

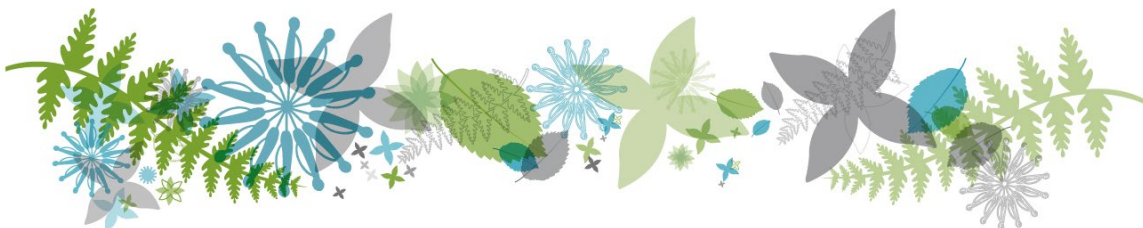


Colac Otway
SHIRE

Quarterly Performance Report 2025-26

Q1

1 July 2025 to 30 September 2025



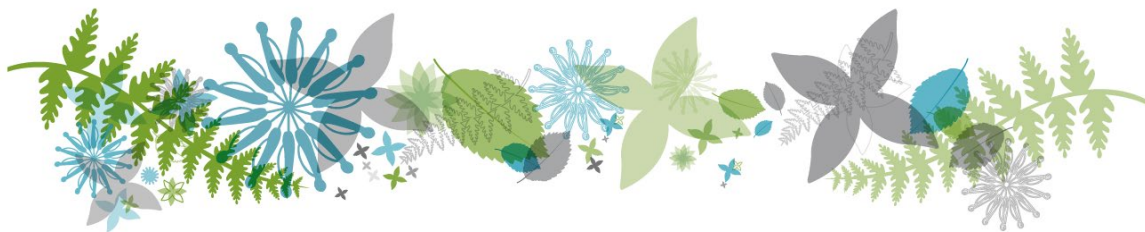
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Acknowledgement

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

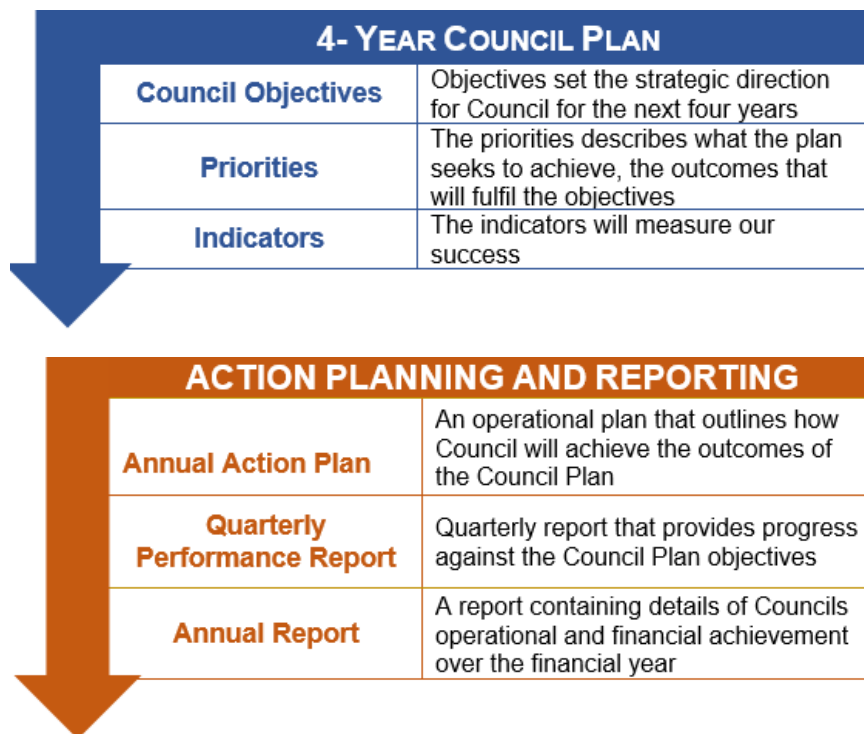
The Annual Plan 2025-26 is an operational plan that outlines how Council will work towards achieving the outcomes of the Council Plan 2025-29.

As part of the Council Plan 2025-29, 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



Quarterly Performance Reporting – July to Sept 2025 Summary Result

Council Plan Themes and Outcomes	Number of Actions Completed	Number of Actions In Progress	Number of Actions Not Started
1. PLACE - Our Shire is a great place to live, work and belong		15	
2. PEOPLE - Our community is vibrant, healthy and supported	1	7	1
3. PEOPLE - Our Council governs progressively and sustainably for all		10	3
4. PROSPERITY - Our Economy is growing and diverse, supporting innovation, new businesses and investments		7	
5. PROSPERITY - Our tourism industry is thriving, with expanded and interlinked experiences		6	
Total	1	45	4

The table above shows the status as at 30 September 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.

COUNCIL PLAN STRATEGIC OUTCOMES	2025-26 ANNUAL ACTION PLAN	QUARTERLY PERFORMANCE REPORTING UPDATE QUARTER 1 (July to September)	% Complete	STATUS (not started, In progress or Completed)
Theme: PLACE				
1. Our Shire is a great place to live, work and belong				
1.1 Enliven and beautify our townships and natural environments	1.1.1 Progress Apollo Bay Structure Plan Review	An inception meeting has been held with the consultants engaged to manage the project, under Council's direction, to agree the objectives and milestones. A public drop-in session will be held in October, where members of the community will have the opportunity to discuss the project, and relevant local concerns and issues, with Council staff and the consultants.	10%	In Progress
	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.	25%	In Progress
	1.1.3 Deliver Council's Street Tree planting program to identified candidate streets	There has been significant progress delivering the 2025-26 street tree planting program due to favourable weather conditions. The balance of planting will occur in Autumn, early 2026.	75%	In Progress
	1.1.4 Implement the Greenlinks Revegetation program at Barongarook Creek in Colac	The project has commenced and stakeholder consultation has occurred. A tender for the major component of environmental works has been put to market.	25%	In Progress
	1.1.5 Complete the Birregurra Structure Plan review.	The draft Structure Plan 2025 has been on public exhibition, and submissions received and considered. It is anticipated that a report on the final version of the draft Structure Plan will be put to the November Council meeting.	95%	In Progress

COUNCIL PLAN STRATEGIC OUTCOMES	2025-26 ANNUAL ACTION PLAN	QUARTERLY PERFORMANCE REPORTING UPDATE QUARTER 1 (July to September)	% Complete	STATUS (not started, In progress or Completed)
1. Our Shire is a great place to live, work and belong				
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.	Contracts for Project Management Services and Design Services have been awarded following Request for Quotation processes.	25%	In Progress
	1.2.2 Prepare designs for the Lake Colac Foreshore Regional Playspace	Discussions held with the Lake Colac Advisory Committee, Friends of Botanic Gardens and Eastern Maar Aboriginal Corporation in relation to the project. Playscape brief developed for the engagement of design consultant.	20%	In Progress
	1.2.3 Construct a dog park at Colac's Central Reserve.	Quotes have been obtained for site investigations, including a soil contamination report. Officers have inspected dog parks elsewhere to better understand the issue and challenges relating to design, operation and ongoing maintenance of the dog park.	25%	In Progress
	1.2.4 Deliver climate change mitigation and adaptation programs in partnership with Geelong Sustainability.	Council has commenced work with Geelong Sustainability on the Cool Room program for vulnerable people and the Electric Home Program has been advertised. Council is reviewing potential for upgrades to its own facilities under this program.	25%	In Progress
1.3 Make it safe and easy to get around the Shire	1.3.1 Develop a Road Safety Strategy	Community drop-in sessions have been held and an online survey has been launched to seek community feedback on traffic safety issues.	25%	In Progress
	1.3.2 Construct new footpath connections in accordance with the	New footpath connections in Ballagh Street, Colac, and Nelson Street and Ramsden Avenue, Apollo Bay, are part of the current capital works program. Preliminary work has	25%	In Progress

