



Quarterly Performance Report 2023-24

Third Quarter

1 January to 31 March 2024

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Acknowledgement

The Colac Otway Shire Council respectfully acknowledges the Gulidjan and Gadubanud peoples of the Maar Nation as the Traditional Custodians of the Colac Otway region, the land and waterways upon which the activities of the Colac Otway Shire Council are conducted on.

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

Chief Executive Report

The regular meeting cycle of Council paused over the new year, allowing our executive team to work remotely in some of our small communities starting in Forrest in early January. This has kicked off a series of opportunities for 'Community Conversations' where locals can drop in, meet the team in person, and talk about their local issues and opportunities. We love spending time out of the office and seeing what is happening across the Shire and look forward to continuing these sessions through the year.



Council also got to showcase one of Colac Otway's success stories when the Board of the G21 Geelong Region Alliance was given a tour of the AKD operations by its CEO Shane Vicary who always speaks with passion and pride about his team and the business that they've developed here in Colac. The Board got to see a highly professional operation, advanced technology in use and were all very impressed.

Our Youth Engagement team was busy across the Shire, with Apollo Bay serving up beautiful weather for the Colac Otway instalment of the Skate Park Leagues, delivered by the YMCA in partnership with our youth team. The event had healthy participation and heaps of onlookers participated in the All Aboard (come and try), scooter, BMX and skate competitions, and has set the tone for an engaging and exciting year of youth activities.

The Youth Engagement team also wove creativity into their program of events, partnering with Gavan Serle from GavArt to hold four workshops to help young artists prepare their own unique canvas for entry in the Colac Otway Arts Trail Showcase and Exhibition this April. This was a chance for keen young artists to elevate their artistic skills and showcase their work in a local exhibition.

Council saw progress with a number of strategic land use projects, including the establishment of the Deans Creek Precinct Structure Plan (PSP) Community Reference Group which will guide the development of Colac's key growth area. The review of the Birregurra Structure Plan and a master plan for growth of the Northern Towns of Beeac, Cressy, Cororooke, Alvie and Coragulac also kicked off and will explore how these towns can accommodate future residential growth.

Council has a large capital works program in 2023-24 due to a number of projects being carried forward from the prior year, as well as large disaster recovery programs to rectify landslips following 2021 and 2022 storm events, and a number of contracts were approved by Council in March to enable these works to get underway.

Significant progress has been made in constructing a new amenities block at the western end of Memorial Square in Colac. The project is almost complete, and contractors will be looking to demolish the old toilet block before the end of June. This will be a significant new public facility for visitors and residents of Colac.

Works also commenced at the Apollo Bay Harbour with a value of approximately \$3.2 million to remediate the Lee Breakwater Wall and install new sheet piling on the northern breakwall. These projects are complex and are being delivered to improve the resilience of the harbour for its fishing and recreational activities. The Harbour management team has also been preparing for handover of port management responsibility to the Great Ocean Road Coast and Parks Authority on 1 July 2024.

The quarter was also busy with consultation and community engagement activity on a range of topics including early input into the development of the draft Budget 2024-25, the review of the Flag Policy, proposed changes to speed limits at Kennet River and the redevelopment of the Donaldson Street Playspace. Council is committed to giving people the opportunity to have a say on things that influence or impact them and it was great to get feedback on these topics.

I am regularly reminded that our large and diverse workplace is full of many different experiences and events and this quarter was no different. We had a significant mental health event at the February Council Meeting that highlighted that we always need to respond to health issues with care, respect and a focus on safety and support. We also farewelled Nola McGuane after 25 years of service to Council and community in the OPASS team and is well known to many in the community, and celebrated Harmony Day with a wonderful morning tea where four of our team shared stories of their own cultural backgrounds, all adding to the richness of our workplace.

Anne Howard

Chief Executive Officer

Annual Plan Progress Report

Council Plan 2021-2025

Council formally adopted the Council Plan 2021-25 at a Council meeting held on 27 October 2021. The Council Plan is a document developed in partnership with the community to guide Council's strategic direction over the next four years.

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

Community Engagement

Development of the Council Plan 2021-25 included a comprehensive community engagement process, which conducted alongside development of the Community Vision 2050. The engagement process included:

- Regional roadshows at 12 community locations
- Online community sessions
- Community survey
- Stakeholder interviews
- Youth summit
- Community panel sessions
- Councillor workshops
- Exhibition of draft Community Vision 2050 and Council Plan 2021-25.

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

Council Plan 2021-25 Strategic Themes

There are four themes in the Council Plan:

Theme One: Strong and Resilient Economy

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

Theme Two: Valuing the Natural and Built Environment

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

Theme Three: Healthy and Inclusive Community

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

Theme Four: Strong Leadership and Management

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

Links to the Public Health and Wellbeing Plan

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

Preventing Violence	Climate Change	Active Living	Mental Health Wellbeing	Gender Equity	Panel Recommendation
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Annual Plan Progress Report

Annual Plan 2023-24

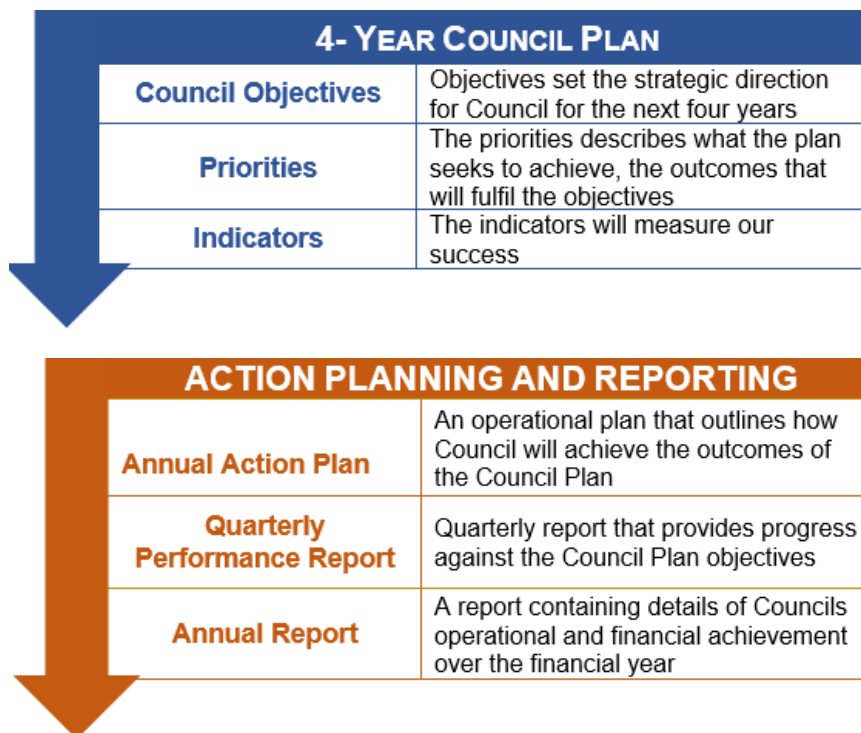
The Annual Plan 2023-24 is an operational plan that outlines how Council will work towards achieving the the outcomes of the Council Plan 2021-25.

As part of the Council Plan 2021-25, Council commits to generating an annual action plan to demonstrate how we will deliver on our commitments, evaluating our own performance, and publishing results within the annual report each October.

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

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




Integrated Planning Framework



Theme 1 – STRONG AND RESILIENT ECONOMY

	Four-year Priorities	Indicators	Year 3 Annual Actions	Progress Against Quarter 3 (January to March)	% Complete	Status (Not started, In progress or Completed)
1.1 Affordable and available housing will support our growing community and economy						
1.1.1	Deliver a strategic growth plan for the shire and settlement strategy for all small towns and rural living areas ●	<ul style="list-style-type: none"> Strategic Growth Plan and Settlement Strategy developed Relevant Planning Scheme Amendments adopted 	Commence Birregurra structure plan review ●	Conway Planning was appointed and commenced work on the review of the Birregurra Structure Plan in February 2024. An Expression on interest process has been commenced for members of the community to join a Community Reference Group to provide guidance to Council on the review of the structure plan.	75%	In Progress
			Commence Northern Towns Growth Plan projects ●	Conway Planning has been appointed and is in the early stages of commencing the project.	75%	In Progress
1.1.2	Deliver a refreshed Apollo Bay Structure Plan ●	<ul style="list-style-type: none"> Refreshed Apollo Bay Structure Plan delivered by 2022-23 Relevant Planning Scheme Amendments adopted 	Prepare information for Council to consider funding this as a 2024-25 project	Information has been presented and Council has circulated a draft budget for 2024/2025 that includes funding for the review of the Apollo Bay Structure Plan	100%	Completed
1.1.3	Facilitate the delivery of more diverse housing stock in Colac and Apollo Bay ●●	<ul style="list-style-type: none"> Increase land supply by 200 new lots annually Increased availability of affordable housing Levels of housing stress including rental and mortgage stress 	Continue to work with Developers to promote greater diversity in housing stock, particularly developers of Great Ocean Road subdivision at Apollo Bay, Bruce Street in Colac and the two sites being rezoned at Elliminyt in Irrewillipe Road and Harris Road/Colac Lavers Hill Road ●●	Council is working with developers at Colac West, Bruce Street (subdivision permit approved), the Hillview Estate and Elliminyt progressing development plans that will increase and diversify the residential land supply for Colac. These Development Plans will facilitate approval of planning permits for residential subdivision.	75%	In progress

