



Colac Otway
SHIRE

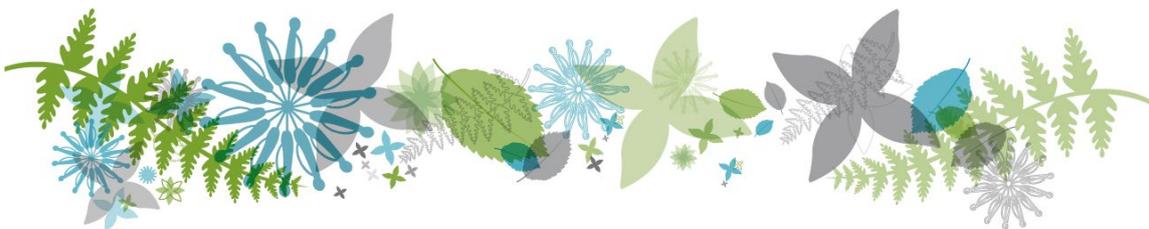
Quarterly Performance Report 2025-26

Q2

1 October 2025

to

31 December 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 up hold their continuing relationship to this land.

Annual Plan Progress Report

Council Plan 2025–29

Council formally adopted the Council Plan 2025-29 at a Council meeting held on 14 October 2025. 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 and also the 10 year Financial Plan and 10 year Asset Plan, informs the choice of major projects and activities that Council identifies as its highest priorities.

Council Plan 2025 – 29 Strategic Themes

Council has three themes for the 2025-29 Council Plan: Place, People and Prosperity:



Municipal Health and Wellbeing Plan

Council has chosen to incorporate the Municipal Health and Wellbeing Plan (MHWP) into the Council Plan 2025-29. This will ensure major health priorities for the region are captured in this overarching strategic document.

Annual Plan 2025-26: Quarterly Performance Reporting – October to December 2025

Actions continued to progress to deliver on the 2025-26 Annual Plan and a summary of progress against the 50 action items is provided below:

- 9 action items have been completed
- 23 actions are on track or in progress and are expected to be completed this year
- 13 action items are on track or experiencing delays and will be completed in 2026-27
- 5 actions are not programmed to start yet

The key items that were completed during the 2nd quarter include:

- **Adoption of the Birregurra Structure Plan:** This plan was adopted by Council at the December 2025 Council meeting.
- **Transition aged care services to the Commonwealth Government's new Support at Home program:** Council successfully transitioned services to the new Support at Home program on 1 November 2025.
- **Partnered with Colac Area Health in 16 Days of Activism initiative:** Activities were held during the 16 Days of Activism period from 25 November to 10 December. Council worked with a range of partners to deliver an event that highlighted increased promotion of gender equity and equality to encourage prevention of all forms of violence against women and children.
- **Adopted a revised Domestic Animal Management Plan:** The Domestic Animal Management Plan was adopted by Council at the December 2025 Council meeting.
- **Review Advocacy Strategy and determine Council's priority projects:** Council adopted its Advocacy Framework and Priority Projects at the December 2025 Council meeting.
- **Develop a Public Art Policy:** The Public Art Policy and associated guidelines were adopted by Council at the October 2025 Council meeting.
- **Support the upgrade of the Lake Colac Holiday Park:** The upgrade works were successfully completed in December 2025.
- **Colac Saleyards:** Service Review completed and Advisory Committee informed of outcomes.

Other key initiatives that have continued to progress include:

- **Eliminyt Wetlands:** The project is progressing well and is expected to be completed this Financial Year, despite the adverse weather conditions that impacted construction activities during Q1.
- **The Farm My School Colac Project:** The Build a Farm in a Day event was held in late November 2025 with over 600 people from the community and beyond participating in the event, delivering 2.2 kms of raised garden beds in 24 hours.
- **Community emergency preparedness:** Township plans were developed with the communities, and the groups are working on local engagement and messaging prior to provide for preparedness.

- **Future management of COPACC:** Expression of Interest (EOI) process was implemented to gauge potential market interest and continues to progress. A recommendation is scheduled to be presented to Council in early 2026.

2nd Quarter Summary Result

Council Themes & Outcome	Completed	On Track and will be completed this financial year as planned	On Track and will be completed in 2026/27 as planned	In progress, experiencing temporary delays and expected to be completed this financial year	In progress, experiencing delays that mean this action will be carried over and completed in 2026/27	Not yet programmed to start and will progress to plan when it does commence
1. PLACE – Our Shire is a great place to live, work and belong	1	8	6			
2. PEOPLE – Our community is vibrant, healthy and supported	3	5				1
3. PEOPLE – Our Council governs progressively and sustainably for all	2	4	2		2	3
4. PROSPERITY – Our Economy is growing and diverse, supporting innovation, new businesses and investments	2	3		1	1	
5. PROSPERITY – Our tourism industry is thriving, with expanded and interlinked experiences	1	1	2	1		1
Total	9	21	10	2	3	5

The table above shows the status as at 31 December 2025 for the 50 items included for actioning in the 2025-26 Annual Action Plan and it should be noted that actions have progressed since this point in time.

2nd Quarter Report

Theme: PLACE

1. Our Shire is a great place to live, work and belong				
COUNCIL PLAN STRATEGIC OUTCOMES	2025-26 ANNUAL ACTION PLAN	QUARTERLY PERFORMANCE REPORTING UPDATE QUARTER 2 (October to December)	% Complete	Status
1.1 Enliven and beautify our townships and natural environments	1.1.1 Progress Apollo Bay Structure Plan Review	Background research underway. A Community Reference Group has been appointed by Council. A public drop-in session was held in October, at which members of the community had the opportunity to discuss the project, and raise relevant local concerns and issues. A draft Issues and Opportunities report was received late December, which is currently being reviewed. This is a multi year project	50%	On Track and will be completed in 2026-27 as planned.
	1.1.2 Complete the Elliminyt Wetlands project	Although adverse weather conditions have impacted civil construction activities, the project is progressing well, and Practical Completion is expected this Financial Year.	50%	On Track and will be completed this financial year as planned
	1.1.3 Deliver Council's Street Tree planting program to identified candidate streets	Final planting to be delivered in early 2026 (autumn) as weather is suitable.	75%	On Track and will be completed this financial year as planned

COUNCIL PLAN STRATEGIC OUTCOMES	2025-26 ANNUAL ACTION PLAN	QUARTERLY PERFORMANCE REPORTING UPDATE QUARTER 2 (October to December)	% Complete	Status
	1.1.4 Implement the Greenlinks Revegetation program at Barongarook Creek in Colac	Project delivery for Year One (2025–2026) involves planning, willow removal, weed control, site prep, revegetation, nest box installation, and community engagement. Council hosted the first community event for the project – ‘Walk the Waterway’ - in November 2025 to share knowledge about the creek and introduce the project, which attracted close to 40 attendees keen to learn about the project. The large-scale woody weed removal works along the creek will commence in early February. This is a multiyear project.	50%	On Track and will be completed in 2026-27 as planned.
	1.1.5 Complete the Birregurra Structure Plan review.	The Birregurra Structure Plan was adopted by Council at the December Council meeting.	100%	Completed
1.2 Enhance our community and social spaces and collaborate with communities to deliver healthy and climate environments	1.2.1 Undertake the Bluewater Leisure Centre Electrification project.	Preliminary design expected to be issued for review January 2026.	50%	On Track and will be completed in 2026-27 as planned
	1.2.2 Prepare designs for the Lake Colac Foreshore Regional Playspace	Quotations for a design consultant under evaluation, with a designer anticipated to be appointed by mid-February 2026. Design work will proceed in Q4. Addition Cultural Heritage requirements currently being investigated. Multi year project	25%	On Track and will be completed in 2026-27 as planned

COUNCIL PLAN STRATEGIC OUTCOMES	2025-26 ANNUAL ACTION PLAN	QUARTERLY PERFORMANCE REPORTING UPDATE QUARTER 2 (October to December)	% Complete	Status
	1.2.3 Construct a dog park at Colac's Central Reserve.	The design has been completed. Options are being assessed to determine scope for construction based on available budget. This is a multi-year project	50%	On Track and will be completed in 2026/27 as planned
	1.2.4 Deliver climate change mitigation and adaptation programs in partnership with Geelong Sustainability.	Council and Geelong Sustainability continues to deliver the 2025/26 Strategic Partnership projects. MoUs with the Showgrounds and Colac Neighbourhood House have been put in place to designate them as 'Relief in Place' locations for the community during extreme weather and fire danger days and the Electric Homes program is now closed for applications and installations are progressing. The Climate Resilience training for local community leaders is planned to commence in March 2026.	50%	On Track and will be completed this financial year as planned
1.3 Make it safe and easy to get around the Shire	1.3.1 Develop a Road Safety Strategy	Community drop-in sessions and an online survey have been conducted to receive feedback from the community and other stakeholders. The consultant is assessing feedback and preparing a draft Strategy.	50%	On Track and will be completed this financial year as planned

COUNCIL PLAN STRATEGIC OUTCOMES	2025-26 ANNUAL ACTION PLAN	QUARTERLY PERFORMANCE REPORTING UPDATE QUARTER 2 (October to December)	% Complete	Status
	1.3.2 Construct new footpath connections in accordance with the footpath strategy for Colac and Apollo Bay.	Procurement work has been commenced to select a suitable contractor(s) to deliver new footpath connections in Ballagh Street, Colac and Nelson Street and Ramsden Avenue, Apollo Bay.	50%	On Track and will be completed in 2025/26.
	1.3.3 Renew CCTV equipment within the central Colac precinct	Council has engaged a contractor who has assessed the asset condition and determined the scope of works. In Q3 a contractor will be engaged to deliver the remediation works.	50%	On Track and will be completed this financial year as planned
	1.3.4 Implement approved road safety upgrades under the State Government's Safer Local Roads and Streets program	Installation of new speed limit signs in Colac CBD has been completed. A contractor has been selected to install a roundabout at the intersection of Moore Street and Pascoe Street in Apollo Bay. Procurement has been commenced to select suitable contractors to deliver raised pedestrian crossings and speed cushions on Armstrong Street, Pound Road, and Connor Street in Colac.	50%	On Track and will be completed this financial year as planned.
	1.3.5 Develop a policy framework for consideration of proposals to seal unsealed roads	A draft policy has been prepared for Council review before public exhibition.	50%	On Track and will be completed this financial year as planned.