COUNCIL PLAN STRATEGIC OUTCOMES	2025-26 ANNUAL ACTION PLAN	QUARTERLY PERFORMANCE REPORTING UPDATE QUARTER 1 (July to September)	% Complete	STATUS (not started, In progress or Completed)
	footpath strategy for Colac and Apollo Bay.	commenced on the procurement of suitable contractors to undertake the work.		
	1.3.3 Renew CCTV equipment within the central Colac precinct	Council has allocated budget to this project and a scope is being developed for the majority of works in Q3.	25%	In Progress
	1.3.4 Implement approved road safety upgrades under the State Government's Safer Local Roads and Streets program	Funding agreements for all approved projects under the Safer Local Roads and Streets program (SLRSP) have been signed. Installation of new speed signs in Colac CBD has been completed. A Request for Tender for the construction of a new roundabout at the intersection of Moore Street and Pascoe Street in Apollo Bay has been prepared. Procurement is occurring for suitable contractors to deliver raised pedestrian crossings and speed cushions on Armstrong Street, Pound Road, and Connor Street in Colac.	25%	In Progress
	1.3.5 Develop a policy framework for consideration of proposals to seal unsealed roads	Preparation of a draft policy has commenced.	25%	In Progress

COUNCIL PLAN STRATEGIC OUTCOMES	2025-26 ANNUAL ACTION PLAN	QUARTERLY PERFORMANCE REPORTING UPDATE QUARTER 1 (July to September)	% Complete	STATUS (not started, In progress or Completed)
1. Our Shire is a great place to live, work and belong				
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.	Partnership agreements have all been executed and the project has commenced, with an assessment of current and future housing needs completed.	25%	In Progress

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.	The Municipal Public Health and Wellbeing Action Plan has been noted by Council and submitted to the Victorian Department of Health. The Department of Health have certified that the draft Colac Otway Shire Council Plan 2025-2029 and associated Municipal Health and Wellbeing Plan Actions 2025-29 adequately address the requirements specified in section 26(2) of the Public Health and Wellbeing Act 2008. Works are underway to deliver the actions in collaboration with the range of stakeholders.	10%	In Progress
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.	Project due to commence in January 2026	0%	Not Started

COUNCIL PLAN STRATEGIC OUTCOMES	2025-26 ANNUAL ACTION PLAN	QUARTERLY PERFORMANCE REPORTING UPDATE QUARTER 1 (July to September)	% Complete	STATUS (not started, In progress or Completed)
	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	Council continues to deliver youth engagement programs and services through the VicHealth Local Government Program and the Victorian Government's ENGAGE! program fundings. During the quarter, the key highlights have been the youth art competition, delivery of the Youth Fest workshops, working with young people in the schools to design the vaping harm reduction campaign, supporting homework clubs in promotion of healthy eating programs, and providing support to kindergartens to subscribe to the Stephanie Alexander Kitchen Garden program.	25%	In Progress
2. Our community is vibrant, healthy and supported				
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 delivered home care package program will transition into the Support at Home Program from 1 November 2025. The Federal Government released the final rules only in late September and Officers are in the process of completing most of the legislative requirements by end of October, which includes signing new service agreements with all clients, re-registering all external contractors under the new compliance model and setting up protocols and procedures legislated by the Act. The full	80%	In Progress

COUNCIL PLAN STRATEGIC OUTCOMES	2025-26 ANNUAL ACTION PLAN	QUARTERLY PERFORMANCE REPORTING UPDATE QUARTER 1 (July to September)	% Complete	STATUS (not started, In progress or Completed)
		transition process is expected to be completed in early 2026.		
	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 works with the different health services and service agencies to advocate for increased funding and support to social support services in the Shire. Council is also working directly with the Salvation Army to improve their capacity to support vulnerable families and their children through healthy eating and active living initiatives. Council's Maternal Child Health nurses continue to serve vulnerable families who are experiencing family violence and risk of homelessness and referring them on to the available support services.	25%	In Progress
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 Colac Otway Food Systems Community Partnership Project implementation is underway. Colac Secondary College has allocated the land for use by Farm My School to set up the farm. The land has been cleared and preparations are underway for the Build a Farm in a Day event on 22 and 23 November 2025.	25%	In Progress

COUNCIL PLAN STRATEGIC OUTCOMES	2025-26 ANNUAL ACTION PLAN	QUARTERLY PERFORMANCE REPORTING UPDATE QUARTER 1 (July to September)	% Complete	STATUS (not started, In progress or Completed)
	2.4.2 Continue to partner with Colac Area Health in 16 Days of Activism initiative	Council has received funding from the Office of Women for the organisation of events during the 16 Days of Activism period from 25 November to 10 December. Council is working with a range of partners to organise an event that highlights increased promotion of gender equity and equality to encourage prevention of all forms of violence against women and children.	50%	In Progress
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.	25%	In Progress
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.	The strategy has been tabled with the Executive Management Team. Key documentation has been prepared, and the Senior Leadership Team has been briefed on upcoming actions.	20%	In Progress
	3.1.2 Progress service reviews for priority areas, determined through discussion with Councillors.	This is yet to commence.	0%	Not Started

COUNCIL PLAN STRATEGIC OUTCOMES	2025-26 ANNUAL ACTION PLAN	QUARTERLY PERFORMANCE REPORTING UPDATE QUARTER 1 (July to September)	% Complete	STATUS (not started, In progress or Completed)
	3.1.3 Explore opportunities to dispose of surplus Council land and/or assets	Work has commenced which has identified a number of properties, land and buildings that may be surplus to Council's requirements. This will be pursued further in coming months.	25%	In Progress
	3.1.4 Undertake the Planning Scheme Review.	Significant work was undertaken on the Planning Scheme Review in 2023 and 2024. It has been agreed with the Department of Transport and Planning that this work can form the basis of a Planning Scheme Review under the Council Plan 2025-2029. Work is currently underway to update the Planning Scheme Review previously undertaken, which should be completed in early 2026.	80%	In Progress
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.	An action plan outlining Council's response to the recommendations of the Monitor report was developed, adopted and submitted to the Minister for Local Government. Work has commenced to implement individual actions and a status report will be presented to Council bi-annually.	25%	In Progress
	3.2.2 Review Council's Resource Recovery and Waste Strategy.	A review of the 2021 Strategy has been undertaken and will be presented to Council late in 2025. Work has commenced on the development of specifications for the new 10 year waste services contract and opportunities for collaboration with other Councils for this tender are being explored.	25%	In Progress
	3.2.3 Adopt a revised Domestic Animal Management Plan.	The Draft plan was placed on public exhibition in July following a review of the current plan earlier in 2025. Submissions will be considered at the November Council Meeting	75%	In Progress
3.3 Build and maintain effective working	3.3.1 Review Advocacy Strategy and determine	A number of workshops held with Councillors to determine Council's priority projects. It is intended to present a revised Framework and priorities to Council in Q2.	50%	In Progress