Theme 1 – STRONG AND RESILIENT ECONOMY

	Four-year Priorities	Indicators	Year 3 Annual Actions	Progress Against Quarter 3 (January to March)	% Complete	Status (Not started, In progress or Completed)
1.1.4	Increase residential land supply in Colac 	<ul style="list-style-type: none"> • Number of hectares rezoned • Number of residential lots approved by planning permits 	Continue to progress the Deans Creek Precinct Structure Plan 	<p>The Deans Creek Precinct Structure Plan is progressing well and remains on track. Phase one technical assessments are being completed for Biodiversity, Post Contact Heritage, Arboricultural, and Landscape and Visual Assessments, Aboriginal Cultural Heritage and Impact assessment, Aboriginal Cultural Values assessment, Land Capability and Soils assessment. Work is progressing well on technical reports for the Integrated Water Management and Stormwater Assessment, Retail and Employment Land Assessment and Community Infrastructure Plan.</p> <p>A tender process is underway for the completion of a Development Contributions Plan, Transport Assessment and Services Assessment that are all planned to commence beyond the middle of 2024.</p> <p>An expression of interest process has been completed and resulted in the appointment of a Community Reference Group (CRG) by Council at its March meeting.</p>	75%	In progress
			Finalise the Colac West Development Plan 	<p>The development plan has been submitted, with a Shared Infrastructure Funding Plan yet to be submitted by the main developer in the precinct. Council intends to advertise both the revised Development Plan and Shared Infrastructure Funding Plan and to progress the assessment of the Development Plan. A Stage 1 subdivision permit application is being assessed concurrently with the Development Plan.</p>	90%	In progress

Theme 1 – STRONG AND RESILIENT ECONOMY

	Four-year Priorities	Indicators	Year 3 Annual Actions	Progress Against Quarter 3 (January to March)	% Complete	Status (Not started, In progress or Completed)
			<p>Progress Planning Scheme Amendments for rezoning land to residential in Colac ●●●●●</p>	<p>Planning scheme amendments C123cola and C127cola were approved late in 2024 and will deliver a combined future lot yield of approx. 900 residential lots.</p> <p>The Panel hearing for planning scheme amendment C124cola has been completed and will lead to the approval of a residential subdivision of 65 lots at 154 Sinclair Street Colac.</p>	75%	In progress
1.1.5	<p>Deliver a Social Housing Strategy ●●●●●</p>	<ul style="list-style-type: none"> • Number of dwellings made available for social housing • Social Housing Strategy completed and implemented 	<p>Continue to work with Homes Victoria to advocate for social housing projects in the Shire</p>	<p>Officers continue to advocate to Homes Victoria in relation to potential public housing projects at Pound Road, Colac and in Apollo Bay.</p>	75%	In progress
1.1.6	<p>Increase access to affordable accommodation for essential workers ●●●●●</p>	<ul style="list-style-type: none"> • Level of rental and mortgage stress • More accommodation options are available in towns including Apollo Bay, Birregurra, Forrest and Colac, specifically for workers 	<p>Commence Stage 1 exploration of Key Worker Housing Feasibility on Council owned land at Nelson Street Apollo Bay' ●●●●●</p>	<p>Not yet commenced as waiting on outcome of funding application to the Commonwealth Government.</p>	0%	Not started

Theme 1 – STRONG AND RESILIENT ECONOMY

	Four-year Priorities	Indicators	Year 3 Annual Actions	Progress Against Quarter 3 (January to March)	% Complete	Status (Not started, In progress or Completed)
			Continue to advocate to State and Federal Government for funding support towards provision of key worker accommodation	Discussions are ongoing with the State Government to maintain an awareness of local housing issues and identify potential funding streams.	75%	In progress
1.2 Attract, retain and grown business in our Shire						
1.2.1	Deliver Economic Development Strategy	<ul style="list-style-type: none"> At least 80% of actions from Strategy completed Community satisfaction with business and tourism increases annually from current result of 59% Increased level of investment in the region by 2025 Number of commercial and industrial lots approved by planning permits 	Prepare targeted accommodation investment prospectus for Colac and present to industry stakeholders	Development of prospectus on hold with focus directed to funding application to undertake accommodation feasibility/concept designs as part of the development of Colac Cultural and Tourism Precinct (CCTP).	50%	In progress
1.2.2	Attract and retain a diverse range of businesses and industries, particularly those with green credentials ●●	<ul style="list-style-type: none"> Gross Regional product increased Greenfield industrial land in Colac developed 	No year 3 action planned			

Theme 1 – STRONG AND RESILIENT ECONOMY

	Four-year Priorities	Indicators	Year 3 Annual Actions	Progress Against Quarter 3 (January to March)	% Complete	Status (Not started, In progress or Completed)
1.2.3	Deliver City Deals project in Colac Otway Shire's coastal towns ●	<ul style="list-style-type: none"> All three City Deals projects delivered on time and on budget 	<p>NOTE: Council no longer has a delivery responsibility but will continue to support the implementation of the City Deals projects to achieve the community's aspirations</p>			
1.2.4	Develop the Apollo Bay Harbour precinct for community activity, commerce and tourism ●●	<ul style="list-style-type: none"> Doubled berthings for recreational and commercial boats (currently 33 combined) Funding secured from private sector or government for commercial development of the harbour waterfront 	<p>Support GORCAPA/s delivery of Great Ocean Road City Deal projects ●●</p>	<p>City Deal governance structure includes Council representation on the Project Steering Committee and Project Working Groups for the Apollo Bay Harbour and Kennett River Tourism Infrastructure Improvements.</p>	75%	In progress

Theme 1 – STRONG AND RESILIENT ECONOMY

	Four-year Priorities	Indicators	Year 3 Annual Actions	Progress Against Quarter 3 (January to March)	% Complete	Status (Not started, In progress or Completed)
1.3 Key infrastructure investment supports our economy and livability						
1.3.1	Attract investment to implement key master plans and projects that will drive economic growth including but not limited to Lake Colac Foreshore Masterplan, Public Toilet Strategy, CBD and Entrances Plan, Apollo Bay, Marengo and Skenes Creek CIP, Murray Street upgrades, township masterplans, Colac Civic Health and Rail Precinct, Memorial Square Masterplan Tourism Traffic and Parking Strategy ●●●	<ul style="list-style-type: none"> Number of projects that have attracted funding \$ funding received 	Complete Memorial Square Toilets project ●●●●	Construction underway, with project completion expected by June 2024.	75%	In Progress
1.3.2	Deliver improvements to Colac and Apollo Bay CBD's to support their role as a hub for commerce, tourism and the community	<ul style="list-style-type: none"> Grant funds secured for Colac and Apollo Bay CBD streetscape upgrades 	Finalise the Colac Civic Precinct Master Plan	A final draft plan is being completed for public exhibition mid 2024, with the aim of completing the precinct plan by September 2024. This will guide future redevelopment options for the precinct including the upgrade of streetscapes and car parking.	75%	In progress

Theme 1 – STRONG AND RESILIENT ECONOMY

	Four-year Priorities	Indicators	Year 3 Annual Actions	Progress Against Quarter 3 (January to March)	% Complete	Status (Not started, In progress or Completed)
1.3.3	Advocate to relevant authorities for new and upgraded infrastructure to support business growth e.g. roads, utilities, NBN	<ul style="list-style-type: none"> Priority upgrades are achieved (e.g. mobile black spots) 	Seek grant funding to upgrade Mooleric Road	Funding application has been submitted to the Federal Government's Heavy Vehicle Safety and Productivity Program.	100%	Completed
1.3.4	Advocate for implementation of the Forrest Wastewater scheme	<ul style="list-style-type: none"> Funding secured to deliver Wastewater Scheme in Forrest 	Support efforts by Barwon Water to introduce reticulated wastewater to Forrest ●	Officers are working with Barwon Water staff to support their efforts in scoping the sewerage reticulation project, including the identification of a site for sewerage treatment.	75%	In progress
1.3.5	Include consideration of arts and culture in strategic processes and projects	<ul style="list-style-type: none"> Arts and culture groups are actively engaged as part of consultation processes for relevant strategic projects 	Engage with arts groups as the Civic Precinct Plan progresses ●	Further engagement with Arts groups will be undertaken once the draft plan is released for public consultation mid-2024.	50%	In progress
1.4 Colac Otway Shire is a destination to visit						
1.4.1	Promote the Shire as a destination, not a gateway ●	<ul style="list-style-type: none"> Increased visitor spend and stay 	Continue to participate with GORRT promotions ●	Participated in all relevant GORRT promotions, campaigns and workshops. VTIC Pause Stop campaign launched at Apollo Bay Visitor Information centre.	75%	In progress