COUNCIL PLAN STRATEGIC OUTCOMES	2025-26 ANNUAL ACTION PLAN	QUARTERLY PERFORMANCE REPORTING UPDATE QUARTER 2 (October to December)	% Complete	Status
1.4 Ensure our region offers a diversity of economic opportunities supported by an array of housing options	1.4.1 Participate in the Colac Otway Adaptable Precincts Project relating to Colac and Apollo Bay, funded by the Federal Government's Regional Precincts and Partnerships program.	Community engagement process designed and anticipated to commence in February 2026. Slight delay in commencing the community engagement due to the need to avoid the holiday period on the coast. This is a multiyear project	35%	On Track and will be completed this financial year as planned

Theme: PEOPLE

2. Our community is vibrant, healthy and supported				
2.1 Work with partners to ensure important services like employment, health, and education are readily available	2.1.1 Implement Year 1 actions from the Municipal Health and Wellbeing Action Plan.	Council has implemented a number of projects in partnership and collaboration with other agencies including - Stephanie Alexander Kitchen Garden Program at 13 kindergartens and a professional development session to embed the food system education program in their services; Support to Colac Secondary College to deliver healthy snacks and an education session to help students understand the impact healthy eating; a co-designed vaping prevention campaign development; Walk to Kinder program for 280 children across the shire and a women's only swim session.	50%	On Track and will be completed this financial year as planned

COUNCIL PLAN STRATEGIC OUTCOMES	2025-26 ANNUAL ACTION PLAN	QUARTERLY PERFORMANCE REPORTING UPDATE QUARTER 2 (October to December)	% Complete	Status
2.2 Build greater community connection through social, cultural, and recreational opportunities	2.2.1 Prepare designs for the potential redevelopment of Colac's Lake Oval Clubrooms.	Due to commence in early February following completion of the Colac Otway Football Feasibility Study. Project likely to be completed in 2026/27	0%	Not yet programmed to start and will progress to plan when it does commence
	2.2.2 Support Geelong Regional Library Corporation to develop the new 2025-29 Library Plan, representing the needs of the community in Colac Otway Shire.	Council officers had input into the development of the new 2025-29 Library Plan, with the plan now having been adopted by the Geelong Regional Library Corporation Board.	100%	Completed
	2.2.3 Deliver youth engagement services and programs, such as Youth Fest	Colac Otway Youth Fest program, delivered in partnership with COPACC during the September school holidays, provided youth performers, musicians, singers, artists and youth interested in event management, an opportunity to participate in two workshops culminating in the utilisation of those skills to host a youth music performance. The Rock On! The Future of Music had 40 attendees and 20 young participants.	50%	On Track and will be completed this financial year as planned

COUNCIL PLAN STRATEGIC OUTCOMES	2025-26 ANNUAL ACTION PLAN	QUARTERLY PERFORMANCE REPORTING UPDATE QUARTER 2 (October to December)	% Complete	Status
2.3 Identify and advocate for increased support for vulnerable communities, and vulnerable and socially disadvantage members of our communities, wherever possible	2.3.1 Continue the transition of aged care services to the Commonwealth Government's new Support at Home program.	Council successfully transitioned services to the new Support at Home program on 1 November 2025.	100%	Completed
	2.3.2 Advocate for increased availability of social support services, particularly to cover gaps in the provision of mental health, counselling, homelessness outreach and emergency accommodation, including wrap-around supports.	Council's MCH Service has seen a rising demand for services and is responding to more family violence, mental health, cost of living stress, food insecurity, and housing instability issues. These issues have been communicated to the Victorian Government seeking further funding support.	50%	On Track and will be completed this financial year as planned

COUNCIL PLAN STRATEGIC OUTCOMES	2025-26 ANNUAL ACTION PLAN	QUARTERLY PERFORMANCE REPORTING UPDATE QUARTER 2 (October to December)	% Complete	Status
2.4 Promote and enable healthy behaviours	2.4.1 Implement the Colac Otway Food Systems Community Partnership project in partnership with Colac Secondary College, Colac Area Health, Farm my School and other key stakeholders	The Farm My School Colac project is progressing well. The Build a Farm in a Day event was held in late November with over 600 people from the community and beyond participating in the event, delivering 2.2 kms of raised garden beds in 24 hours. Several Nourish workshops have also been organised across the shire and will continue in the next quarter.	50%	On Track and will be completed this financial year as planned
	2.4.2 Continue to partner with Colac Area Health in 16 Days of Activism initiative	A number of activities were held during the 16 Days of Activism period from 25 November to 10 December. Council worked with a range of partners to deliver an event that highlighted increased promotion of gender equity and equality to encourage prevention of all forms of violence against women and children.	100%	Completed
2.5 Ensure opportunities for greater community connections for multicultural and First Nations groups within our Shire	2.5.1 Partner with community organisations, traditional owner groups and the Colac Multicultural Association to promote programs for multicultural and First Nations peoples in the Shire	Council Officers participate in the monthly Colac Intercultural meeting organised by Cultura, which includes representation from the Colac Multicultural Association. Colac Multicultural Association have prepared a draft action plan and Council has provided feedback on the action plan. Council also continues to work on its reconciliation program through engagement with the Traditional Owners and First Nations community members.	50%	On Track and will be completed this financial year as planned

COUNCIL PLAN STRATEGIC OUTCOMES	2025-26 ANNUAL ACTION PLAN	QUARTERLY PERFORMANCE REPORTING UPDATE QUARTER 2 (October to December)	% Complete	Status
3. Our Council governs progressively and sustainably for all				
3.1 Elevate the efficiency and effectiveness of our Council	3.1.1 Implement Customer Experience improvement program.	Draft document refined in the last quarter. Moving towards Councillor briefing in February/March.	50%	On Track and will be completed this financial year as planned
	3.1.2 Progress service reviews for priority areas, determined through discussion with Councillors.	This will commence in early 2026.	0%	Not yet programmed to start and will progress to plan when it does commence
	3.1.3 Explore opportunities to dispose of surplus Council land and/or assets	Work is continuing with reviewing land and buildings that are surplus to Council requirements. Council Officers are in the process of preparing the required reports and documentation required to enable consideration for identified properties to be disposed. This is an ongoing multiyear program.	40%	On Track and will be completed this financial year as planned

COUNCIL PLAN STRATEGIC OUTCOMES	2025-26 ANNUAL ACTION PLAN	QUARTERLY PERFORMANCE REPORTING UPDATE QUARTER 2 (October to December)	% Complete	Status
	3.1.4 Undertake the Planning Scheme Review.	Officers progressed work on the Planning Scheme review in 2025 and 2025. Further work is required to finalise the review and obtain endorsement from Council, which needs to be completed within 12 months of a Council election. Funding has been sourced from the Department of Transport and Planning to engage the same consultants that undertook the previous work to update and finalise the review. This work is expected to be completed later in 2026.	85%	In progress, experiencing delays which means this action will be carried over and completed in 2026-27.
3.2 Make well-informed, transparent decisions for the betterment of the community through best-practice governance	3.2.1 Implement response provided to the recommendations from the Monitors report.	Status report was presented to Audit and Risk Committee on the 11th December 2025 and is scheduled to be presented to Council on 10 February 2026. Most actions are progressing as planned and work is being undertaken to address any actions that are experiencing delays. The actions from the monitors report are to be progressively delivered over multiple years.	35%	In progress, experiencing delays that mean this action will be carried over and completed in 2026-27
	3.2.2 Review Council's Resource Recovery and Waste Strategy.	The review of Council's Resource Recovery and Waste Management Strategy has been completed by Council officers and will be presented to Councillors in March 2026. Work is progressing on the development of Council's next 10-year Waste Services contract, and the tender process is planned to commence in May 2026. This is a multiyear project	50%	On Track and will be completed in 2026/27 as planned