COUNCIL PLAN STRATEGIC OUTCOMES	2025-26 ANNUAL ACTION PLAN	QUARTERLY PERFORMANCE REPORTING UPDATE QUARTER 1 (July to September)	% Complete	STATUS (not started, In progress or Completed)
relationships with all levels of government	Council's priority projects.			
3. Our Council governs progressively and sustainably for all				
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.	Discussions have been held to determine locations and dates Visits to be held in Q3 and Q4.	10%	In Progress
	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 Started
	3.4.3 Early and effective engagement with the community on emergency preparedness.	Council's Emergency Management team has been working with the community and emergency agencies to prepare for the upcoming bushfire season. The township emergency management plans have been updated and meetings are underway with the relevant small town communities.	25%	In Progress
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 assessments are being conducted across relevant policies, programs, and services to support equitable outcomes. Training is also provided to key stakeholders to build capability in applying a gender lens to decision making processes.	80%	In Progress

COUNCIL PLAN STRATEGIC OUTCOMES	2025-26 ANNUAL ACTION PLAN	QUARTERLY PERFORMANCE REPORTING UPDATE QUARTER 1 (July to September)	% Complete	STATUS (not started, In progress or Completed)
	3.5.2 Support the Global Age Friendly Cities declaration	This activity is scheduled to be completed in Q3.	0%	Not Started

Theme: PROSPERITY				
4. Our Economy is growing and diverse, supporting innovation, new businesses and investments				
4.1 Attract business and government investment to stimulate industry and business growth	4.1.1 Develop a new Economic Development Strategy.	Consultant has been selected, work to begin shortly.	10%	In Progress
	4.1.2 Develop a Strategy for the Colac Aerodrome.	A project scope has been developed and Council briefed on the project. Procurement of a suitable consultant will occur in the second quarter.	25%	In Progress
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	A draft review of the saleyard operations has been prepared for consideration by Council and the Saleyards Advisory Committee.	75%	In Progress
	4.2.2 Upgrade facilities at the Colac Saleyards, including purchase of a multi-deck loading race.	Scoping of specifications for the projects has been completed in readiness for procurement late in 2025.	25%	In Progress
4.3 Build economic opportunities from local	4.3.1 Develop a Public Art Policy and	Draft Policy on public exhibition seeking feedback from the community. Final Policy to be adopted at the October 2025	50%	In Progress

COUNCIL PLAN STRATEGIC OUTCOMES	2025-26 ANNUAL ACTION PLAN	QUARTERLY PERFORMANCE REPORTING UPDATE QUARTER 1 (July to September)	% Complete	STATUS (not started, In progress or Completed)
arts, culture, sports, science and technology	implement the Public Art program.	Council meeting, with an Expression of Interest process to be undertaken in November 2025.		
	4.3.2 Determine the future management of COPACC.	Expression of interest process has commenced and anticipated to be completed in Q2.	50%	In Progress
	4.3.3 Work with TAFE and other education providers to enhance their offerings in Colac Otway Shire.	Currently in regular contact with South West TAFE to identify ways in which Council can provide support.	50%	In Progress
5. Our tourism industry is thriving, with expanded and interlinked experiences				
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.	Work at the Park is almost completed and Council is working with Belgravia to arrange opening activation.	95%	In Progress
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.	There have been initial discussions with Councillors on focus for this project. A workshop with Councillors is planned for early December with expected actions to be determined then.	20%	In Progress
5.3 Increase tourism offerings and investment in Colac Otway Shire through	5.3.1 Partner with local businesses to develop a visitor economy	Currently planning to activate in Q3.	10%	In Progress

COUNCIL PLAN STRATEGIC OUTCOMES	2025-26 ANNUAL ACTION PLAN	QUARTERLY PERFORMANCE REPORTING UPDATE QUARTER 1 (July to September)	% Complete	STATUS (not started, In progress or Completed)
events, products and attractions	business partnering program.			
	5.3.2 Continue to investigate and support options for short term accommodation in Colac.	Council continues to advocate for the development of short term accommodation in Colac. A number of sites are being investigated. Officers have met with representatives from Regional Development Victoria and Invest Victoria to consider potential options. Council is currently planning an Expression of Interest process for the Civic Precinct in collaboration with Regional Development Victoria.	15%	In Progress
	5.3.3 Explore opportunities for activating key public spaces through events and programs.	Event attracting framework underway to be presented to the Executive Management Team in November. Ongoing conversation around other activation opportunities is currently in progress.	30%	In Progress
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.	The project team has held a site meeting with Eastern Maar Aboriginal Corporation and will commence engagement with key stakeholder groups to consult on the proposed works.	25%	In Progress

Budget Report

Executive Summary

The year-to-date Total Comprehensive Surplus is \$4.6 million favourable to the current budgeted surplus for the same period.

The main contributors are:

1. Capital Grant Income of \$4.7 million received earlier in the financial year than expected
2. Underspend of \$2.4 million in Materials and Services and Employee Costs

The full year current budget surplus of \$7.8 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 at this point is a surplus of \$7.8 million which is \$11.0 million favourable to the Adopted Budget deficit of \$3.2 million (adopted in June 2025). The forecast is presently the same as the full year current budget because it has been deemed that, only three months into the financial year, there is insufficient data or trends to reliably forecast year end positions. End of year forecasts will be included as part of the Quarterly Budget Reports for the quarters ended 31 December 2025 and 31 March 2026.

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

OPERATING RESULT

Comprehensive Income Statement

For the period ended 30 September 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		38,311	38,568	(258)	(1%)	38,748	38,748
Statutory Fees and Fines		241	212	29	14%	1,003	1,003
User Fees	1	1,599	2,255	(656)	(29%)	9,242	9,242
Other Income	2	446	328	118	36%	1,289	1,289
Net Gain/(Loss) on Disposal of Property, Infrastructure, Plant and Equipment	3	200	-	200	0%	-	-
Share of Net Profit/(Loss) of Associates and Joint Ventures		-	-	-	0%	(100)	(100)
Total operating revenue		40,797	41,364	(567)	(1%)	50,182	50,182
Grants - Operating	4	3,853	5,869	(2,016)	(34%)	15,759	15,759
Grants - Capital	5	5,904	1,193	4,711	395%	14,719	14,719
Contributions - Monetary	6	170	6	163	2612%	25	25
Total Grants and Contributions		9,927	7,069	2,858	40%	30,503	30,503
Total Revenue		50,723	48,433	2,291	5%	80,685	80,685
Expenses							
Employee Costs	7	6,296	6,978	683	10%	26,618	26,618
Materials and Services	8	5,535	7,294	1,759	24%	28,747	28,747
Depreciation and Amortisation		3,668	3,884	216	6%	15,538	15,538
Amortisation - Right of Use Assets		23	25	2	8%	101	101
Bad and Doubtful Debts		-	1	1	100%	5	5
Borrowing Costs		-	-	-	0%	14	14
Other Expenses	9	672	324	(348)	(108%)	1,824	1,824
Total Expenses		16,194	18,507	2,313	12%	72,847	72,847
Surplus/(Deficit) for the Year		34,529	29,925	4,604	15%	7,838	7,838
Total Comprehensive Result		34,529	29,925	4,604	15%	7,838	7,838