Theme 1 – STRONG AND RESILIENT ECONOMY

	Four-year Priorities	Indicators	Year 3 Annual Actions	Progress Against Quarter 3 (January to March)	% Complete	Status (Not started, In progress or Completed)
1.4.2	Maximise our key tourist attractions	<ul style="list-style-type: none"> Increased total visitor overnight stays 	Forrest Mountain Bike trails ●●●	Launch event for newly completed trails held and all trails opened in Q2.	100%	Completed
1.4.3	Work with our community to promote our towns as places to stop, visit and explore	<ul style="list-style-type: none"> Delivery of Destination Actions Plans In partnership with GORA, achieve Ecotourism Certification 	Consult with community stakeholders to complete the visitor servicing review ●	Community and business survey undertaken to understand community perception of visitor servicing.	75%	In progress
1.4.4	Facilitate development of sustainable visitor infrastructure and accommodation	<ul style="list-style-type: none"> Increased availability of visitor accommodation Public Toilet Strategy completed and 60% of actions delivered by 2025 	No year 3 action planned			

Theme 1 – STRONG AND RESILIENT ECONOMY

	Four-year Priorities	Indicators	Year 3 Annual Actions	Progress Against Quarter 3 (January to March)	% Complete	Status (Not started, In progress or Completed)
1.5 Grow the Colac Otway Shire's permanent population by at least 1.5%						
1.5.1	Support business growth through population attraction and retention <ul style="list-style-type: none"> ● 	<ul style="list-style-type: none"> • Increase total population of working-aged people and young families • 1.5% annual population growth achieved • Reduced seasonality impacts on businesses by having stable permanent population 	NOTE: Council is not actively promoting population growth as this is currently self-driven but constrained by accommodation access			

Theme 2 – VALUING THE NATURAL AND BUILT ENVIRONMENT

	Four-year Priorities	Indicators	Year 3 Annual Actions	Progress Against Quarter 3 (January to March)	% Complete	Status (Not started, In progress or Completed)
2.1 We mitigate impacts to people and property arising from climate change						
2.1.1	Deliver a Climate Change Action Plan in partnership with other organisations 	<ul style="list-style-type: none"> Action Plan completed by 2022 	Finalise the Climate Change Action Plan for Council Adoption 	Climate Change Action Plan formally adopted by Council at October 2023 council Meeting.	100%	Completed
2.1.2	Green our streets and public places 	<ul style="list-style-type: none"> Number of trees planted in public spaces (open space and streetscape) Development of an urban cooling strategy and canopy target as part of the reviewed environmental strategy Review the quality of street trees and streetscapes when planting appropriate trees in the future 	Deliver Council's Street Tree planting program to identified candidate streets 	The planting program for 2023-24 has commenced, candidate streets identified, and appropriate species have been selected for each location. A number of trees have been planted in Spring 2023 with the remaining program to be delivered in autumn 2024 (May).	75%	In progress
			Complete the Colac Botanic Gardens Master Plan 	The review of the Colac Botanic Masterplan commenced in September 2023 following appointment of a specialist landscape consultant. A draft plan has been developed and is expected to be presented to Council in June 2024 prior to further public consultation.	75%	In progress

Theme 2 – VALUING THE NATURAL AND BUILT ENVIRONMENT

	Four-year Priorities	Indicators	Year 3 Annual Actions	Progress Against Quarter 3 (January to March)	% Complete	Status (Not started, In progress or Completed)
2.1.3	Minimise the effects of climate change and extreme weather events on our community ●●	<ul style="list-style-type: none"> Emergency Management Plan regularly reviewed Community satisfaction with emergency and disaster management increases annually from current result of 71% Upgrades completed in vulnerable locations 	Finalise the Climate Change Action Plan for Council Adoption ●●●	Climate Change Action Plan formally adopted by Council at the October 2023 Council meeting.	100%	Completed
2.2 We operate sustainably with a reduced carbon footprint						
2.2.1	Improve Council's sustainability practices through the reduction of Council's carbon emissions and/or need to pay for carbon offsets ●●	<ul style="list-style-type: none"> Maintain Council's net zero carbon emissions and reduce dependence on carbon offsets through implementation of emission education projects Community satisfaction with environmental sustainability increases annually from current result of 61% 	Investigate further the electrification of heat pumps and other plant at Bluewater Leisure Centre including exploration of external funding programs ●●	The Bluewater Heat Pump Concept Report 2021 was updated for 2024 prices and technology. Site investigations regarding key project risk of electrical supply capacity and land access carried out with Powercor and the Department of Education. A funding opportunity through the Community Energy Upgrade Fund presented to Council.	100%	Complete

Theme 2 – VALUING THE NATURAL AND BUILT ENVIRONMENT

	Four-year Priorities	Indicators	Year 3 Annual Actions	Progress Against Quarter 3 (January to March)	% Complete	Status (Not started, In progress or Completed)
2.2.2	Council supports the community to reduce carbon emissions ●●	<ul style="list-style-type: none"> • Raised awareness of whole-of-community climate change mitigation/adaptation focused activities • Reduction in CO2 emissions for Colac Otway (Source: Victorian Greenhouse Gas Emissions Report) • Council has considered opportunities for regional partnerships in relation to climate change 	Progress actions prioritised in the adopted Climate Change Action Plan (duplicate of action against priority 2.1.1) – will be subject to funding ●●●	<p>A mapping project has commenced plotting the percentage tree coverage within the towns of the Shire with the intention of providing base line data to measure the success of future urban greening projects.</p> <p>Projects are also progressing under the Geelong Sustainability Electric Homes Program that is replacing gas appliances in favour of solar based heating sources within Council buildings.</p>	75%	In progress
			Support community initiated environmental projects through the Colac Otway Shire Grant Program	<p>For the 2023-24 financial year, Council's community grants program funded approximately \$65,000 for a number of environmental, sustainability and climate change related programs and projects (under its three existing streams - events, environmentally sustainable business grants and general community grants). The funded projects include: solar installations; energy efficient appliance upgrades; environmental education, events and forums; invasive species reduction and biodiversity protection enhancement.</p>	100%	Completed
2.2.3	Educating and assisting our community to act on climate change by reducing waste, emissions and water usage ●	<ul style="list-style-type: none"> • Reduced waste to landfill, emissions and water usage in the community 	No year 3 action planned			

Theme 2 – VALUING THE NATURAL AND BUILT ENVIRONMENT

	Four-year Priorities	Indicators	Year 3 Annual Actions	Progress Against Quarter 3 (January to March)	% Complete	Status (Not started, In progress or Completed)
2.3 Protect and enhance the natural environment						
2.3.1	Environment Strategy reviewed ●	<ul style="list-style-type: none"> Reviewed Environment Strategy adopted by Council and implementation commenced by 2022 	Finalise and adopt an Environmental Sustainability Strategy 2023-2033 ●	An Environmental Sustainability Strategy was adopted at the October 2023 Council meeting.	100%	Completed
2.3.2	Protect native vegetation, ecosystems, flora and fauna ●	<ul style="list-style-type: none"> Number of community activities and education initiatives that promote stewardship of the natural environment 	Finalise and adopt an Environmental Sustainability Strategy 2023-2033 ●	An Environmental Sustainability Strategy was adopted at the October 2023 Council meeting.	100%	Completed
2.3.3	Undertake pest plant and animal management control programs and community education to target and reduce invasive species in natural systems ●	<ul style="list-style-type: none"> Connecting and supporting Landcare and environmental interest groups Kilometres or hectares of roadside weed control conducted 	No Year 3 actions planned beyond BAU			