COUNCIL PLAN STRATEGIC OUTCOMES	2025-26 ANNUAL ACTION PLAN	QUARTERLY PERFORMANCE REPORTING UPDATE QUARTER 2 (October to December)	% Complete	Status
	3.2.3 Adopt a revised Domestic Animal Management Plan.	The Domestic Animal Management Plan was adopted at the November 2025 Council meeting. Key actions from the plan will be advanced in 2026. There will be future reviews of the plan as required by the legislation.	100%	Completed
3.3 Build and maintain effective working relationships with all levels of government	3.3.1 Review Advocacy Strategy and determine Council's priority projects.	Council adopted its Advocacy Framework and Priority Projects at its December 2025 meeting.	100%	Completed
3.4 Communicate and engage positively and clearly with the community	3.4.1 Undertake minimum of two Community Conversations at townships across the Shire.	Locations have been selected with events to happen at Beech Forest and Cressy. Dates to be confirmed for March-April with the Executive Management Team.	30%	On Track and will be completed this financial year as planned
	3.4.2 Review Council's Community Engagement Policy.	It is planned that the Community Engagement Policy will be reviewed and considered by Council in Q3.	0%	Not yet programmed to start and will progress to plan when it does commence
	3.4.3 Early and effective engagement with the community on emergency preparedness.	Township plans have been developed with key communities, and the groups are working on local engagement and messaging. Post Fire Danger Period will involve mini exercises for the communities and local agencies	90%	On Track and will be completed this financial year as planned

COUNCIL PLAN STRATEGIC OUTCOMES	2025-26 ANNUAL ACTION PLAN	QUARTERLY PERFORMANCE REPORTING UPDATE QUARTER 2 (October to December)	% Complete	Status
3.5 Develop and refine policies that support the health and wellbeing of the community	3.5.1 Implement Council's Gender Equity Action Plan and conduct Gender Impact Assessments to inform Council's policies, programs and services	Gender Impact Assessment Training was conducted for 60 of our employees by Gender Works Australia in 2024-25. The outcome of this training is being utilised across the year as staff update policies, service planning and introduce new programs to the community. The latest data was reported to the Gender Equity Commissioner in December 2025, and our next step is to update our Progress Report and GEAP to be lodged by 1 May 2026.	85%	On Track and will be completed this financial year as planned
	3.5.2 Support the Global Age Friendly Cities declaration	This activity will progress in Q3 with community consultation and review of the Global Age Friendly Cities declaration framework.	0%	Not yet programmed to start and will progress to plan when it does commence

Theme: PROSPERITY

4. Our Economy is growing and diverse, supporting innovation, new businesses and investments				
COUNCIL PLAN STRATEGIC OUTCOMES	2025-26 ANNUAL ACTION PLAN	QUARTERLY PERFORMANCE REPORTING UPDATE QUARTER 2 (October to December)	% Complete	Status
4.1 Attract business and government investment to stimulate industry and business growth	4.1.1 Develop a new Economic Development Strategy.	Council and Community consultation due to begin first week of February. Consultant currently completing background work. Majority of work will be undertaken in Q3 and Q4.	20%	On Track and will be completed this financial year as planned
	4.1.2 Develop a Strategy for the Colac Aerodrome.	Councillors have been briefed on the project and a project scope developed. A Request for Quote process is in progress and a suitable consultant will be engaged in February 2026.	35%	In progress, experiencing delays that mean this action will be carried over and completed in 2026-27.
4.2 Protect and leverage our traditional agricultural and manufacturing industries to create new economic opportunities, preparing for and responding to changes to the natural environment	4.2.1 Complete Saleyards Review	Service Review has been completed and Advisory Committee was informed of the outcomes.	100%	Completed
	4.2.2 Upgrade facilities at the Colac Saleyards, including purchase of a multi-deck loading race.	Project scope confirmed and quotations sought for suitable supplier. Contract to be awarded in January 2026.	80%	On Track and will be completed this financial year as planned

COUNCIL PLAN STRATEGIC OUTCOMES	2025-26 ANNUAL ACTION PLAN	QUARTERLY PERFORMANCE REPORTING UPDATE QUARTER 2 (October to December)	% Complete	Status
4.3 Build economic opportunities from local arts, culture, sports, science and technology	4.3.1 Develop a Public Art Policy and implement the Public Art program.	The Public Art Policy and associated guidelines were formally adopted at Council's October meeting. Following this, an Expression of Interest (EOI) process for Council contribution funding toward public artwork is currently open to market. Delivery of the selected artwork is planned by the end of December 2026.	100%	Completed
	4.3.2 Determine the future management of COPACC.	Councillors were provided with a briefing in December on the progress of the EOI. A further Councillor briefing is scheduled for March 2026 with the view for this to be presented to Council at the March 2026 meeting for a decision.	60%	In progress, experiencing temporary delays and expected to be completed this financial year
	4.3.3 Work with TAFE and other education providers to enhance their offerings in Colac Otway Shire.	Council's CEO and Economy and Creative Industries Manager met with South West TAFE in December to discuss potential opportunities for expanding educational offerings in Colac. These conversations are ongoing and informed by market feedback and insights provided by Council. Options are currently being explored collaboratively, with further updates to follow as discussions progress.	60%	On Track and will be completed this financial year as planned

5. Our tourism industry is thriving, with expanded and interlinked experiences

COUNCIL PLAN STRATEGIC OUTCOMES	2025-26 ANNUAL ACTION PLAN	QUARTERLY PERFORMANCE REPORTING UPDATE QUARTER 2 (October to December)	% Complete	Status
5.1 Facilitate growth and diversification of the visitor economy to increase visitation, length of stay and employment outcomes	5.1.1 Support the upgrade of the Lake Colac Holiday Park.	The upgrade works have been successfully completed and formally signed off by Council's Project Management team in accordance with the funding agreement.	100%	Completed
5.2 Enhance promotion of Colac Otway Shire as a destination	5.2.1 In partnership with Great Ocean Road Regional Tourism, undertake a project focussing on Colac and leveraging its important role in the regional visitor economy.	A collaborative workshop between Councillors and Great Ocean Road Regional Tourism was held to shape the direction of this initiative. Following the workshop, a draft plan has been developed for a project aimed at promoting visitation to Colac and highlighting its significance within the regional visitor economy. Delivery of this project is scheduled for early next year.	50%	In progress, experiencing temporary delays and expected to be completed this financial year
5.3 Increase tourism offerings and investment in Colac Otway Shire through events, products and attractions	5.3.1 Partner with local businesses to develop a visitor economy business partnering program.	This initiative is designed to build strong local networks that enhance the visitor economy. Progress has been temporarily delayed as we have prioritised key collaborative work with GORRT to ensure alignment with regional strategies. Once this foundational work with GORRT is complete, the partnering program will be launched as an extension of that effort, leveraging regional expertise to maximise impact for local businesses.	0%	Not yet programmed to start and will progress to plan when it does commence.

COUNCIL PLAN STRATEGIC OUTCOMES	2025-26 ANNUAL ACTION PLAN	QUARTERLY PERFORMANCE REPORTING UPDATE QUARTER 2 (October to December)	% Complete	Status
	5.3.2 Continue to investigate and support options for short term accommodation in Colac.	Work continues to progress on identifying interest in key Colac sites for potential short-term accommodation. We are actively engaging the market through direct outreach, site tours with private industry, and ongoing discussions with Invest Victoria and DEECA. Several stakeholder meetings are scheduled to explore viable development partnerships. This work is also being embedded into upcoming strategic planning to maintain momentum and ensure long-term alignment.	20%	On Track and will be completed this financial year as planned
	5.3.3 Explore opportunities for activating key public spaces through events and programs.	Opportunities for activation have been actively explored and integrated into planning for 2026, including initiatives aligned with an Event Attraction framework being developed and local activation priorities. Engagement with stakeholders and preliminary scoping for key spaces is progressing as scheduled.	40%	On Track and will be completed in 2026/27 as planned
5.4 Improve tourism infrastructure that leverages our natural tourism and recreation assets	5.4.1 Undertake renewal works at the Red Rock scenic lookout.	Currently engaging with external stakeholders on the scope and design of proposed works, with construction proposed in 2026/27 This is a multiyear project.	50%	On Track and will be completed in 2026/27 as planned

Budget Report

Executive Summary

The year-to-date Total Comprehensive Surplus is \$4.0 million favourable to the current budgeted surplus for the same period.

The main contributors are:

1. Capital Grant Income of \$2.6 million received earlier in the financial year than expected
2. Underspend of \$1.27 million in Materials and Services and Employee Costs

The full year current budget surplus of \$7.9 million is driven by increases in Grants – Capital and Grants - Operating revenue compared to the Adopted Budget. Achievement of this revenue is dependent on the completion of all the funded capital and operating projects.

The full year forecast is a surplus of \$1.58 million. This forecast is less than the Current Budget surplus of \$7.89 million largely due to a reduction in Operating Grants. This reduction relates to an early payment in the 2024-25 financial year of the Federal Financial Assistance Grant. The forecast has been entered by Council Officers to more accurately reflect the end of year position for Council in the 2025-26 financial year.