The year-to-date result is \$4.6 million favourable to current budget. The full year current budget is a \$7.8 million surplus (\$11.0 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	User Fees: The main contributor is the Federal government's delayed implementation of the new Aged Care Act; a permanent unfavourable variance against budget of around \$200k is expected but the remainder is a temporary unfavourable variance at this stage.	(656)
2	Other Income: Interest on term deposit matured in September (temporary favourable variance). Unbudgeted Victorian Electoral Commission (VEC) fine payments for the 2024 local government elections (permanent favourable variance)	118
3	Net Gain/(Loss) on Disposal of Property, Infrastructure, Plant and Equipment: Proceeds from disposals of items replaced under the Capital Program. Written Down Values of disposed items are yet to be removed from the fixed assets register to derive the final gains/losses, so the final amount may vary (permanent favourable variance)	200
4	Grants Operating: 2025-26 Federal Financial Assistance Grant first tranche, received prior year but budgeted to be received during July 2025. This creates a permanent unfavourable variance of \$4.6m. The 2025-26 Federal Financial Assistance Grant is budgeted to be received as a lump sum in June 2026. However, this will be paid quarterly throughout the year.	(2,016)
5	Grants – Capital: Temporary favourable variance with Capital Grants income received year-to-date for a suite of different grant-funded projects.	4,711
6	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.	163

EXPENSES

Note	Comment	Amount (\$'000s)
7	Employee Costs: This is a favourable variance due to reduced hours (within Ageing Well Program) and vacancies experienced in a number of areas. Also 2025-26 Workcover Premium savings due to utilisation of early payment discounts, and reclassification of councils' risk profile.	683
8	Materials and Services: Temporary favourable variances due to Information Services subscription costs not yet invoiced by suppliers; Cleaning, Waste and Utilities payments delayed until October; Fleet costs related to lower than expected utilisation year-to-date.	1,759
9	Other Expenses: Temporary unfavourable variance due to early payment of contribution to Apollo Bay P-12 pool and Community Grants Program.	(348)

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

Reconciliation of EBITDA to Comprehensive Result

For the period ended 30 September 2025

Colac Otway Shire Council	Notes	Year-To-Date			
		Actual \$'000	Current Budget \$'000	Variance \$'000	Variance %
Recurrent Operations					
Revenue					
Rates and Charges		38,311	38,568	(258)	(1%)
Statutory Fees and Fines		241	212	29	14%
User Fees	1	1,599	2,255	(656)	(29%)
Other Income - excluding Interest	2	129	63	66	106%
Own Source Revenue		40,280	41,099	(819)	(2%)
Grants - Operating (Recurrent)	4	1,814	5,691	(3,877)	(68%)
Revenue		42,094	46,789	(4,695)	(10%)
Expenses					
Employee Costs	7	6,229	6,939	709	10%
Materials and Services	8	5,144	6,431	1,287	20%
Bad and Doubtful Debts		-	-	-	0%
Other Expenses	9	410	233	(177)	(76%)
Expenses		11,784	13,603	1,819	13%
Recurrent Operations Surplus/(Deficit) for the Period		30,310	33,186	(2,876)	(9%)
Operating Projects Expenses					
Employee Costs (funded operating projects)	7	67	40	(27)	(67%)
Materials and Services (funded operating projects)	8	391	863	472	55%
Other Expenses (funded operating projects)		262	92	(170)	(186%)
Total Operating Projects Expenses		719	995	276	28%
Non Operational Revenue					
Grants - Operating (Non-Recurrent)	4	2,039	179	1,861	1041%
Net Gain/(Loss) on Disposal of Property, Infrastructure, Plant and Equipment	3	200	-	200	0%
Share of Net Profit/(Loss) of Associates and Joint Ventures		-	-	-	0%
Total Non Operational Revenue		2,240	179	2,061	1154%
Non Recurrent Operations Surplus/(Deficit) for the Period		1,521	(816)	2,337	(286%)
Operations Surplus/(Deficit) for the Period		31,831	32,371	(539)	(2%)
Capital Revenue					
Grants - Capital	5	5,904	1,193	4,711	395%
Contributions - Monetary	6	170	6	163	2612%
Contributions - non monetary		-	-	-	0%
Total Capital Revenue		6,073	1,199	4,874	406%
EBITDA		37,904	33,570	4,334	13%
Depreciation and Amortisation		3,668	3,884	216	6%
Amortisation - Right of Use Assets		23	25	2	8%
Interest Income	2	(316)	(265)	51	(19%)
Finance Cost - Leases		-	-	-	0%
Borrowing Costs		-	-	-	0%
Total Interest (Net), Tax, Depreciation & Amortisation Expenses		3,375	3,645	269	7%
Total Comprehensive Result		34,529	29,925	4,604	15%

RECONCILIATION EBITDA TO COMPREHENSIVE RESULT (CONT'D)

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

Recurrent Operations represent activities and operations that are core to Council performance and able to be highly influenced by Management and Council Officers. The result for the quarter is \$2.9 million 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 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 project(s). The result for the quarter is \$2.3 million favourable to Budget for this component.

The Operations Surplus/(Deficit) – over which Management and Council Officers have significant control and influence – is \$0.5 million unfavourable to Budget for the quarter.

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. Management and Council Officers have limited ability to directly influence or control this component e.g. the availability of capital grants is dependent on funders (usually other levels of government), and the recognition of the income is dependent upon the delivery of milestones and project-related deliverables.

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 (largely influenced by previous decisions with respect to investment and funding) to arrive at the Total Comprehensive Result which will be reported in the end of financial year audited Financial Statements.

Balance Sheet

As at 30 September 2025

Colac Otway Shire Council	Notes	Sep-24	Sep 25	Variance \$'000
		Actual \$'000	Actual \$'000	
Assets				
Current assets				
Cash and cash equivalents	1	28,733	33,315	4,582
Trade and other receivables		39,465	40,880	1,415
Inventories		254	268	14
Other assets		273	175	(98)
Total current assets		68,725	74,637	5,912
Non-current assets				
Right of use assets		2,856	2,757	(99)
Property, infrastructure, plant and equipment	2	528,895	559,139	30,244
Investments in associates, joint arrangements and subsidiaries		218	243	25
Total non-current assets		531,969	562,139	30,170
Total assets		600,694	636,777	36,083
Liabilities				
Current liabilities				
Trade and other payables	3	10,584	6,278	(4,306)
Trust funds and deposits		875	824	(51)
Lease liabilities		9	-	(9)
Provisions		5,195	4,641	(554)
Total current liabilities		16,663	11,744	(4,919)
Non-current liabilities				
Provisions	4	4,694	9,518	4,824
Total non-current liabilities		4,694	9,518	4,824
Total liabilities		21,357	21,261	(96)
Net assets		579,337	615,515	36,178
Equity				
Accumulated Surplus		170,427	169,219	(1,208)
Reserves		408,910	446,296	37,386
Total Equity		579,337	615,515	36,178