Theme 2 – VALUING THE NATURAL AND BUILT ENVIRONMENT

	Four-year Priorities	Indicators	Year 3 Annual Actions	Progress Against Quarter 3 (January to March)	% Complete	Status (Not started, In progress or Completed)
2.4 We will satisfy our community's reasonable expectations to reduce waste going to landfill, increase resource recovery and minimise waste charges						
2.4.1	Increase community satisfaction by community education, phone apps, reducing waste to landfill, pursuing joint waste contracts and other innovative approaches in partnership with our community and business sectors ●	<ul style="list-style-type: none"> Community satisfaction survey (waste management components) Waste management charges 	Support the roll out of the Victorian Government reforms including the Container Deposit Scheme	<p>Council is continuing to promote the GoodSort waste and recycling App with approximately 50% of the community now using the App every week.</p> <p>Council successful supported the Container Deposit Scheme by the Victorian Government</p>	90%	On going
2.4.2	Reduce the % of food and organic (FOGO) waste in the landfill waste stream (red bin) by awareness raising and innovative approaches ●	<ul style="list-style-type: none"> % of FOGO waste diverted from landfill stream and composted 	Finalise the Events in a Public Place Policy	<p>The Events in a Public Policy was adopted by Council in November 2023. The revised policy provides clear guidance and expectations for waste management and environmental sustainability at events.</p>	100%	Completed
2.4.3	Reduce the % of contamination of the recycling waste stream (yellow bin) by awareness raising and innovative approaches ●	<ul style="list-style-type: none"> % of contamination in recycling stream 	No year 3 action planned			

Theme 2 – VALUING THE NATURAL AND BUILT ENVIRONMENT

	Four-year Priorities	Indicators	Year 3 Annual Actions	Progress Against Quarter 3 (January to March)	% Complete	Status (Not started, In progress or Completed)
2.4.4	Divert glass from landfill by rollout of glass recycling bins (purple bin) and public awareness raising and innovative approaches ●	<ul style="list-style-type: none"> % of glass diverted from landfill stream 	No year 3 action planned			
2.4.5	Trial a hard waste collection service	<ul style="list-style-type: none"> Trial conducted, evaluated and recommendations made to Council 	No year 3 action planned			
2.5 Provide and maintain an attractive and safe built environment						
2.5.1	Maintain road and drainage assets to ensure they are safe and reliable	<ul style="list-style-type: none"> Community satisfaction with sealed roads increases annually from current result of 50% Community satisfaction with unsealed roads increases annually from current result of 44% Development of a Road Safety Strategy Road safety funding attracted and priority improvements implemented Road Management Plan compliance 100% 	No Year three actions planned beyond BAU			

Theme 2 – VALUING THE NATURAL AND BUILT ENVIRONMENT

	Four-year Priorities	Indicators	Year 3 Annual Actions	Progress Against Quarter 3 (January to March)	% Complete	Status (Not started, In progress or Completed)
2.5.2	Deliver a relevant Capital Works Program	<ul style="list-style-type: none"> Complete 85% or more of capital projects annually against allocated budget Greater than 85% of renewal work for sealed and unsealed roads annually 	<p>No Year 3 actions planned beyond BAU</p> <p><i>(Note, Capital Works progress is reported separately)</i></p>			
2.5.3	Council meets annual infrastructure renewal gap	<ul style="list-style-type: none"> Asset Management Plans completed Capital funding allocated annually in accordance with levels identified in AMPs 	Update Buildings AMP based on new condition data	A building condition assessment has been completed for all Council buildings, including updated building valuations. This data is informing the draft 2024/25 budget and used as a basis for development of the annual renewal program.	90%	In progress
2.5.4	Ensure planning processes and policies for new developments meet the intent of this objective	<ul style="list-style-type: none"> Landscape Guidelines for developers completed Conditions relating to quality landscape, open space, streetscape and urban design outcomes developed and enforced 	Consider the principles of the Safer Design Guidelines for Victoria and other relevant guidance documents when assessing planning application for new developments	Guidelines considered when assessing planning applications as appropriate.	75%	In progress

Theme 3 – HEALTHY AND INCLUSIVE COMMUNITY

	Four-year Priorities	Indicator	Year 3 Annual Actions	Progress Against Quarter 3 (January to March)	% Complete	Status (Not started, In progress or Completed)
3.1 All people have the opportunity to achieve and thrive in our Shire						
3.1.1	Advocate for access to and provision of education, employment and lifelong learning opportunities ●●●	<ul style="list-style-type: none"> Reduced youth unemployment rate Reduced total unemployment rate Links facilitated between employers and educators to ensure workforce skills meet community needs Increase Year 12 or equivalent completion rate to at least the Victorian average (43.5% as at the 2016 census) 	No year 3 action planned			
3.1.2	Create environments where children can be happy, healthy, supported, educated and safe ●●●●	<ul style="list-style-type: none"> Funding for early years infrastructure secured (\$) Increased childcare options/availability Partner with agencies to decrease 23.3% children developmentally vulnerable in more than one domain Increase in 3 and 4-year-old kindergarten participation rates 	Continue to work towards securing long-term childcare solutions for Apollo Bay and Colac ●	Advocacy to state and federal government has continued.	Ongoing	In progress
			Complete Early Years Infrastructure Plan to guide facility maintenance and investment decisions across the shire ●	Data projections for Kindergarten Infrastructure Services Plan being workshopped with Department of Education.	60%	In progress

Theme 3 – HEALTHY AND INCLUSIVE COMMUNITY

	Four-year Priorities	Indicator	Year 3 Annual Actions	Progress Against Quarter 3 (January to March)	% Complete	Status (Not started, In progress or Completed)
3.1.3	<p>Provide services to enable lifelong health and wellbeing from the early to senior years ●●●</p>	<ul style="list-style-type: none"> Community satisfaction for Family Support Services increases annually from current result of 66% Community satisfaction for Elderly Support Services increases annually from current result of 68% Participation rates in Maternal and Child Health checks 	<p>Complete Community Care Best Value Review</p>	<p>This review is well-progressed and has already provided valuable insights into the views of the clients and community to inform this important work. The consultant has finalised its reports and these will be presented as confidential reports at the Council Meeting in April 2024 to demonstrate the achievement of this milestone. Council will consider its future role, informed by these reports, at a meeting later in Quarter 4.</p>	75%	In progress
<p>3.2 People are active and socially connected through engaging quality spaces and places</p>						
3.2.1	<p>Provide safe, inclusive, accessible and integrated transport networks that support active transport ●●●</p>	<ul style="list-style-type: none"> New or upgraded priority footpath, trail and cycling connections and improvements delivered annually (meters) Review strategic footpath plans for Apollo Bay and Colac 	<p>No Year 3 actions planned beyond BAU</p>			

Theme 3 – HEALTHY AND INCLUSIVE COMMUNITY

	Four-year Priorities	Indicator	Year 3 Annual Actions	Progress Against Quarter 3 (January to March)	% Complete	Status (Not started, In progress or Completed)
3.2.2	Plan for and supply quality public open space to meet community needs ●●●●	<ul style="list-style-type: none"> Council-managed open space provision aligns with standards for development outlined in the Public Open Space Strategy 	Complete Birregurra Play Space redevelopment project ●●	First-phase community engagement complete. Some challenges sourcing replacement/upgrade parts for existing play tower. Concept design underway.	15%	In progress
			Complete Donaldson's Play Space renewal works ●●	Concept design complete and supported by community. Grant application lodged with Sport and Recreation Victoria seeking state funding contribution.	50%	In progress
3.2.3	Provide fit for purpose accessible and well-utilised recreation, arts and community facilities and services ●●●●	<ul style="list-style-type: none"> Colac Otway Playspace Strategy developed and adopted Community satisfaction for recreation facilities increases annually from current result of 68% Community satisfaction for arts, centres and libraries increases annually from current result of 73% Increased participation rates at libraries; and increased visitation to COPACC programs All new and upgraded Council facilities are universally accessible 	Undertake Birregurra Hall and streetscape works ●	Birregurra Hall painting underway.	40%	In Progress
			Undertake Kitchen renewal at Colac Central Bowling Club ●●	Contractor engaged and works commenced.	50%	In Progress
			Undertake key renewal works at Lavers Hill Hall ●	Finalising scope of works required as asbestos cladding materials have been identified on site.	20%	In Progress