December Balance Sheet results show year-to-date assets have grown compared to same time last year as a result of revaluation of open space assets in the 2025 financial year and extra cash balances. Liabilities have also increased, mainly due to Landfill Provision inclusion at 30 June 2025 Year End. Total Equity position is increased from same time prior year by \$34.43 million due to revaluation reserve.

Year-to-date Ratios are tracking well to year-end Victorian Auditor General Office (VAGO) targets. The asset renewal ratio is lower than target, but is higher than original budget ratio, indicating stronger than anticipated capital expenditure. Working capital and cash ratios indicate strong balances relative to corresponding liabilities.

Council's current investment balance is \$25.0 million with a total of \$11.0 million with a maturity date in Q3 2025-26, which will enable timely payment of anticipated capital spend.

Glossary

Please find below glossary of terms to assist with reading this Budget Report:

Adopted Budget:	is the 2025-26 Annual Budget that was adopted by Council in June 2025 and is displayed on the Council website With respect to the Balance Sheet and the Statement of Cash Flows, carrying balances have also been updated to reflect the impact of audited closing balances as at 30 June 2025 which were different to the assumed opening balances in the Adopted Budget.			
Balance sheet:	a financial statement that shows the assets and liabilities of Council at a specific point in time.			
Council:	refers to Colac Otway Shire Council			
Current Budget:	is the Adopted Budget for 2025-26 plus any Carry Forward Projects from 2024-25 (approved by Council during July 2025) plus any Budget Adjustments that have been approved year-to-date by Council (e.g. as part of reviews of the operating projects and capital programs).			
Recurrent Operations:	represent activities and operations that are core to Council performance and able to be highly influenced by Management and Council Officers			
EBITDA:	is a standard financial term meaning earnings before nett interest, taxes, depreciation and amortisation			
Forecast:	is the expected End of Financial Year position estimated by Council Officers taking into account: <ul style="list-style-type: none"> • events that have transpired year-to-date and given rise to permanent variances (favourable and unfavourable) from the Current Budget; and • events and outcomes now expected to crystallise by the end of the Financial Year which were unknown (or unable to be reliably estimated) at the time of preparation of the Adopted Budget for 2025-26 			
Reserve:	funding broken into statutory (for a specific obligation) or internal (for a council resolved purpose)			
Statement of Cash Flows:	a financial statement that summarises the cash inflows and outflows for a reporting period			
Underlying Operating Surplus (Deficit):	Council's operating position is its surplus or deficit after non-recurrent revenues (such as one-off capital grants and non-monetary contributions from developers) have been removed. If the result is positive, the Council's ongoing revenue is sufficient to fund its current activities			
Non Recurrent Operations:	represent ad hoc revenue items, operating grants income and expenditure on operating projects (usually tied to grant funding). Therefore, this represents areas of Council operations and performance that Management and Council Officers have strong influence over implementation but a reduced ability to alter the amounts or the origination of the projects			
Indicator Colour Key for Financial Ratios	<table border="1"> <tr> <td style="background-color: #d9ead3;">= On Target</td> </tr> <tr> <td style="background-color: #f4cccc;">= Below Target</td> </tr> <tr> <td style="background-color: #f8cbad;">= Well Below Target</td> </tr> </table>	= On Target	= Below Target	= Well Below Target
= On Target				
= Below Target				
= Well Below Target				

Operating Result

Comprehensive Income Statement

For the period ended 31 December 2025

Colac Otway Shire Council	Notes	Year-To-Date				Full Year	
		Actual \$'000	Current Budget \$'000	Variance \$'000	Variance %	Current Budget \$'000	Forecast \$'000
Revenue							
Rates and Charges		38,699	38,628	70	0%	38,748	38,748
Statutory Fees and Fines		628	595	34	6%	1,003	1,005
User Fees	1	4,221	4,578	(357)	(8%)	9,242	9,058
Other Income	2	995	697	299	43%	1,289	1,327
Net Gain/(Loss) on Disposal of Property, Infrastructure, Plant and Equipment	3	204	-	204	100%	-	400
Share of Net Profit/(Loss) of Associates and Joint Ventures		-	-	-	0%	(100)	(100)
Total operating revenue		44,747	44,497	250	1%	50,182	50,438
Grants - Operating	4	3,937	5,016	(1,079)	(22%)	14,290	8,229
Grants - Capital	5	5,978	3,391	2,587	76%	16,363	16,756
Contributions - Monetary	6	564	13	552	4415%	25	589
Total Grants and Contributions		10,480	8,420	2,060	24%	30,678	25,574
Total Revenue		55,226	52,917	2,310	4%	80,861	76,012
Expenses							
Employee Costs	7	12,805	13,819	1,014	7%	26,618	27,028
Materials and Services		12,325	12,580	255	2%	28,874	29,207
Depreciation and Amortisation		7,329	7,769	440	6%	15,538	16,038
Amortisation - Right of Use Assets		46	51	4	8%	101	93
Bad and Doubtful Debts		()	-	-	0%	5	5
Borrowing Costs		-	-	-	0%	14	-
Other Expenses		1,041	1,023	(18)	(2%)	1,824	2,066
Total Expenses		33,547	35,241	1,694	5%	72,975	74,436
Surplus/(Deficit) for the Year		21,679	17,675	4,004	23%	7,886	1,575
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		21,679	17,675	4,004	23%	7,886	1,575
DEDUCT:							
Grants - Capital		(5,978)	(3,391)	(2,587)	76%	(16,363)	(16,756)
Contributions - Monetary		(564)	(13)	(552)	4415%	(25)	(589)
Contributions - non monetary		-	-	-	0%	-	-
Adjusted Underlying Surplus/Deficit		15,137	14,272	865	6%	(8,503)	(15,770)

The year-to-date result is \$4.0 million favourable to current budget. The full year current budget is a \$7.9 million surplus (\$11.1 million favourable to the adopted budget) after taking into account the Carry Forward Projects from 2024-25 (approved by Council during July 2025) plus any Budget Adjustments that have been approved year-to-date by Council.

Further information on key variances is provided on the following page.

Income

Note	Comment	Amount (\$'000s)
1	<p>User Fees: Mainly due to the Federal government's delayed implementation of the new Aged Care Act; a permanent unfavourable variance against budget of around \$200k is forecast at end of year. The remainder of the unfavourable variance is largely relating to lower than budgeted fees at the Colac Saleyards due to reduced throughput, and lower Bluewater membership income due to higher than budgeted memberships on hold and gym closure due to equipment replacement.</p>	(357)
2	<p>Other Income: Higher than budgeted Interest received on investments (Permanent favourable variance) Unbudgeted Victorian Electoral Commission (VEC) fine payments for the 2024 local government elections (Permanent favourable variance)</p>	299
3	<p>Net Gain/(Loss) on Disposal of Property, Infrastructure, Plant and Equipment: Gain from disposals of items replaced under the Capital Program. (Permanent favourable variance)</p>	204
4	<p>Grants Operating: 2025-26 Federal Financial Assistance Grant first tranche was received in the prior year but budgeted to be received half in July 2025 and half in June 2026. The remainder of this will be received over the course of the financial year. This creates a permanent unfavourable variance of \$4.6m. This is offset by Grant payments for the Colac Adaptable Precincts Projects received (Temporary favourable variance, \$800k)</p>	(1,079)
5	<p>Grants – Capital: Temporary favourable variance with Capital Grants income received year-to-date for a suite of different grant-funded projects.</p>	2,587
6	<p>Contributions – monetary: Public Open Space contributions received from developers earlier than expected and in excess of budget estimates. This will result in a permanent favourable variance.</p>	552

Expenses

Note	Comment	Amount (\$'000s)
7	<p>Employee Costs: This is a favourable variance largely due to reduced hours (within the Ageing Well Program - due to the Federal government's delayed implementation of the new Aged Care Act) and vacancies experienced in a number of areas. Along with the 2025-26 Workcover Premium being lower than budgeted.</p>	1,014

Key variances (and Note reference numbers) in this table are also applicable to the following reconciliation of EBITDA to comprehensive result.