Narrative

1	Cash and cash equivalents Early receipt (during June 2025) of \$5 million Federal Financial Assistance Grant for 2025-26 Financial Year
2	Property, infrastructure, plant and equipment Revaluations carried out at 31st March 2025 significantly increased the carrying balances of Open Space assets
3	Total non-current assets Unearned income liabilities to be adjusted, pending review of projects' status during quarter ended 31/12/2025
4	Current liabilities Increase ~\$4 million in the landfill provision as a part of 2024-25 year end

RATIOS

Financial Ratios As at 30 September 2025

Colac Otway Shire Council				\$'000		\$'000	%
Adjusted Underlying Result							
Adjusted Underlying Surplus/(Deficit)	divided by	Adjusted Underlying Revenue		28,456	/	44,334	64%
EBITDA Margin							
EBITDA	divided by	Adjusted Underlying Revenue		37,904	/	44,334	85%
Asset Renewal Ratio							
Asset Renewal and Upgrade Expenditure	divided by	Asset Depreciation		2,632	/	3,668	72%
Return on Assets							
Total Comprehensive Result	divided by	Total Assets		34,529	/	600,694	6%
Working Capital Ratio							
Current Assets	divided by	Current Liabilities		74,637	/	11,744	636%
Loans & Borrowings to Own Source Revenue							
Non-Current Liabilities	divided by	Own Source Revenue		9,518	/	40,280	24%
Rates Concentration							
Rates and Charges	divided by	Adjusted Underlying Revenue		38,311	/	44,334	86%
Cash Ratio							
Cash & Cash Equivalents	divided by	Current Liabilities		33,315	/	11,744	284%
Adjusted Underlying Result An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives.							
EBITDA Margin A common ratio for comparing performance across entities within the same sector allowing for differences in funding source and asset base							
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							
Return on Assets An indicator of value extracted from Council's asset base							

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

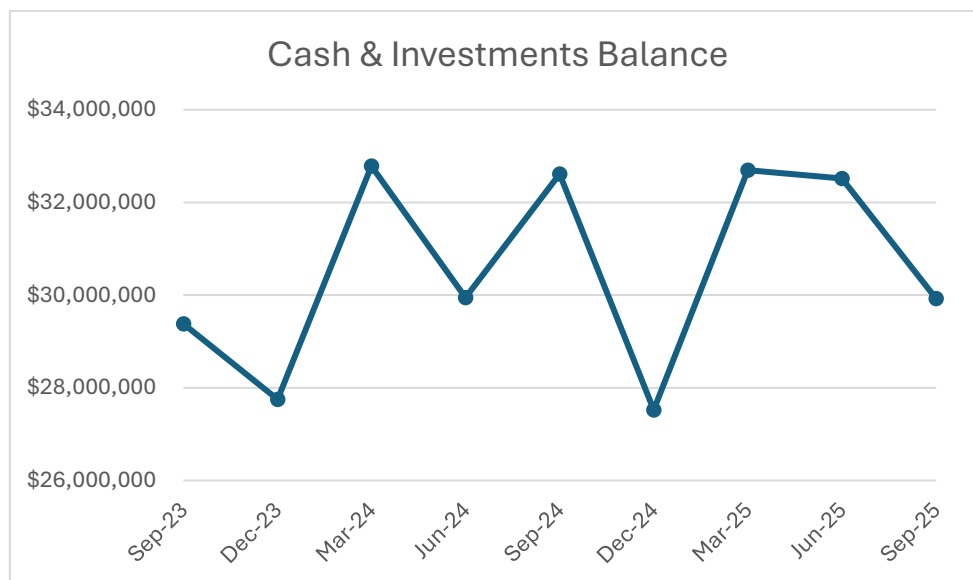
Statement of Cash Flows

For the period ended 30 September 2025

Colac Otway Shire Council	Sep 25	Full Year	
	YTD Actual \$'000	Current Budget \$'000	Forecast \$'000
Cash flows from Operating Activities			
Rates and Charges	2,080	38,748	38,748
Statutory Fees and Fines	241	1,003	1,003
User Fees	1,599	9,163	9,163
Grants - Operating	3,853	15,759	15,759
Grants - Capital	5,904	14,719	14,719
Contributions - Monetary	170	25	25
Trust Funds and Deposits Received/(Paid)	117	-	-
Other Receipts	446	1,289	1,289
Payments for Employees	(6,296)	(26,618)	(26,618)
Payments for Materials and Services (Incl GST)	(6,343)	(28,656)	(28,656)
Other Payments	(672)	(1,824)	(1,824)
Net Cash provided by/(used in) Operating Activities	1,099	23,608	23,608
Cash flows from Investing Activities			
Payments for Property, Infrastructure, Plant and Equipment	(1,752)	(34,102)	(34,102)
Payments for Investments	-	(100)	(100)
Proceeds from Sale of Property, Infrastructure, Plant and Equipment	200	-	-
Net cash provided by/(used in) Investing Activities	(1,552)	(34,202)	(34,202)
Cash flows from Financing Activities			
Finance Costs	-	-	-
Proceeds from Borrowings	-	-	-
Repayment of Borrowings	-	-	-
Interest Paid - Lease Liability	-	-	-
Repayment of Lease Liabilities	-	-	-
Net cash provided by/(used in) Financing Activities	-	-	-
Net Increase/(Decrease) in Cash and Cash Equivalents	(453)	(10,594)	(10,594)
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	33,315	23,173	23,173
Represented by:			
Operating Bank Accounts	20,315		
Term Deposits and Investments	13,000		
Cash and Cash Equivalents at the end of the Period	33,315		

CASH BALANCE

The Graph below shows how the Council's cash balance has trended to 30 September 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 30 September 2025 was \$316k.

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	8%	Term Deposit	\$ 1,000,000	4.05%	7/10/2025	7/01/2026
NAB	8%	Term Deposit	\$ 1,000,000	4.05%	7/10/2025	7/01/2026
NAB	15%	Term Deposit	\$ 2,000,000	4.05%	8/10/2025	7/01/2026
Rabobank	38%	Term Deposit	\$ 5,000,000	4.16%	26/08/2025	24/02/2026
NAB	15%	Term Deposit	\$ 2,000,000	4.05%	1/09/2025	1/12/2025
Rabobank	15%	Term Deposit	\$ 2,000,000	4.13%	8/09/2025	9/03/2026
		TOTAL	\$ 13,000,000			

Capital Works Report

Statement of Capital Expenditure

For the period ended 30 September 2025

Colac Otway Shire Council	Sep-25	Full Year
	YTD Actual \$'000	Current Budget \$'000
Property		
Land	-	-
Building	179	5,316
Total Property	179	5,316
Plant and Equipment		
Plant, machinery and equipment	713	3,640
Fixtures, fittings and furniture	-	63
Computers and telecommunications	15	272
Total Plant and Equipment	728	3,975
Infrastructure		
Roads	743	12,408
Bridges	4	610
Footpaths and cycleways	108	566
Drainage	68	826
Other infrastructure	801	6,363
Total Infrastructure	1,724	20,774
Total	2,632	30,065

