5,490	0	5,394	96	5,490	0	0	0	0		Draft report being finalised prior to released for community consultation.
Operating Projects - Community Recovery Hub Grant Funding	0	40,725	0	20,258	20,467	40,725	0	0	-40,725	-40,725		
Operating Projects - Municipal Emergency Resourcing Program (MERP)	0	16,862	2,013	529	14,320	16,862	0	0	-16,862	-23,368		
2024-2025 Operating Project - Asset Condition Assessments	330,000	330,000	109,519	5,684	214,797	330,000	0	0	0	0		
2024 - 2025 Operating Project - Tree Planting Program	60,000	60,000	37,635	3,464	18,901	60,000	0	0	0	0		Autumn planting may be delayed due to dry conditions.
2024 - 2025 Operating Project - Road Management Plan	15,000	15,000	0	0	15,000	15,000	0	0	0	0		
Operating Projects - 2024 -2025 POAB Breakwall Remediation Project	0	0	412,461	0	0	412,461	412,461	0	0	0		
2023 - 2024 - Operating Projects - Assets - South West Victoria Regional Transport Strategy	0	15,000	0	0	15,000	15,000	0	0	0	0		
2023 - 2024 Operating Projects - Sand Road Glenaire - Cultural Heritage Permit	0	50,000	30,048	12,763	7,190	50,000	0	0	0	0		
2023 - 2024 - Operating Projects - Footpath Strategies for Colac & Apollo Bay	0	20,000	10,699	0	9,301	20,000	0	0	0	0		
2023 - 2024 - Operating Projects - Road Safety Strategy	0	60,000	0	0	60,000	60,000	0	0	-50,000	-25,000		Preparing procurement and RFQ documents.
Infrastructure and Operations Total	405,000	613,077	602,376	48,091	375,072	1,025,539	412,462	0	-107,587	-89,093		
Waste Management Services												
2021-22 Operating Project - Closed Landfill Aftercare Management Plan, Landfill Gas and Groundwater Investigation	0	41,913	43,964	0	0	43,964	2,051	0	0	0		
2021-22 Operating Project - Kitchen Caddy and Liners	0	27,965	0	0	27,965	27,965	0	0	0	0		
2021-22 Operating Projects - Waste Transfer Station Upgrades for Glass Separation	0	27,513	742	0	26,771	27,513	0	0	0	0		
Operating Projects - Promoting COS recycling system	0	55,371	2,038	0	53,333	55,371	0	0	-55,371	-36,184		
Operating Projects - Alvie Landfill Rehabilitation Plan	0	130,000	70,998	31,750	27,252	130,000	0	0	0	0		Additional design underway.
Waste Management Services Total	0	282,762	117,743	31,750	135,321	284,814	2,052	0	-55,371	-36,184		
Total of Operational Projects	1,859,489	4,855,821	1,609,158	618,538	2,904,835	5,132,531	276,710	-	-	1,275,891	-	952,293

Notes

1. Financial reporting does not include expense or income transactions prior to 1 July 2024

On track and expected to deliver intended outcomes

Recoverable through action or decision

Requires intervention to recover or address issue

Complete