Adjusted Underlying Surplus or Deficit Statement

For the period ended December 2025

Colac Otway Shire Council	Notes	Year-To-Date				Full Year	
		Actual \$'000	Current Budget \$'000	Variance \$'000	Variance %	Current Budget \$'000	Forecast \$'000
Recurrent Operations							
Revenue							
Rates and Charges		38,699	38,628	70	0%	38,748	38,748
Statutory Fees and Fines		628	595	34	6%	1,003	1,005
User Fees	1	4,221	4,578	(357)	(8%)	9,242	9,058
Other Income - excluding Interest	2	325	167	159	95%	229	267
Own Source Revenue		43,872	43,967	(95)	(0%)	49,222	49,078
Grants - Operating (Recurrent)	4	2,906	4,753	(1,847)	(39%)	10,247	5,558
Total Revenue		46,778	48,719	(1,941)	(4%)	59,469	54,636
Expenses							
Employee Costs	7	12,616	13,753	1,137	8%	26,442	26,914
Materials and Services		10,989	11,356	368	3%	21,731	22,043
Other Expenses		702	875	173	20%	1,444	1,739
Total Expenses		24,307	25,984	1,677	6%	49,618	50,697
Recurrent Operations Surplus/(Deficit) for the Period		22,471	22,735	(264)	(1%)	9,851	3,939
Operating Projects Expenses							
Employee Costs (funded operating projects)	7	189	66	(123)	(188%)	176	113
Materials and Services (funded operating projects)		1,337	1,224	(113)	(9%)	7,143	7,164
Other Expenses/Income (funded operating projects)		339	149	(191)	(128%)	385	332
Total Operating Projects Expenses		1,865	1,438	(427)	(30%)	7,704	7,609
Non Operational Revenue							
Grants - Operating (Non-Recurrent)	4	1,032	264	768	291%	4,043	2,671
Net Gain/(Loss) on Disposal of Property, Infrastructure, Plant and Equipment	3	204	-	204	0%	-	400
Share of Net Profit/(Loss) of Associates and Joint Ventures		-	-	-	0%	(100)	(100)
Total Non Operational Revenue		1,236	264	972	369%	3,943	2,971
Non-Recurrent Operations Surplus/(Deficit) for the Period		(629)	(1,174)	545	(46%)	(3,761)	(4,638)
Operations Surplus/(Deficit) for the Period		21,842	21,561	281	1%	6,090	(699)
Non-Recurrent and Ad Hoc Capital Revenue							
Grants - Capital	5	5,978	3,391	2,587	76%	16,363	16,756
Contributions - Monetary	6	564	13	552	4415%	25	589
Total Non-Recurrent and Ad Hoc Capital Revenue		6,543	3,404	3,139	92%	16,388	17,345
EBITDA		28,384	24,965	3,419	14%	22,479	16,646
Depreciation and Amortisation							
Amortisation - Right of Use Assets		46	51	4	8%	101	93
Interest Income	2	(670)	(530)	140	(26%)	(1,060)	(1,060)
Borrowing Costs		-	-	-	0%	14	-
Total Interest (Net), Tax, Depreciation & Amortisation Expenses		6,705	7,290	584	8%	14,593	15,071
Total Comprehensive Result		21,679	17,675	4,004	23%	7,886	1,575
DEDUCT:							
Grants - Capital		(5,978)	(3,391)	(2,587)	76%	(16,363)	(16,756)
Contributions - Monetary		(564)	(13)	(552)	4415%	(25)	(589)
Adjusted Underlying Surplus/Deficit		15,137	14,272	865	6%	(8,503)	(15,770)

ADJUSTED UNDERLYING SURPLUS OR DEFICIT STATEMENT (CONT'D)

The above reconciliation breaks down the Total Comprehensive Result into four components.

Recurrent Operations represent day to day activities. The result for the quarter is \$264k unfavourable to Budget for this component. Explanations of these variances are outlined in the earlier table.

Non-Recurrent Operations represent ad hoc revenue items, operating grants income and expenditure on operating projects (usually tied to outcomes). The result for the quarter is \$545k favourable to Budget for this component.

The Operations Surplus/(Deficit) is \$281k favourable to Budget year-to-date.

Capital Revenue represents income from capital grants (generally tied to projects in the capital works program) as well as other contributions received by Council – e.g. developer cash contributions or the value of assets contributed by developers.

The Operations Surplus/(Deficit) plus Capital Revenue reconciles to Earnings Before Interest, Tax, Depreciation and Amortisation (EBITDA).

The fourth component of the report deducts net interest, tax, depreciation and amortisation to arrive at the Total Comprehensive Result which will be reported in the end of financial year audited Financial Statements.

Balance Sheet

Balance Sheet As at 31 December 2025

Colac Otway Shire Council	Notes	Dec-24	Dec-25	Variance \$'000
		Actual \$'000	Actual \$'000	
Assets				
Current assets				
Cash and cash equivalents	1	27,444	31,280	3,836
Trade and other receivables		31,956	32,762	805
Inventories		172	210	37
Non-current assets held for sale		-	-	-
Other assets		261	604	344
Total current assets		59,833	64,855	5,022
Non-current assets				
Intangible assets		-	-	-
Right of use assets		2,829	2,734	(95)
Property, infrastructure, plant and equipment	2	527,062	559,250	32,188
Investments in associates, joint arrangements and subsidiaries		218	243	25
Total non-current assets		530,110	562,227	32,117
Total assets		589,942	627,082	37,139
Liabilities				
Current liabilities				
Trade and other payables		11,123	9,887	(1,236)
Trust funds and deposits		806	820	15
Interest-bearing liabilities		-	-	-
Lease liabilities		9	-	(9)
Provisions		5,195	4,493	(703)
Total current liabilities		17,133	15,200	(1,934)
Non-current liabilities				
Interest-bearing liabilities		-	-	-
Lease liabilities		-	-	-
Provisions	3	4,694	9,340	4,646
Total non-current liabilities		4,694	9,340	4,646
Total liabilities		21,827	24,539	2,712
Net assets		568,115	602,543	34,428
Equity				
Accumulated Surplus		159,314	156,247	(3,067)
Reserves		408,801	446,296	37,495
Total Equity		568,115	602,543	34,428

Note	Comment	Amount (\$'000s)
1	Cash and cash equivalents: Early receipt (during June 2025) of \$5 million Federal Financial Assistance Grant for 2025-26 Financial Year	3,836
2	Property, infrastructure, plant and equipment: Revaluations carried out at 31st March 2025 significantly increased the carrying balances of Open Space assets	32,188
3	Provisions: Increase ~\$4 million in the landfill provision as a part of 2024-25 year end	4,646

Ratios

The Ratios for Quarter ending 31 December 2025 may be distorted when compared to year-end VAGO targets, however they have been included to give an indication of the position year-to-date.

See Glossary for Indicator % Colour Key.

Financial Ratios

As at 31 December 2025

Colac Otway Shire Council					
	[A]		[B]		VAGO
	\$'000		\$'000	%	Target
					%
Adjusted Underlying Result					
Adjusted Underlying Surplus/(Deficit) [A] / Adjusted Underlying Revenue [B]	15,137	/	48,014	32%	> 5%
Asset Renewal Ratio					
Asset Renewal [A] and Upgrade Expenditure / Asset Depreciation [B]	6,557	/	7,329	89%	> 100%
Working Capital Ratio					
Current Assets [A] / Current Liabilities [B]	64,855	/	15,200	427%	> 100%
Loans & Borrowings to Own Source Revenue					
Non-Current Liabilities [A] / Own Source Revenue [B]	9,340	/	43,872	21%	< 40%
Rates Concentration					
Rates and Charges [A] / Adjusted Underlying Revenue [B]	38,699	/	48,014	81%	> 50%
Cash Ratio					
Cash & Cash Equivalents [A] / Current Liabilities [B]	31,280	/	15,200	206%	> 100%
Ratio Descriptions					
Adjusted Underlying Result					
An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives.					
Asset Renewal Ratio					
An indicator of the decline in value of Council's existing capital assets. A percentage less than 100 indicates Council's assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets					
Working Capital Ratio					
A general measure of Council's liquidity and its ability to meet its commitments as and when they fall due					
Loans & Borrowings to Own Source Revenue					
A general measure used to ensure the level of long-term liabilities are appropriate to the size and nature of Council's activities					
Rates Concentration					
An indicator of Council's income diversification and relative reliance on rates and charges to fund services					
Cash Ratio					
A liquidity measure that eliminates the impact of unpaid rates and charges instalments that are not yet due.					