Capital Works Budget Overview

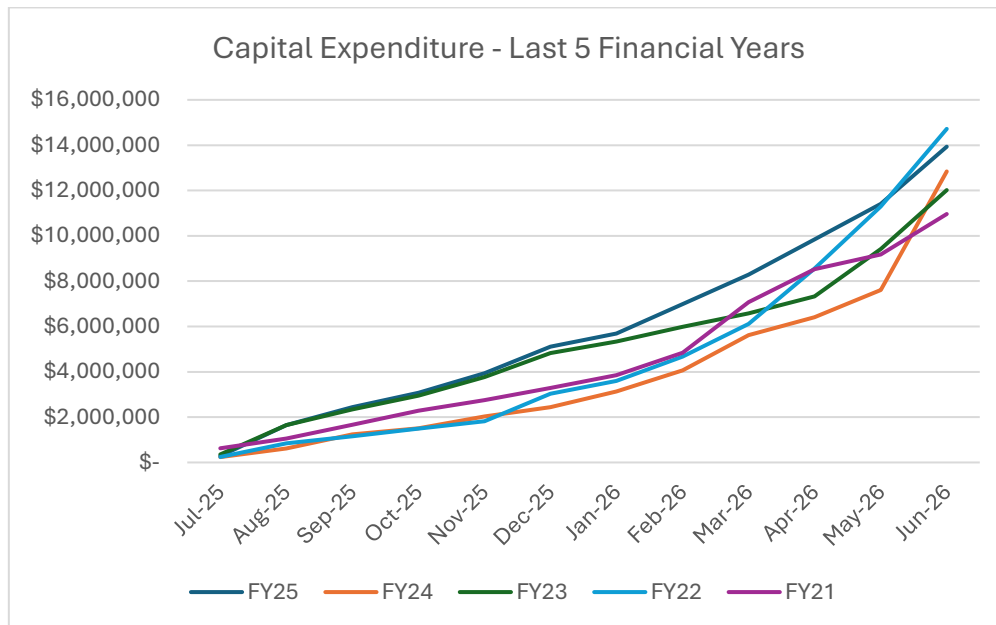
The total current capital works budget is **\$33.6 million**. Of this, **\$30.1 million** has been allocated to approved capital works projects, with **\$3.5 million** remaining in the Unallocated Fund.

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.

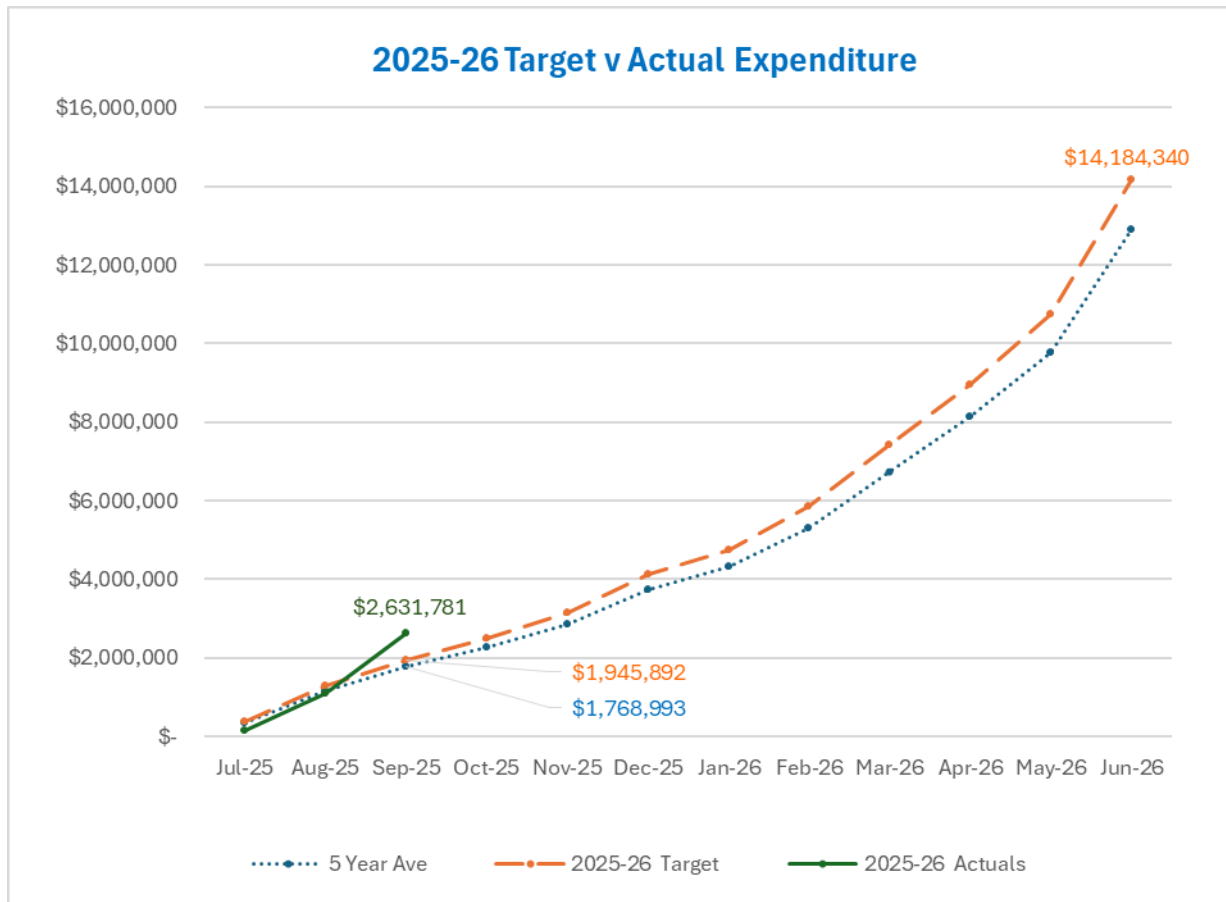
To support this, a **Project Planning and Delivery Committee** has been established. The committee meets monthly to:

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

As of **30 September 2025**, actual expenditure is **tracking ahead of the target baseline**, indicating strong early performance. Graph 2 below compares actual expenditure to the 2025-26 target and the five-year average.

Early 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 2



Monitoring and Reporting Framework

Capital works performance is monitored and reported at three levels:

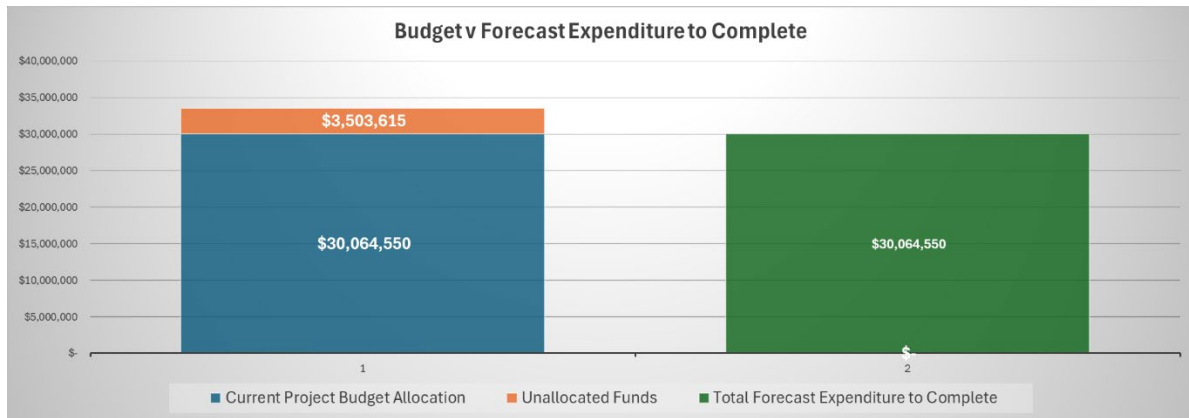
- **Portfolio Level:** Provides a high-level view of all capital projects to assess overall financial health.
- **Program Level:** Identifies performance trends and issues across project groupings.
- **Project Level:** Tracks individual project budgets, actuals, and forecasts to ensure accountability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