Theme 3 – HEALTHY AND INCLUSIVE COMMUNITY

	Four-year Priorities	Indicator	Year 3 Annual Actions	Progress Against Quarter 3 (January to March)	% Complete	Status (Not started, In progress or Completed)
3.2.4	Plan, design and maintain attractive and safe public spaces in partnership with our community and key agencies ●●●	<ul style="list-style-type: none"> Community satisfaction for appearance of public spaces increases annually from current result of 70% Perceptions of safety during the day greater than 97.6% and after dark greater than 65.5% 	No year 3 action planned			
3.2.5	Increase participation in physical activity throughout the shire through direct service provision and partnerships with health services and the wider community ●●●	<ul style="list-style-type: none"> Increased visitation and memberships at Bluewater Leisure Centre and Apollo Bay Aquatic Centre Level of community grants funding directed to projects that encourage physical activity 	Community grants process scheduled for review in 2024-25, to encourage projects that encourage physical activity ●●	Review will commence first quarter of 2024-25.	0%	Not started
3.2.6	Promote and demonstrate gender equity ●●●	<ul style="list-style-type: none"> Gender Equity Plan for Council adopted and implemented New and upgraded community facilities accommodate gender neutral design principles Community facility fees and charges structures encourage facility users to embrace gender equity 	Report GEAP implementation to Gender Equality Commissioner ●●●	The report to the Gender Equity Commissioner was lodged in March 2024 in compliance the reporting deadline.	100%	Completed

Theme 3 – HEALTHY AND INCLUSIVE COMMUNITY

	Four-year Priorities	Indicator	Year 3 Annual Actions	Progress Against Quarter 3 (January to March)	% Complete	Status (Not started, In progress or Completed)
3.3 We are a safe, equitable and inclusive community						
3.3.1	Support stakeholders such as Colac Area Health, Great Ocean Road Health, Barwon Health, Hesse Rural Health, Headspace and other community groups to improve mental health and wellbeing in our community ●	<ul style="list-style-type: none"> • Accessibility of services that lead to reduced rates of: <ul style="list-style-type: none"> ➢ Suicide and self-inflicted injuries (101 per 100,000 people) ➢ Psychological distress (20.3%) ➢ Anxiety or depression (31.7%) 	No year 3 action planned			
3.3.2	Support relevant stakeholders to improve healthy eating and living in our community ●	<ul style="list-style-type: none"> • Reduced rates of diet-related chronic disease • Community facility fees and charges structures encourage facility users to embrace healthy eating, reduced tobacco, alcohol and other drug use • Increased partnerships and advocacy with relevant organisations 	No year 3 action planned			

Theme 3 – HEALTHY AND INCLUSIVE COMMUNITY

	Four-year Priorities	Indicator	Year 3 Annual Actions	Progress Against Quarter 3 (January to March)	% Complete	Status (Not started, In progress or Completed)
3.3.3	Diversity is embraced ●●●● ●	<ul style="list-style-type: none"> Greater than 45% of residents support multiculturalism as measured by Department of Health data Contribute to greater than 57% of residents feel valued by society Key council documents and communications are provided in accessible formats and multiple languages Increase in number of community events that celebrate diversity 	Install Ceremonial/ Recognition Flagpole at Civic Precinct Colac ●●●●	Flagpole installed in COPACC gardens.	100%	Completed
3.3.4	Deliver a Reconciliation Action Plan in consultation with Eastern Maar Aboriginal Cooperative ●●	<ul style="list-style-type: none"> Reflect level Reconciliation Action Plan delivered by 2022 	No year 3 action planned			
3.3.5	Provide community safety services that enhance the liveability of our shire ●●●●	<ul style="list-style-type: none"> Community satisfaction for enforcement and local laws increases annually from current result of 64% Local Law reviewed by 2023 	Complete General Local Law review ●●●●	The General Local Law was completed and adopted by Council on 23 August 2023.	100%	Completed

Theme 3 – HEALTHY AND INCLUSIVE COMMUNITY

	Four-year Priorities	Indicator	Year 3 Annual Actions	Progress Against Quarter 3 (January to March)	% Complete	Status (Not started, In progress or Completed)
3.3.6	Support health, enforcement and other services to support initiatives to reduce all forms of violence ●●●	<ul style="list-style-type: none"> Decrease family violence incident rates 	No year 3 action planned			
3.3.7	Reduce gambling-related harm in the Colac Otway Shire ●●	<ul style="list-style-type: none"> Gambling Policy developed for inclusion in the planning scheme 	No year 3 action planned			

Theme 3 – HEALTHY AND INCLUSIVE COMMUNITY

	Four-year Priorities	Indicators	Year 3 Annual Actions	Progress Against Quarter 3 (January to March)	% Complete	Status (Not started, In progress or Completed)
4.1 We commit to a program of best practice and continuous improvement						
4.1.1	Identify and embrace best practice and modernise systems to realise efficiencies	<ul style="list-style-type: none"> Community satisfaction for Councils overall performance increases annually from current result of 58% 	Undertake an internal audit relating to cybersecurity controls	An internal audit was conducted and the results were tabled at the Audit and Risk Committee on 14 March 2024.	100%	Completed
4.1.2	Digital transformation to improve customer experience and interactions with community	<ul style="list-style-type: none"> Number of services that can be accessed by customers online 	No year 3 action planned			
4.1.3	Building and Planning services are customer and solution focussed	<ul style="list-style-type: none"> Community satisfaction for Planning and Building services greater than 50% by 2025 85% of planning applications, and 100% of Vic Smart applications determined in 60 days 	Undertake service specific feedback activity to identify opportunities to improve community perception	Survey responses from planning permit applicants are being used to provide a more genuine indicator of service satisfaction levels and opportunities for improvement. Processes have been refined utilising this feedback, including information available on the Council web site.	75%	In progress
4.1.4	Undertake a rolling program of service reviews	<ul style="list-style-type: none"> Conduct at least two service reviews annually and implement decisions made by 	Complete Best Value Review of Community Care Review			

Theme 3 – HEALTHY AND INCLUSIVE COMMUNITY

	Four-year Priorities	Indicators	Year 3 Annual Actions	Progress Against Quarter 3 (January to March)	% Complete	Status (Not started, In progress or Completed)
		Council, with a view to saving at least \$250,000 per year	Complete a service review of Colac Regional Saleyards	Review of existing business complete. Public consultation to occur in Q4.	50%	In Progress
			Complete a service review of Services and Operations	Light fleet management is the first area to be reviewed from service and operations. The review is at final report stage.	90%	In Progress
			Complete visitor servicing review	A discussion paper that summarises current service performance, the market and future service options is being developed for community feedback.	80%	In progress
4.2 We are a financially robust organisation						
4.2.1	Plan for sustainable portfolio of assets to deliver the services the community needs within our financial constraints ●	<ul style="list-style-type: none"> Asset Management Policy reviewed to address asset decommissioning and divestment Asset Management Strategy and Plans adopted 	Implement Asset Management Strategy actions ●	Condition assessment cycles and valuation of assets has been formalised. Building Condition assessment completed for Council buildings.	75%	In progress

Theme 3 – HEALTHY AND INCLUSIVE COMMUNITY

	Four-year Priorities	Indicators	Year 3 Annual Actions	Progress Against Quarter 3 (January to March)	% Complete	Status (Not started, In progress or Completed)
4.2.2	Adopt a policy and approach to guide the disposal of assets no longer required ●	<ul style="list-style-type: none"> Asset Management Plans include strategic service planning recommendations Capital Funds Allocation and Prioritisation Policies adopted 	No year 3 action planned			
4.2.3	Manage procurement to get best value for the community	<ul style="list-style-type: none"> Agreed audit recommendations are implemented within defined timelines Rolling internal audit program implemented 	Implement Internal Audit into Procurement	Internal audit recommendations have commenced being implemented with revised procurement policy being presented at May Council meeting	60%	In progress
4.2.4	Council businesses maximise community utilisation and minimise council subsidy ratios	<ul style="list-style-type: none"> Reduced subsidy ratio for Council businesses (airports, saleyards, COPACC, Bluewater and Visitor Information Centres) 	Undertake strategic fee review for COPACC and Bluewater	Yet to commence.	0%	Not Started

Theme 3 – HEALTHY AND INCLUSIVE COMMUNITY

	Four-year Priorities	Indicators	Year 3 Annual Actions	Progress Against Quarter 3 (January to March)	% Complete	Status (Not started, In progress or Completed)
4.2.5	Financial and risk management practices are responsible and sustainable	<ul style="list-style-type: none"> • Deliver ten-year financial plan • VAGO LGPRF financial sustainability measures 	Develop Statutory and Discretionary Reserve Policy	Yet to commence.	0%	Not Started
			Review Council's Borrowing Policy	Yet to commence.	0%	Not Started
			Review Council's Investment Policy	Yet to commence.	0%	Not Started