Statement of Cash Flows

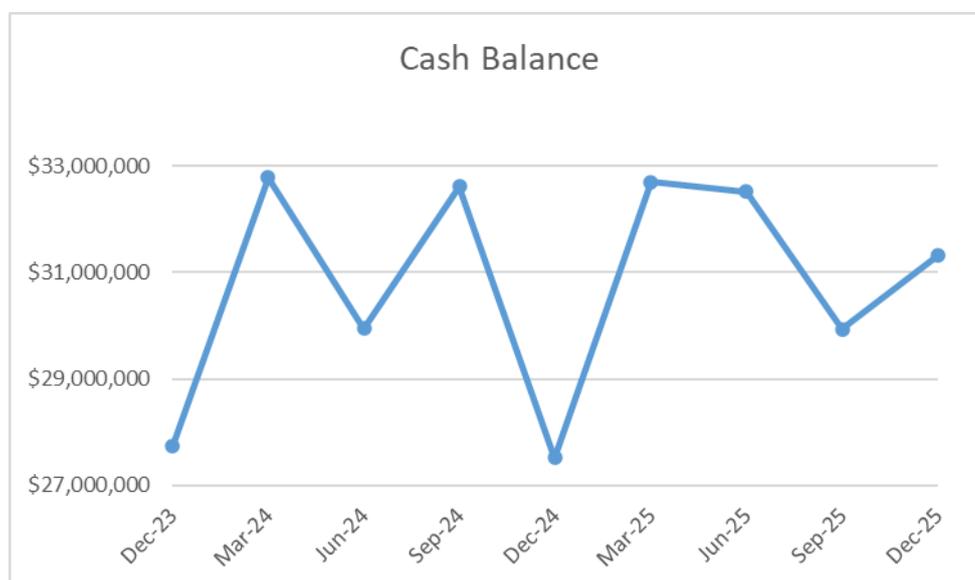
Statement of Cash Flows

For the period ended 31 December 2025

Colac Otway Shire Council	Dec-25	Full Year	
	Actual \$'000	Current Budget \$'000	Forecast \$'000
Cash flows from Operating Activities			
Rates and Charges	10,587	38,748	38,748
Statutory Fees and Fines	628	1,003	1,005
User Fees	4,221	9,163	9,058
Grants - Operating	4,060	14,290	8,229
Grants - Capital	5,978	16,363	16,756
Contributions - Monetary	564	25	589
Trust Funds and Deposits Received/(Paid)	113	-	-
Other Receipts	995	1,289	1,327
Payments for Employees	(13,157)	(26,618)	(27,028)
Payments for Materials and Services	(9,467)	(28,884)	(29,207)
Other Payments	(1,041)	(1,824)	(2,066)
Net Cash provided by/(used in) Operating Activities	3,482	23,556	17,411
Cash flows from Investing Activities			
Payments for Property, Infrastructure, Plant and Equipment	(6,328)	(34,102)	(25,467)
Payments for Investments	-	-	-
Proceeds from Sale of Property, Infrastructure, Plant and Equipment	358	-	604
Net cash provided by/(used in) Investing Activities	(5,970)	(34,102)	(24,863)
Cash flows from Financing Activities			
Finance Costs	-	(14)	-
Proceeds from Borrowings	-	500	-
Repayment of Borrowings	-	(23)	-
Interest Paid - Lease Liability	-	-	-
Repayment of Lease Liabilities	-	-	-
Net cash provided by/(used in) Financing Activities	-	463	-
Net Increase/(Decrease) in Cash and Cash Equivalents	(2,488)	(10,083)	(7,452)
Cash and Cash Equivalents at the beginning of the Period	33,767	33,767	33,767
Cash and Cash Equivalents at the end of the Period	31,280	23,684	26,315
Represented by:			
Operating Bank Accounts	6,280		
Term Deposits and Investments	25,000		
Cash and Cash Equivalents at the end of the Period	31,280	-	-

Cash Balance

The Graph below shows how the Council's cash balance has trended to 31 December 2025.



Available opportunities are taken to invest surplus cash to maximise investment returns in accordance with Council's investment policy. Investment income (from bank term deposits) received for the three months ended 31 December 2025 was \$354k.

Investments were within the investment and risk rating limits set out in the investment policy

Investment Summary

Institution	Percentage of Total Investments	Investment Type	Investment Amount	Interest Rate	Commencement Date	Maturity Date
NAB	4%	Term Deposit	\$ 1,000,000.00	4.05%	7/10/2025	7/01/2026
NAB	4%	Term Deposit	\$ 1,000,000.00	4.05%	7/10/2025	7/01/2026
NAB	8%	Term Deposit	\$ 2,000,000.00	4.05%	8/10/2025	7/01/2026
Rabobank	20%	Term Deposit	\$ 5,000,000.00	4.16%	26/08/2025	24/02/2026
NAB	8%	Term Deposit	\$ 2,000,000.00	4.05%	1/12/2025	1/09/2026
Rabobank	8%	Term Deposit	\$ 2,000,000.00	4.13%	8/09/2025	9/03/2026
Rabobank	12%	Term Deposit	\$ 3,000,000.00	4.33%	26/11/2025	26/05/2026
NAB	16%	Term Deposit	\$ 4,000,000.00	4.10%	26/11/2025	26/05/2026
NAB	20%	Term Deposit	\$ 5,000,000.00	4.20%	26/11/2025	26/11/2026
Total:			\$ 25,000,000.00			

Capital Works Report

Statement of Capital Expenditure

For the period ended 31 December 2025

Colac Otway Shire Council	Dec-25	Full Year
	YTD Actual \$'000	Current Budget \$'000
Property		
Land	-	-
Building	820	5,316
Total Property	820	5,316
Plant and Equipment		
Plant, machinery and equipment	1,628	3,640
Fixtures, fittings and furniture	-	63
Computers and telecommunications	15	272
Total Plant and Equipment	1,643	3,975
Infrastructure		
Roads	1,672	12,858
Bridges	12	631
Footpaths and cycleways	197	566
Drainage	103	826
Other infrastructure	2,109	6,491
Total Infrastructure	4,093	21,373
Total	6,557	30,664

Capital Works Budget Overview

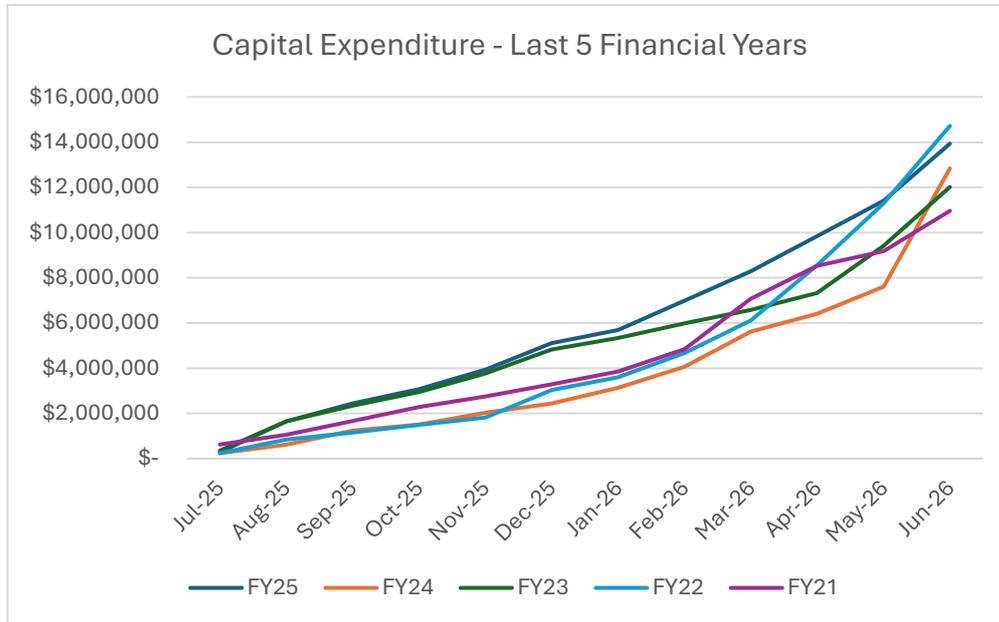
The total current capital works budget is **\$33.7 million**. Of this, **\$30.7 million** has been allocated to approved capital works projects, with **\$3 million** remaining in the Unallocated Fund.

The Program Delivery Team is focused on increasing capital expenditure this year to address a backlog of projects that has accumulated over several years.

Historical Performance

Graph 1 below illustrates capital expenditure over the past five financial years. The average annual expenditure during this period was **\$12.89 million**.

Graph 1



2025-26 Target and Progress

Council has set a capital expenditure target of **\$14.18 million** for 2025-26 — a 10% increase on the five-year average. This target reflects Council's commitment to accelerating project delivery and reducing the backlog.

To support this, a **Project Planning and Delivery Committee** has been established. The committee meets monthly to:

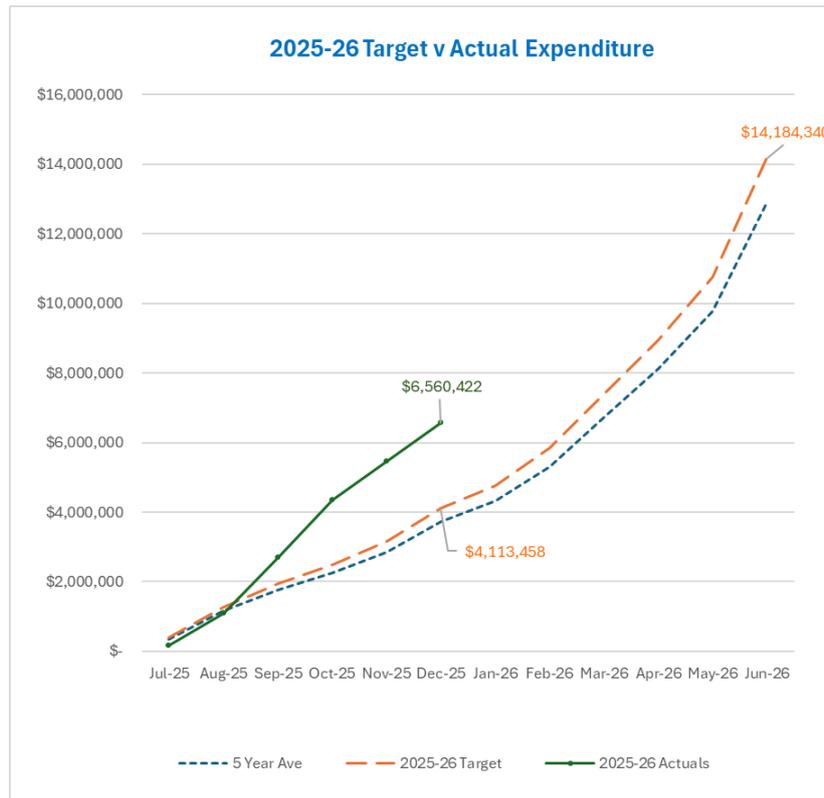
- Monitor actual expenditure against the target baseline
- Identify opportunities to streamline processes
- Resolve delivery challenges

As of **31 December 2025**, actual expenditure is **tracking ahead of the target baseline**, indicating strong performance over the first two quarters of the financial year.