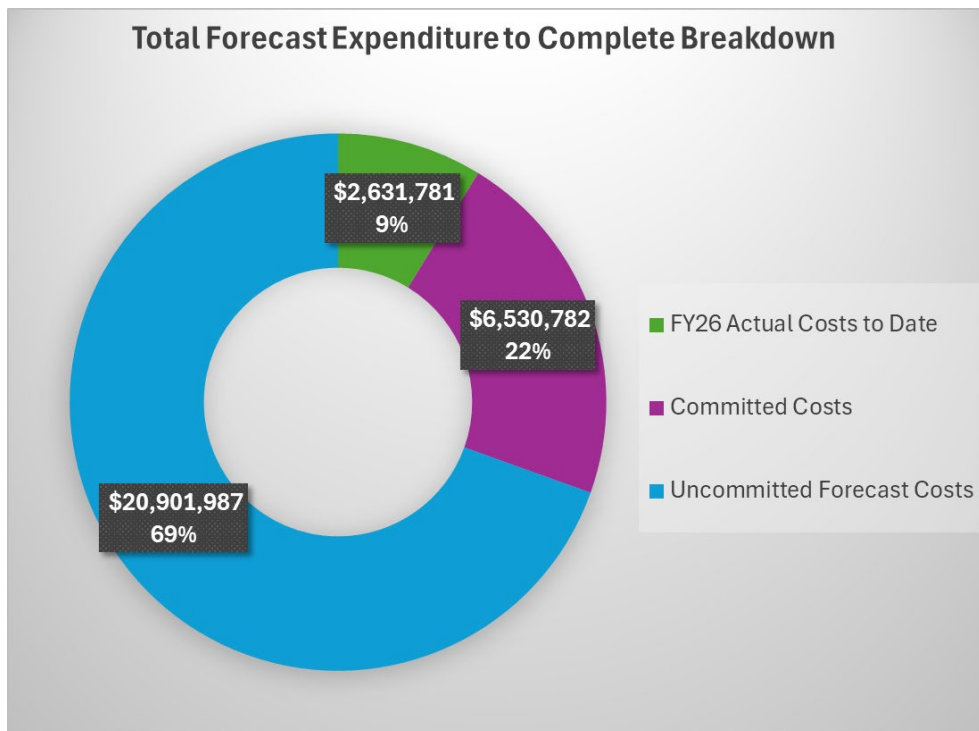
Portfolio Level Report

The forecast expenditure to complete the capital program aligns with the allocated budget. As projects progress, any savings will be identified and either reduce the forecast or be returned to the Unallocated Fund.



As at 30 September 2025:

- **\$9.2 million** has been either spent or committed.
- This represents a strong first quarter 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.

Program Title	Current Budget Allocation (\$)	Actual Costs to date 2025-26 (\$)		Committed Costs (\$)	
Bridges Program	610,000	3,922	1%	773	0%
Building Program	5,315,743	179,264	3%	97,871	2%
BWFC Program	160,000	155,561	97%	-	0%
Equipment Renewal	63,120	-	0%	5,385	9%
Footpath Program	566,337	108,062	19%	48,525	9%
Furniture Program	76,027	28,342	37%	16,605	22%
ICT Hardware Program	271,637	15,372	6%	-	0%
Guard Rail Program	75,000	3,595	5%	-	0%
Kerb and Channel Program	150,000	18,298	12%	-	0%
Light Fleet Program	661,000	55,998	8%	169,461	26%
LRCI Program	4,905,835	638,875	13%	4,061,983	83%
Major Plant Program	2,819,342	501,469	18%	609,007	22%
Open Space Program	1,306,183	130,499	10%	264,302	20%
Reseal Program	2,039,000	17,859	1%	162,341	8%
Resheet Program	1,000,000	88,165	9%	121,262	12%
Road Improvement Program	56,357	23,627	42%	3,850	7%
Road Reconstruction Program	6,980,991	535,051	8%	838,158	12%
Road Safety Program	1,829,999	10,673	1%	11,307	1%
Road Slip Program	351,920	49,023	14%	-	0%
Stormwater Program	826,059	68,127	8%	119,953	15%
Capital Works Total	30,064,550	2,631,781	9%	6,530,782	22%

Project Level Report

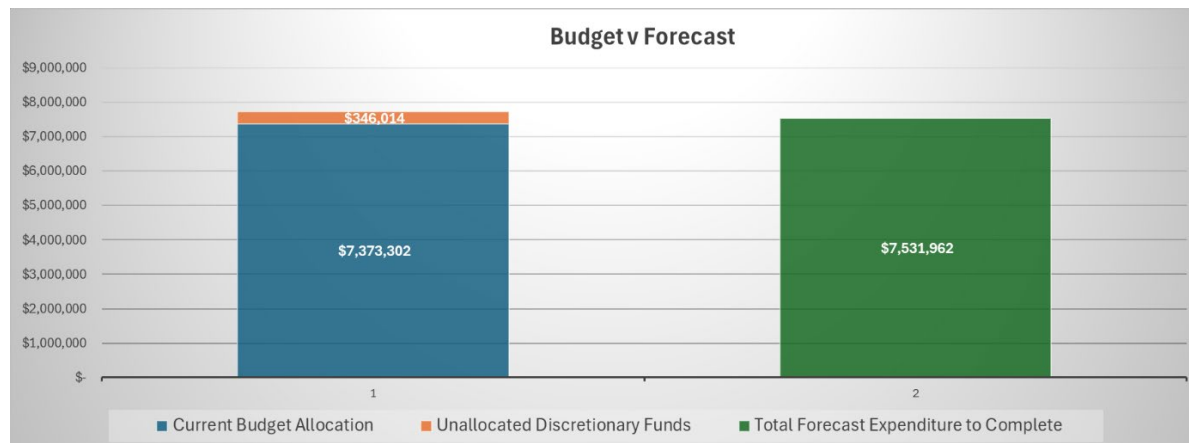
There are approximately **271 individual capital projects** with approved current budget allocations. All projects are tracked monthly, including financial forecasts and status updates.