Theme 3 – HEALTHY AND INCLUSIVE COMMUNITY

	Four-year Priorities	Indicators	Year 3 Annual Actions	Progress Against Quarter 3 (January to March)	% Complete	Status (Not started, In progress or Completed)
4.3 We provide exceptional customer service						
4.3.1	Council service delivery is efficient, accessible, solution-focused and responsive to the needs of the community	<ul style="list-style-type: none"> Community satisfaction for Customer Service increases annually from current result of 68% Seek to understand factors contributing to the community's perception of Council's performance in Apollo Bay and surrounds 	Establish Customer Experience improvement program	<p>Monthly Customer Experience continues to track responsiveness and opportunities for improvement.</p> <p>A Customer Experience Strategy is being developed.</p>	75%	In progress.
			Review Complaints Policy	<p>A revised Complaints Policy is to be reviewed by the Risk and Audit Committee and considered by Council at the May Council meeting.</p> <p>Complaints Procedure training is being rolled out across the organisation.</p>	75%	In progress

Theme 3 – HEALTHY AND INCLUSIVE COMMUNITY

	Four-year Priorities	Indicators	Year 3 Annual Actions	Progress Against Quarter 3 (January to March)	% Complete	Status (Not started, In progress or Completed)
4.4 We support and invest in our people						
4.4.1	We respect and invest in our employees and continue to strengthen our workplace culture ●●●	<ul style="list-style-type: none"> Employee satisfaction and engagement 	Develop action plan based on People Matters Survey results ●●●	People Matters Survey results were received in Quarter 3 and work will shortly commence on the action plan.	80%	In progress
4.4.2	We commit to safe work practices and take a positive approach to our work ●●●	<ul style="list-style-type: none"> Delivery of targets and measures as outlined in the OHS Strategic Plan 	Implement actions from Internal Audit into WHS systems ●●●	Actions are being progressively implemented, including on-line WHS learning and improved reports to executive, audit and risk and councillors, and is ongoing.	60%	In progress
4.4.3	Develop a skilled and diverse workforce by investing in training and development ●●●	<ul style="list-style-type: none"> Attraction and retention of skilled workforce Number of secondments within the organisation Number of internal promotions Number of hours of training Number of traineeships/apprenticeships Development of a Workforce Plan 	Develop an organisation wide training program for mandatory and compliance training ●●●●	Council's new e-Learning platform was launched in February 2024, with a suite of core training modules implemented.	65%	In progress

Theme 3 – HEALTHY AND INCLUSIVE COMMUNITY

	Four-year Priorities	Indicators	Year 3 Annual Actions	Progress Against Quarter 3 (January to March)	% Complete	Status (Not started, In progress or Completed)
4.4.4	Council provides clear, accessible communication and opportunities for the community to participate in decisions that affect them in line with the Community Engagement Framework	<ul style="list-style-type: none"> Community satisfaction for Consultation and Engagement increases annually from current result of 54% Rolling program of Community Conversations implemented 	Conduct two 'community conversations' in small towns	Community conversations were launched in January 2024 and have taken place in Forrest, Gellibrand River and Cororooke in Quarter 3.	100%	Complete
4.4.5	Council decisions are open and transparent and the public has access to relevant Council information	<ul style="list-style-type: none"> Number of decisions made in closed Council meetings Community satisfaction for Council's community decision making increases annually from current result of 54% Compliance with Public Transparency Policy 	Review decisions made in closed Council meetings and develop further guidance to maximise public decision-making	In Quarter 3 only 1 decision was made in a meeting closed to the public, with only two scheduled meetings held during this period.	75%	In progress

Budget Report for Quarter 3 ending 31 March 2024

Executive Summary

The year-to-date (YTD) financial performance for the quarter ending March 2024 is favourable as compared to the adopted budget 2023-24 for the same period.

After taking the 2022-23 actual financial results into consideration (including the carry forward balances relating to incomplete works for projects funded in 2022-23), the following summary is provided in relation to the 2023-24 forecast financial results.

Council's total comprehensive result (**actual**) for the nine months ended 31 March 2024 is a surplus of \$7.21 million.

The year-to-date operating surplus is \$3.87 million favourable to the budgeted operating surplus for the same period, this is a reflection of the following variances:

- Greater amount of user fees revenue **\$1.22 million** received for the first nine months than expected,
- Less materials and services expenses (**\$1.95**) million spend due underspend in;
 - Consultants relating to Operating Projects \$1.14 million
 - Insurance \$414,000
 - Utilities \$330,000
 - Training Costs \$231,000

Cash Position

The Annual Budget has a cash balance of \$52.64 million at end of financial year.

The YTD cash balance is \$33.83 million comprising an opening balance of \$34.07 million at 1 July 2023 and year to date net cash outflows of \$0.24 million.

The forecast year end cash balance is \$52.64 million, being \$27.31 million greater than the Original Annual Budget. This position is driven by the opening cash balance at 1st July 2022, being \$14.35 million higher than budget, Cash out-flows from operating activities being \$14.39 million less than budget, and Cash out-flows from investing activities being \$1.44 million greater than budget.

Capital Performance

The 2023-24 Current Annual Budget is \$33.26 million, comprising of \$9.71 million of Capital Works projects, \$23.33 million carried forward from the 2022-23 financial year and \$0.22 million of additional capital works approved by Council during the year.

YTD Capital Works actual expenditure is \$5.62 million against a budget of \$26.80 million. This is a variance of \$21.18 million, driven mainly by Roads \$7.48 million and Other Infrastructure \$7.69 million.

Further breakdowns of these above results are provided below.

Budget Report for Quarter 3 ending 31 March 2024

OPERATING RESULT

Colac Otway Shire Council

Comprehensive Income Statement

For the period ended 31 March 2024

	Year-To-Date				Full Year			
	Actual \$'000	Current Budget \$'000	Variance \$'000	Variance %	Original Budget \$'000	Current Budget \$'000	Variance \$'000	Variance %
Revenue								
Rates and charges	35,515	35,440	76	0%	35,365	35,515	150	0%
Statutory fees and fines	771	711	60	8%	917	922	5	1%
User fees	6,146	4,927	1,219	25%	6,745	6,745	-	0%
Other income	981	958	23	2%	333	1,300	967	290%
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	-	-	-		-	-	-	
Share of net profits/(loss) of associates and joint ventures	-	(75)	75	(100%)	(100)	(100)	-	0%
Total own-sourced revenue	43,413	41,960	1,453	3%	43,260	44,382	1,122	3%
Grants - operating	3,404	3,404	-	0%	11,734	12,792	1,058	9%
Grants - capital	4,904	4,904	-	0%	4,389	21,535	17,146	391%
Contributions - monetary	245	197	48	24%	67	245	178	266%
Total grants and contributions	8,553	8,505	48	1%	16,190	34,572	18,382	114%
Total revenue	51,966	50,465	1,501	3%	59,450	78,954	19,504	33%
Expenses								
Employee costs	18,351	17,861	(490)	(3%)	24,271	24,271	-	0%
Materials and services	14,770	16,724	1,954	12%	20,527	22,623	(2,096)	(10%)
Depreciation and amortisation	10,399	10,869	470	4%	14,493	14,493	-	0%
Amortisation - right of use assets	76	76	-	0%	101	101	-	0%
Bad and doubtful debts	2	-	(2)		20	20	-	0%
Borrowing costs	-	-	-		-	-	-	
Finance costs - leases	9	9	-	0%	12	12	-	0%
Other expenses	1,149	1,272	123	10%	1,457	1,547	(90)	(6%)
Total expenses	44,756	46,811	2,055	4%	60,881	63,067	(2,186)	(4%)
Surplus for the year	7,210	3,654	3,556	97%	(1,431)	15,887	17,318	(1210%)
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	7,210	3,654	3,556	97%	(1,431)	15,887	17,318	(1210%)

*The above table does not include project carry forwards (income or expenses) in Budget columns.

Council's total comprehensive result (**actual**) for the quarter ended 31 March 2024 is surplus of \$7.21 million.

Council's adopted budget for the full year accounts for a net loss or deficit of (\$1.43) million.

The full year **forecast** reflects carry forward allocations for grant funding, including unspent funds received in a prior year for approved projects not completed at 30 June 2023. These funds were set aside in Council's working capital at 30 June 2023 and are forecast to be spent in 2023-24.

Budget Report for Quarter 3 ending 31 March 2024

Further information is provided below:

Income

Rates and charges

Rates and charges forecast no change to the adopted budget.

User fees

Greater amount of user fees \$1.22 million received for the first nine months than expected, mainly in aged care services (OPASS) \$889,000. This is a permanent variance but is offset by additional employee costs and materials and services in the same service area.

Contributions - monetary

Unbudgeted public open space contributions \$188,700 received.

Other Income

The result in 'Other income', being \$154,000 favourable to Budget YTD, is driven in the most part by greater interest on investments earned YTD.