Graph 2 below compares actual expenditure to the 2025-26 target and the five-year average.

The mid-financial year trends suggest the Program Delivery Team is on track to meet or exceed the 2025-26 target. Continued focus on procurement efficiency and project planning will be critical to maintaining this momentum.

Graph No.2



Monitoring and Reporting Framework

Capital works performance is monitored and reported at three levels:

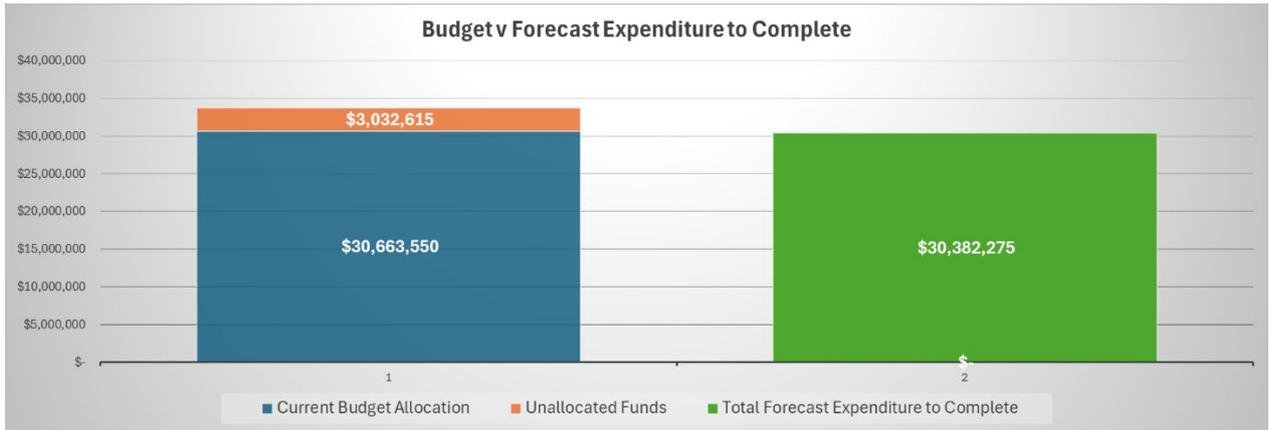
- **Portfolio Level:** Provides a high-level view of all capital projects to assess overall financial health.
- **Program Level:** Identifies performance trends and issues across project groupings.
- **Project Level:** Tracks individual project budgets, actuals, and forecasts to ensure accountability and control.

This multi-level reporting approach enables:

- Timely insights into financial performance
- Early identification of variances and corrective actions
- Improved transparency and governance
- Enhanced ability to prioritise and reallocate resources

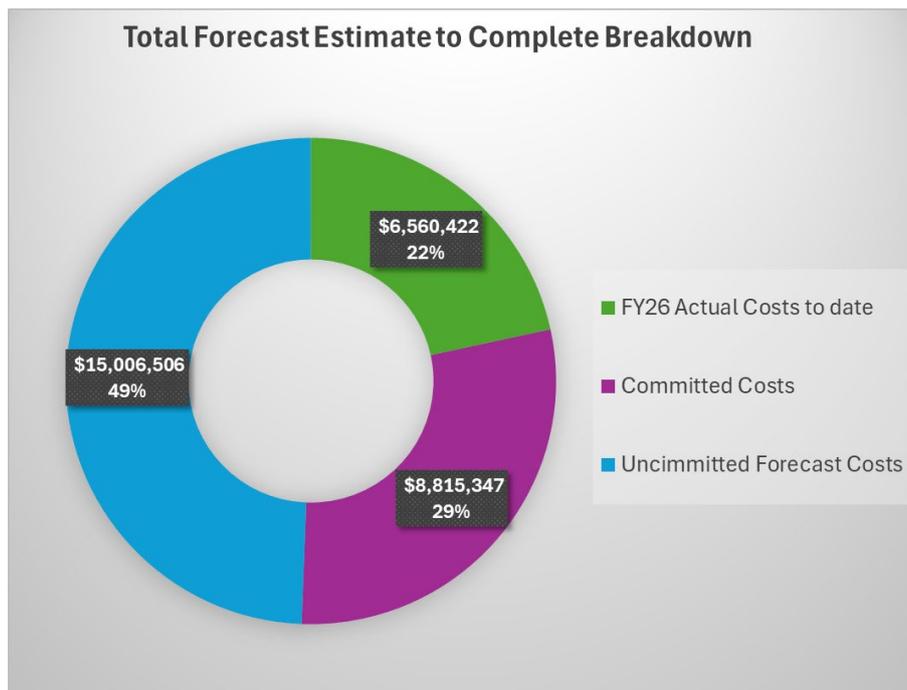
Portfolio Level Report

The forecast expenditure to complete the capital program is \$281,272 less than the allocated budget. As projects reach completion, any savings will be returned to the Unallocated Fund.



As at 31 December 2025:

- **\$15.4 million or 51%** has been either spent or committed.
- This represents a strong first two quarters and positions Council well to achieve the 2025-26 target of **\$14.18 million**



Program Level Report

The table below identifies the current budget allocation, actual cost to date and committed costs at a program level.

Programme Title	Current Budget Allocation	Spend to date 2025-26		Committal	
Bridges Program	631,000	11,966	2%	4,990	1%
Building Program	5,315,743	820,445	15%	354,039	7%
BWFC Program	160,000	155,561	97%	-	0%
Equipment Renewal	63,120	-	0%	5,385	9%
Footpath Program	566,337	197,173	35%	7,070	1%
Furniture Program	76,027	52,095	69%	3,956	5%
ICT Hardware Program	271,637	15,632	6%	138,269	51%
Guard Rail Program	75,000	5,984	8%	48,923	65%
Kerb and Channel Program	150,000	18,871	13%	-	0%
Light Fleet Program	661,000	229,299	35%	420,075	64%
LRCI Program	4,905,835	1,668,038	34%	3,194,188	65%
Major Plant Program	2,819,342	1,242,989	44%	15,000	1%
Open Space Program	1,434,183	383,668	27%	87,174	6%
Reseal Program	2,039,000	52,268	3%	1,918,459	94%
Resheet Program	1,000,000	551,837	55%	162,621	16%
Road Improvement Program	56,357	24,722	44%	3,850	7%
Road Reconstruction Program	7,430,991	933,636	13%	1,147,120	15%
Road Safety Program	1,829,999	32,540	2%	890,960	49%
Road Slip Program	351,920	59,456	17%	-	0%
Stormwater Program	826,059	104,243	13%	413,266	50%
Capital Works Total	30,663,550	6,560,422	21%	8,815,347	29%

Project Level Report

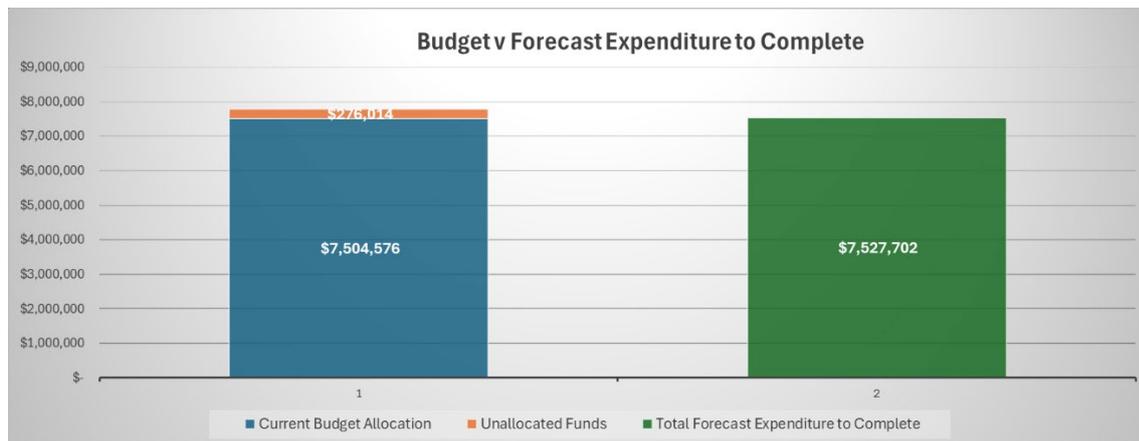
There are approximately **271 individual capital projects** with approved current budget allocations. All projects are tracked monthly, including financial forecasts and status updates.