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

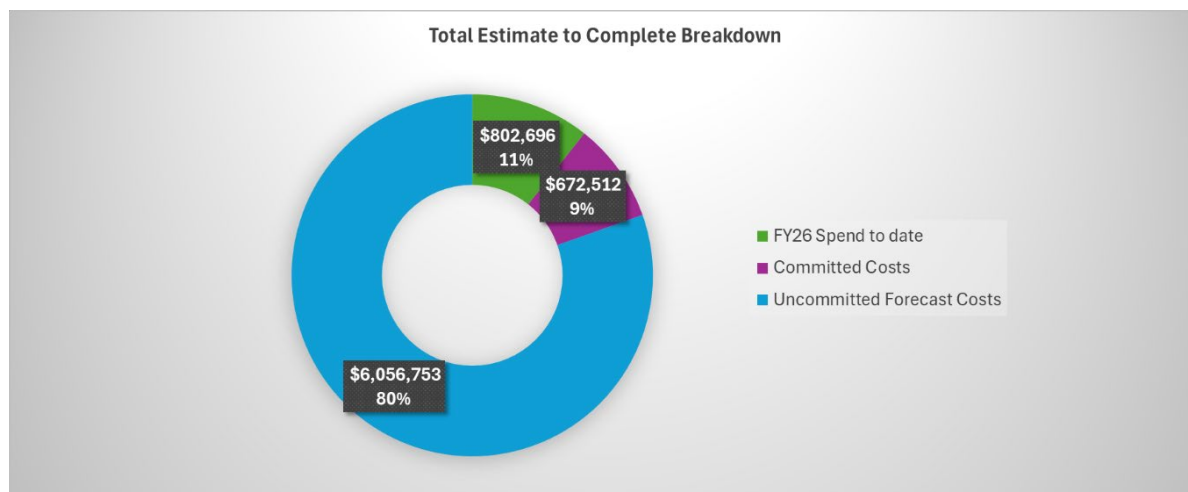
The total operational program budget for the 2025–26 financial year is **\$7.72 million**. Of this, **\$7.37 million** has been allocated to approved capital works projects, with **\$0.35 million** remaining in the Unallocated Fund.



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 \$159k (overspend), as projects progress savings will be identified to reduce the forecast and bring expenditure closer to budget.

As at 30 September 2025, **20%** of the operational project program budget (**\$1.48 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	2025/26 Adopted Budget	Project Stage	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 (\$)	Project Status
Eliminyt Wetlands Development		CONSTRUCTION / DELIVERY	4,789,596	546,773	11%	4,056,031	85%	186,793	-	4,789,596	4,789,596	ON TRACK
Bluewater Leisure Centre Electrification		INITIATION	2,678,596	15,752	1%	-	0%	262,844	2,400,000	278,596	2,678,596	ON TRACK
Tuxion Road		PROCUREMENT	729,009	64,073	9%	97,930	13%	570,103	-	732,106	732,106	ON TRACK
Pengilley Avenue (Gallipoli Parade to McLachlan Street)		CONSTRUCTION / DELIVERY	712,173	372,702	52%	285,237	40%	-	-	657,939	657,939	ON TRACK
Wombat Crossings, Armstrong & Hart Streets & Pound Road Colac		DESIGN	482,000	-	0%	-	0%	482,000	-	482,000	482,000	ON TRACK
Sarsfield Street Reconstruction	✓	DESIGN	276,200	-	0%	-	0%	165,720	110,480	165,720	276,200	ON TRACK
Priority Crossings Connor Street Colac		DESIGN	417,736	-	0%	-	0%	417,736	-	417,736	417,736	ON TRACK
Central Reserve Dog Park		INITIATION	350,000	327	0%	-	0%	349,673	-	350,000	350,000	ON TRACK
Redrock Reserve Stairs Renewal	✓	INITIATION	150,000	5,593	4%	-	0%	144,407	-	150,000	150,000	ON TRACK
Major Patch & Reseal Program	✓	PROCUREMENT	2,039,000	17,859	1%	162,341	8%	1,828,311	-	2,008,511	2,008,511	ON TRACK
Road Reconstruction Bundle No.1 (Apollo Bay)												
Montrose Avenue Reconstruction (From McLachlan to Costin)	✓	DESIGN	800,000	-	0%	-	0%	480,000	320,000	480,000	800,000	ON TRACK
Pengilley Avenue Reconstruction - (From Costin to Gallipoli)	✓	DESIGN	774,000	-	0%	-	0%	464,400	309,600	464,400	774,000	ON TRACK
Ramsden Avenue Reconstruction (From Pengilley to McLachlan)	✓	DESIGN	1,032,000	-	0%	-	0%	619,200	412,800	619,200	1,032,000	ON TRACK
Costin Street Reconstruction - 1 (From Pengilley to Montrose)	✓	DESIGN	474,800	-	0%	-	0%	284,880	189,920	284,880	474,800	ON TRACK
Road Reconstruction Bundle No.2 (Wye River)												
Koonya Avenue (Wallace Street to Dunoon Road)		DESIGN	526,816	-	0%	16,900	3%	305,950	203,966	322,850	526,816	ON TRACK
The Boulevarde Wye River		DESIGN	561,515	-	0%	12,500	2%	329,409	219,606	341,909	561,515	ON TRACK
Road Reconstruction Bundle No.3 (Pascoe St, Apollo Bay)												
Pascoe Street Apollo Bay (Moore Street to Nelson Street)		PROCUREMENT	530,938	6,139	1%	20,800	4%	503,999	-	530,938	530,938	ON TRACK
Wombat Crossings & Roundabout, Pascoe Street Apollo Bay		PROCUREMENT	889,500	3,396	0%	-	0%	889,500	-	892,896	892,896	ON TRACK
Total			18,213,879	1,032,614	6%	4,651,739	26%	8,284,924	4,166,372	13,969,277	18,135,649	

Appendix No.2 – Key Operational Projects Financial Report

Project Title	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 Complete the Project	2025/26 Forecast Expenditure (\$)	Total Forecast to Complete Project Expenditure (\$)	Project Status
Apollo Bay Structure Plan Review		Yes	200,000	-	0%	149,635	75%	25,000	25,365	174,635	200,000	ON TRACK
Tree Planting Program	✓	No	60,000	12,447	21%	5,914	10%	41,639	-	60,000	60,000	ON TRACK
Greenlinks - Rewilding Barongarook Creek		Yes	349,410	-	0%	-	0%	260,000	89,410	260,000	349,410	ON TRACK
Birregurra Structure Plan Review	✓	No	23,863	3,046	13%	2,743	11%	18,400	-	24,189	24,189	ON TRACK
Lake Colac Foreshore Regional Playground Design Project		No	100,000	-	0%	-	0%	100,000	-	100,000	100,000	AT RISK
Road Safety Strategy		No	60,000	900	2%	31,900	53%	27,200	-	60,000	60,000	ON TRACK
Colac Otway Adaptable Precincts Project		No	2,017,576	230,736	11%	-	0%	1,786,840	-	2,017,576	2,017,576	ON TRACK
New Clubrooms - Lake Colac Oval (Design only)	✓	No	40,000	-	0%	-	0%	40,000	-	40,000	40,000	NOT STARTED
Youth Projects - Youth Fest	✓	No	2,000	326	16%	182	9%	1,492	-	2,000	2,000	ON TRACK
Aged Care Review Implementation Activities	✓	No	273,248	24,032	9%	-	0%	249,216	-	273,248	273,248	ON TRACK
Economic Development Strategy		No	40,000	-	0%	-	0%	40,000	-	40,000	40,000	ON TRACK
Total			3,126,097	271,487	9%	190,374	6%	2,549,788	114,775	3,011,648	3,126,423	