Expenses

Employee costs

The unfavourable variance of (\$490,000) to YTD current budget is driven in the most part by;

- Upfront Payment of WorkCover Premiums (\$214,000), which is budgeted for as quarterly payments.
- OPASS - Home Care Packages (\$302,000) greater than budget, driven by the provision of additional services as a result of increased funding provided under the grant, as mentioned in 'User Fees' above.
- Fringe benefits tax paid in quarterly instalments (\$114,000) against a full year budget of \$175,000, this is only a temporary variance.
- Greater than budgeted spend on Casual Staff of (\$295,000), that is mostly in Financial Services (\$96,000), Bluewater Leisure Centre (\$89,000), Planning and Strategic Focus (\$78,000), and Waste Management (\$36,000). Casual Staff overspend in each of these areas is mostly offset by underspend in Salary and Wages.

Offset by net favourable underspend in Salaries and Wages of \$396,000 driven in the most part by:

- Services and Operations underspend of \$673,000. This position is driven by favourable underspend in Transport Infrastructure of \$552,000, Parks, Gardens and Open Space of \$256,000, and budget overspend in Services & Operations Depot of (\$110,000) and Buildings Maintenance of (\$25,000).
- Governance 'Risk & Insurance Operations' overspend of (\$242,000), which is mostly made up of WorkCover Salaries payments.

Material and Services

The favourable variance of \$1.95 million to YTD budget is driven in the most part by temporary variances in material underspend relating to;

- Consultants \$1,142,000
- Insurance \$414,000, temporary variance where the full amount will match budget by 30 June
- Utilities \$330,000, temporary variance driven by timing difference in payment of invoices
- Training Costs \$231,000,

Offset by YTD overspend in;

- Subscriptions and memberships (\$323,000), temporary variance and will meet budget by end of the year and

Budget Report for Quarter 3 ending 31 March 2024

- Legal Costs (\$175,000) driven by Rates debt collection (\$134,000) that will be fully recoverable over time as rate payers with arrears pay their accounts in full. \$34,000 of the amount relates to Legal advice in relation to waste charges.

Other expenses

The favourable variance of \$123,000 to YTD budget is driven by a net underspend in Community Grants (that are yet to be paid but are anticipated to be by 30 June 2024).

Budget Report for Quarter 3 ending 31 March 2024

BALANCE SHEET

Colac Otway Shire Council

Balance Sheet

As at 31 March 2024

	March 2024	Full Year		
	Actual \$'000	Original Budget \$'000	Current Budget \$'000	Variance \$'000
Assets				
Current assets				
Cash and cash equivalents	33,834	25,335	52,640	27,305
Trade and other receivables	13,577	1,607	1,607	-
Inventories	196	191	191	-
Non-current assets held for sale	-	-	-	-
Prepayments	-	-	-	-
Other assets	406	242	242	-
Total current assets	48,013	27,375	54,680	27,305
Non-current assets				
Right of use assets	2,907	2,959	5,917	2,958
Property, infrastructure, plant and equipment	485,034	443,136	444,718	1,582
Investments in associates, joint arrangements and subsidiaries	147	147	147	-
Total non-current assets	488,088	446,242	450,782	4,540
Total assets	536,101	473,617	505,462	31,845
Liabilities				
Current liabilities				
Trade and other payables	8,378	5,055	5,055	-
Trust funds and deposits	938	1,600	2,170	(570)
Lease liabilities	8	6	6	-
Provisions	4,335	4,226	4,226	-
Total current liabilities	13,659	10,887	11,457	(570)
Non-current liabilities				
Lease liabilities	10	9	9	-
Provisions	4,857	4,881	4,881	-
Total non-current liabilities	4,867	4,890	4,890	-
Total liabilities	18,526	15,777	16,347	(570)
Net assets	517,575	457,840	489,115	31,275
Equity				
Accumulated Surplus	153,840	147,480	178,616	(31,136)
Reserves	363,735	310,360	310,499	139
Total Equity	517,575	457,840	489,115	31,275

Budget Report for Quarter 3 ending 31 March 2024

STATEMENT OF CASH FLOWS

Colac Otway Shire Council

Statement of Cash Flows

For the period ended 31 March 2024

	March 2024	Full Year		
	Actual \$'000	Original Budget \$'000	Current Budget \$'000	Variance \$'000
Cash flows from operating activities				
Rates and charges	26,028	35,624	37,980	2,356
Statutory fees and fines	771	924	922	(2)
User fees	6,146	6,794	6,745	(49)
Grants - operating	(4,598)	11,820	4,873	(6,948)
Grants - capital	4,904	4,421	21,535	17,114
Contributions - monetary	245	67	245	178
Trust funds and deposits received/(paid)	(183)	-	1,049	1,049
Other receipts	1,137	336	1,538	1,202
Payments for Employees	(18,351)	(24,271)	(24,271)	(0)
Payments for materials and services (Incl GST)	(9,375)	(19,768)	(20,133)	(365)
Other payments	(1,149)	(1,403)	(1,547)	(144)
Net cash provided by/(used in) operating activities	5,575	14,544	28,935	14,391
Cash flows from investing activities				
Payments for property, infrastructure, plant and equipment	(5,802)	(8,811)	(10,350)	(1,539)
Proceeds from sale of property, infrastructure, plant and equipment	-	(100)	-	100
Net cash provided by/(used in) investing activities	(5,802)	(8,911)	(10,350)	(1,439)
Cash flows from financing activities				
Finance costs	-	-	-	-
Proceeds from borrowings	0	-	0	-
Repayment of borrowings	-	-	-	-
Interest paid - lease liability	(9)	(12)	(12)	-
Repayment of lease liabilities	1	(3)	(2)	1
Net cash provided by/(used in) financing activities	(8)	(15)	(14)	1
Net increase (decrease) in cash and cash equivalents	(235)	5,618	18,571	12,953
Cash and cash equivalents at the beginning of the period	34,069	19,717	34,069	14,352
Cash and cash equivalents at the end of the period	33,834	25,335	52,640	27,305

Cash balance

The current actual cash balance is \$33.83 million as at 31 March 2024.

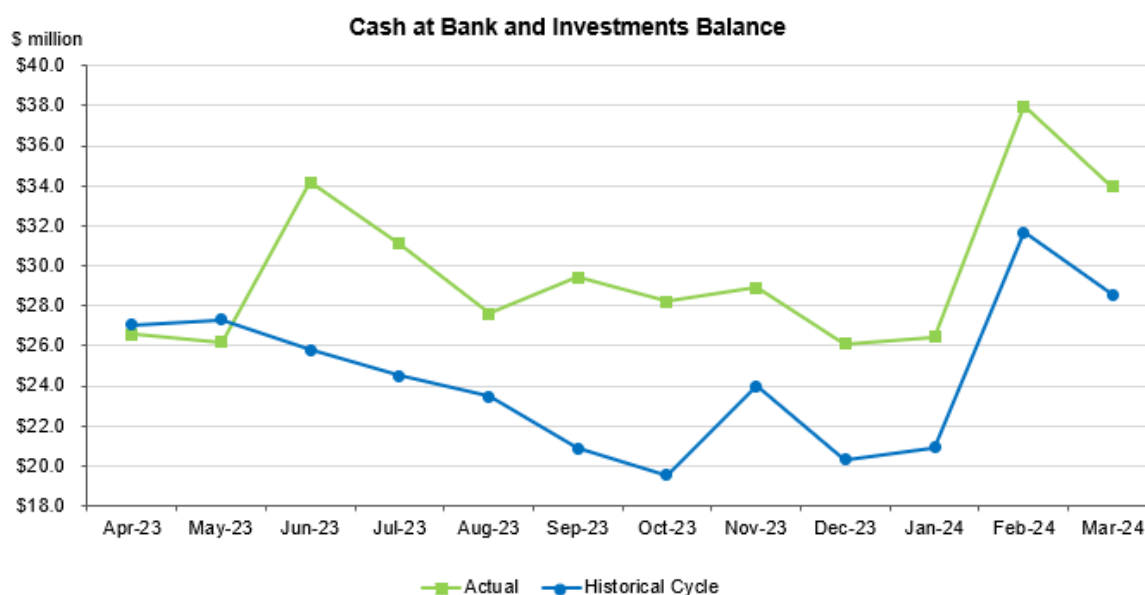
The net increase in the forecasted cash flows from operating activities at end of year is expected to reach \$28.44 million. Net decrease in cash from the investing activities is forecasted to be \$10.35 million during the year at end of year.

Graph 2 below shows how the Council's cash balance has trended to 31 March 2024. The graph portrays:

- Historical Cycle – which is an estimation derived from 2022-23 actual cash balances that are expected to be achieved at the end of each month.
- The Actual – this is the actual balance at the end of each month from April'23 to March'24.