A selection of **key projects** is reviewed in greater detail by the Project Planning and Delivery Committee each month.

Refer to **Appendix No.1 – Key Capital Projects Financial Report** for further detail.

Operational Projects Report

The total operational program budget for the 2025–26 financial year is **\$7.8 million**. Of this, **\$7.5 million** has been allocated to approved capital works projects, with **\$0.3 million** remaining in the Unallocated Fund.

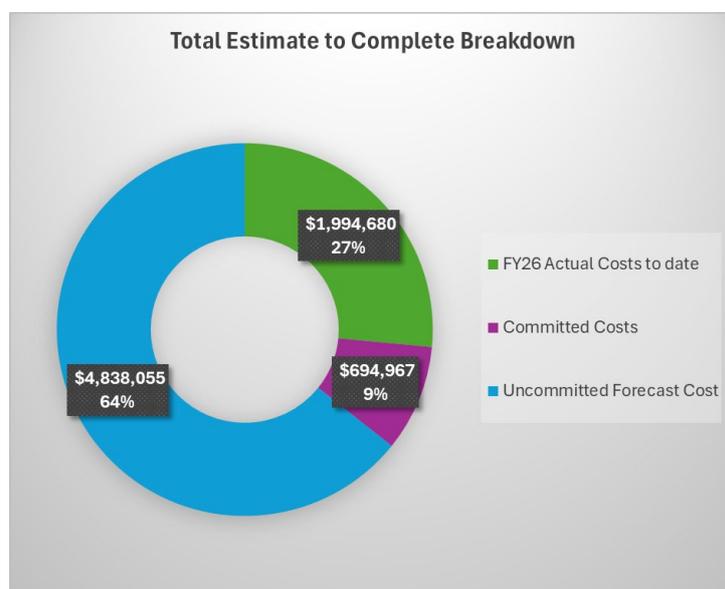


Portfolio Level Report

The forecast expenditure to complete the operational project program closely aligns with the allocated budget. Whilst the current forecast is a negative variance of \$23k (overspend), as projects progress savings will be identified to reduce the forecast and bring expenditure closer to budget.

If required, any overspend will be drawn down from the Unallocated Fund.

As at 31 December 2025, **36%** of the operational project program budget (**\$2.7 million**) has been either spent or committed.



Project Level Report

There are approximately **78 individual operational projects** with approved current budget allocations. All projects are tracked monthly, including financial forecasts and status updates.

A selection of **key projects** is reviewed in greater detail by the Project Planning and Delivery Committee each month.

Refer to **Appendix No.2 – Key Operational Projects Financial Report** for further detail.

Appendix No.1 – Key Capital Projects Financial Report

Project Title	Project Stage	2025/26 Adopted Budget	Carry Forward Required (into FY27)	Current Budget Allocation (\$)	Actual Costs to date 2025/26 (€)		Committed Costs		2025/26 Estimated Expenditure	Estimate Carry Forward to 2026/27 to Complete the Project	2025/26 Forecast (Expenditure)	Total Forecast to Complete Project (Expenditure)	Variance from Project Budget	Project Status
Eliminyt Wetlands Development	CONSTRUCTION / DELIVERY		No	4,789,596	1,565,253	33%	3,189,756	67%	34,587	-	4,789,596	4,789,596	-	ON TRACK
Bluewater Leisure Centre Electrification	DESIGN		Yes	2,678,596	24,374	1%	110,000	4%	144,222	2,400,000	278,596	2,678,596	-	ON TRACK
Tuxion Road	CONSTRUCTION / DELIVERY		No	729,009	84,069	12%	391,244	54%	-	-	475,313	475,313	(253,696)	ON TRACK
Pengilley Avenue (Gallipoli Parade to McLachlan Street)	DLP		No	712,173	656,239	92%	8,038	1%	-	-	664,277	664,277	(47,896)	ON TRACK
Wombat Crossings, Armstrong & Hart Streets & Pound Road Colac	PROCUREMENT		No	482,000	2,911	1%	-	0%	479,089	-	482,000	482,000	(0)	ON TRACK
Sarsfield Street Reconstruction	PROCUREMENT	✓	Yes	276,200	4,992	2%	-	0%	162,725	108,483	167,717	276,200	-	ON TRACK
Priority Crossings Connor Street Colac	PROCUREMENT		No	417,736	772	0%	-	0%	416,964	-	417,736	417,736	-	ON TRACK
Central Reserve Dog Park	DESIGN		No	350,000	13,892	4%	23,761	7%	312,347	-	350,000	350,000	-	ON TRACK
Redrock Reserve Stairs Renewal	INITIATION	✓	Yes	150,000	6,425	4%	-	0%	99,780	43,795	106,205	150,000	-	ON TRACK
Major Patch & Reseal Program	CONSTRUCTION / DELIVERY	✓	No	2,039,000	52,268	3%	1,918,459	94%	68,000	-	2,038,727	2,038,727	(273)	ON TRACK
Road Reconstruction Bundle No.1 (Apollo Bay)														
Montrose Avenue Reconstruction (From McLachlan to Costin)	PROCUREMENT	✓	Yes	800,000	6,526	1%	-	0%	476,084	317,390	482,610	800,000	-	ON TRACK
Pengilley Avenue Reconstruction - (From Costin to Gallipoli)	PROCUREMENT	✓	Yes	774,000	2,490	0%	8,100	1%	458,046	305,364	468,636	774,000	-	ON TRACK
Ramsden Avenue Reconstruction (From Pengilley to McLachlan)	PROCUREMENT	✓	Yes	1,032,000	8,424	1%	-	0%	614,145	409,430	622,570	1,032,000	-	ON TRACK
Costin Street Reconstruction - 1 (From Pengilley to Montrose)	PROCUREMENT	✓	Yes	474,800	6,526	1%	-	0%	280,964	187,310	287,490	474,800	-	ON TRACK
Road Reconstruction Bundle No.2 (Wye River)														
Koonya Avenue (Wallace Street to Dunoon Road)	PROCUREMENT		Yes	526,816	28,172	5%	-	0%	200,646	297,997	228,818	526,815	(1)	ON TRACK
The Boulevardde Wye River	PROCUREMENT		Yes	561,515	15,459	3%	70	0%	228,373	317,612	243,903	561,515	(0)	ON TRACK
Road Reconstruction Bundle No.3 (Pascoe St, Apollo Bay)														
Pascoe Street Apollo Bay (Moore Street to Nelson Street)	CONSTRUCTION / DELIVERY		No	830,938	17,426	2%	568,385	68%	235,074	-	820,885	820,885	(10,053)	ON TRACK
Wombat Crossings & Roundabout, Pascoe Street Apollo Bay	CONSTRUCTION / DELIVERY		No	889,500	9,293	1%	890,260	100%	-	-	899,553	899,553	10,053	ON TRACK
Total				18,513,879	2,505,510	14%	7,108,073	38%	4,211,049	4,387,381	13,824,632	18,212,012	(301,867)	

Appendix No.2 – Key Operational Projects Financial Report

Project Title	Carry Forward Required (into FY27)	Current Budget Allocation (\$)	Actual Costs to date 2025/26 (\$)		Committed Costs		2025/26 Estimated Expenditure (\$)	Estimate Carry Forward to 2026/27 Complete the Project	2025/26 Forecast Expenditure (\$)	Total Forecast to Complete Project Expenditure (\$)	Variance from Project Budget (Expenditure) (J - D)	Project Status
Apollo Bay Structure Plan Review	No	200,000	38,888	19%	112,226	56%	48,886	-	200,000	200,000	0	ON TRACK
Tree Planting Program	No	60,000	22,835	38%	3,166	5%	33,999	-	60,000	60,000	(0)	ON TRACK
Greenlinks - Rewilding Barongarook Creek	Yes	349,410	-	0%	-	0%	295,000	54,410	295,000	349,410	-	ON TRACK
Birregurra Structure Plan Review	No	23,863	6,136	26%	-	0%	17,727	-	23,863	23,863	0	COMPLETE
Lake Colac Foreshore Regional Playground Design Project	No	100,000	1,604	2%	-	0%	98,396	-	100,000	100,000	0	ON TRACK
Road Safety Strategy	No	60,000	11,764	20%	20,020	33%	28,216	-	60,000	60,000	(0)	ON TRACK
Colac Otway Adaptable Precincts Project	No	2,017,576	800,393	40%	-	0%	1,217,183	-	2,017,576	2,017,576	(0)	ON TRACK
New Clubrooms - Lake Colac Oval (Design only)	No	40,000	-	0%	-	0%	40,000	-	40,000	40,000	-	ON TRACK
Youth Projects - Youth Fest	No	2,000	621	31%	-	0%	1,379	-	2,000	2,000	0	ON TRACK
Aged Care Review Implementation Activities	No	273,248	65,653	24%	-	0%	207,595	-	273,248	273,248	0	ON TRACK
Economic Development Strategy	No	40,000	10,350	26%	24,150	60%	5,500	-	40,000	40,000	-	ON TRACK
Total		3,126,097	947,894	30%	135,413	4%	1,988,381	54,410	3,071,687	3,126,097	0	