Budget Report for Quarter 3 ending 31 March 2024

Graph 2: Cash balance performance



Every opportunity is taken to invest surplus cash to maximise investment returns in accordance with Council's investment policy. Investment income (term deposits) received for the nine months to 31 March 2024 was \$580,000 which has already exceeded the income budget for the year. Investment income is subject to availability of cash flow and has been steadily increasing as a result of successive interest rates rises announced by the Reserve Bank.

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

Local Authorities Superannuation Fund - Defined Benefits

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

Budget Report for Quarter 3 ending 31 March 2024

Date	Vested Benefits Index
June 2019	107.10%
September 2019	107.30%
December 2019	107.70%
March 2020	102.10%
June 2020	104.60%
September 2020	104.50%
December 2020	109.60%
March 2021	111.50%
June 2021	109.70%
September 2021	109.90%
December 2021	111.20%
March 2022	108.50%
June 2022	102.20%
September 2022	101.50%
December 2022	101.70%
March 2023	104.20%
June 2023	104.10%
September 2023	102.30%
December 2023	103.80%
March 2024	TBA

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

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

At the time of preparing this report there was no information available regarding the final VBI estimations as at 31 March 2024.

At 31 December 2023, the updated VBI for the sub-plan decrease to 103.80%, which presents an increase of 0.3% from prior quarter. The VBI is primarily impacted by:

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

Budget Report for Quarter 3 ending 31 March 2024

CAPITAL WORKS

Colac Otway Shire Council Statement of Capital Expenditure as at 31 March 2024				
	March YTD		Full Year	
	Actual YTD \$	Current Budget YTD \$	Original Budget \$'000	Current Budget \$'000
Property				
Land	-	-	-	-
Building	448	2,312	1,126	3,081
Total Property	448	2,312	1,126	3,081
Plant and Equipment				
Plant, machinery and equipment	481	2,009	800	2,606
Fixtures, fittings and furniture	-	-	-	-
Computers and telecommunications	106	298	310	406
Total Plant and Equipment	587	2,306	1,110	3,012
Infrastructure				
Roads	2,592	10,076	4,479	11,732
Bridges	17	152	244	221
Footpaths and cycleways	43	1,157	40	1,605
Drainage	129	1,298	320	1,504
Other infrastructure	1,806	9,499	2,388	12,102
Total Infrastructure	4,587	22,182	7,471	27,164
Total	5,622	26,800	9,708	33,257

The Capital Works program has a variance of \$21.18 million against the year to date current budget for the first nine months to 31 March 2024.

The current programme allocation to the Capital Works program is higher than the adopted Budget due to \$23.33 million projects carried forward from 2022-23.

Capital Works Projects 2023-24 for Quarter 3 ending 31 March 2024

Project Name	Expenses							Income			Comments by exception
	Annual Original Budget	Annual Current Budget	YTD Actuals	Committed	Estimate to Complete	Total Estimated Project Cost	Estimated Variance to Budget	Annual Original Budget	Annual Current Budget	YTD Actuals	
ASSET RENEWAL PROGRAM											
2022 - 2023 Capital Works - Western Reserve Netball Court Resurfacing	0	74,900	53,189	0	0	53,189	-21,711	0	-29,900	-29,900	Project Complete
2023 - 2024 Capital Works Active Reserve Renewals - Netball court resurfacing, Alvie Recreation Reserve Colac	0	60,000	46,873	0	0	46,873	-13,127	0	-10,000	0	Project Complete
2022 -2023 Capital Works - Bridge Replacement Program - Devondale Road Culvert Replacement	0	20,405	16,555	0	0	16,555	-3,850	0	0	0	Project Complete
2023 - 2024 Capital Works Bridge Renewal Program - Boundary Road	65,000	65,000	0	0	65,000	65,000	0	0	0	0	Scope being reviewed
2023 - 2024 Capital Works Bridge Renewal Program - De La Rues Rd	60,000	0	0	0	0	0	0	0	0	0	Project Closed
2023 - 2024 Capital Works Bridge Renewal Program - Forrest Road South (0.5 from Woodrovale Rd)	55,000	0	0	0	0	0	0	0	0	0	Project Closed
2023 - 2024 Capital Works Bridge Renewal Program - Hordern Vale Road	64,000	64,000	0	1,785	62,215	64,000	0	0	0	0	
2020-21 Capital Works - Building Renewal Programme - Bluewater Roof Replacement	0	1,028,092	61	0	1,028,031	1,028,092	-0	0	0	0	Project review underway to confirm procurement and construction approach.
2022 - 2023 Capital Works - Colac Otway Building Roof Compliance - OHS Renewal	0	27,050	0	0	27,050	27,050	0	0	0	0	
2022 -2023 Capital Works - Building Renewal Program - Bluewater Toddler Pool Tile Replacement	0	143,425	2,924	0	140,501	143,425	-0	0	0	0	
2022 - 2023 Capital Works - Building Upgrade Program - Winifred Nance Playground Project	0	371,200	279,466	5,487	86,247	371,200	-0	0	-282,200	-132,200	
2022 - 2023 - Capital Works - Buildings Renewal Program - Bluewater, Resurface Concourse	0	222,000	475	0	221,525	222,000	0	0	0	0	On Hold - waiting for resolution of roof
2022 - 2023 - Capital Works - Buildings Renewal Program - Elliminyt Recreation Reserve Pavilion - Detailed Design	0	40,890	8,765	33,856	-1,730	40,891	1	0	0	0	Financial journal required to reflect actual costs to this project.
2022 - 2023 - Capital Works - Buildings Renewal Program - Reactive Building Renewal Works	0	4,000	0	0	4,000	4,000	0	0	0	0	
2023 - 2024 Capital Works Buildings Renewal Program - Colac Mallet Sports Club	75,000	0	0	0	0	0	0	0	0	0	Project Closed
2023 - 2024 Capital Works Buildings Renewal Program - COPACC, replace auditorium chairs, phase 1	66,200	66,200	0	0	66,200	66,200	0	-66,200	-66,200	0	Scope being reviewed
2023 - 2024 Capital Works Buildings Renewal Program - COPACC, re-surfacing and painting of main stage	47,000	47,000	1,581	26,735	18,684	47,000	-0	0	0	0	
2023 - 2024 Capital Works Buildings Renewal Program - Cororooke Maternal and Child Health Centre, plumbing renewal	7,500	3,360	3,360	0	0	3,360	0	0	0	0	Project Complete
2023 - 2024 Capital Works Buildings Renewal Program - Emergency Building renewal/compliance Works	40,000	40,000	0	0	40,000	40,000	0	0	0	0	
2023 - 2024 Capital Works Buildings Renewal Program - Kitchen renewal, Colac Central Bowling Club	48,500	111,380	155	57,164	54,061	111,380	-0	0	-62,880	0	
2023 - 2024 Capital Works Buildings Renewal Program - Rae Street Office - Top Level roof replacement	150,000	150,000	1,034	0	148,966	150,000	-0	0	0	0	
2023 - 2024 Capital Works Buildings Renewal Program - Sale Yards Septic system	45,000	47,000	912	8,500	37,588	47,000	-0	0	0	0	
2023 - 2024 Capital Works Buildings Renewal Program - Winifred Nance Kindergarten	85,000	85,000	188	56,092	28,720	85,000	-0	0	0	0	
2023 - 2024 Capital Works Buildings Renewal Program - Wydinya Kindergarten roof replacement	91,000	91,000	1,228	0	89,772	91,000	0	0	0	0	
2023 - 2024 Capital Works - Repair works to the Apollo Bay Recourse Recovery Centre building	55,000	55,000	0	0	55,000	55,000	0	0	0	0	
2023 - 2024 Capital Works Buildings Renewal Program - Building Condition Assessments	30,000	30,000	0	0	30,000	30,000	0	0	0	0	
2022 - 2023 Capital Works - Asset Condition Assessment	0	133,171	63,872	15,968	53,311	133,151	-20	0	0	0	Buildings are asset class for condition assessment in 2023-24.
Crack Sealing Programme Total	80,000	80,000	44,241	25,152	10,608	80,000	0	0	0	0	
Footpath Programme Total	28,000	28,116	32,051	0	-3,295	28,756	640	0	0	0	
Furniture Programme Total	20,000	26,263	3,740	0	22,523	26,263	0	0	0	0	
Capital Works - ICT Device Renewals	110,000	206,428	105,749	77,544	23,135	206,428	0	0	0	0	
2022 - 2023 Capital Works - CRM Replacement Renewal	0	0	0	0	0	0	0	0	0	0	Project Complete
2023 - 2024 Capital Works Kerb & Channel Replacement Program - Hazel Court (Gerard Avenue to Court Bow)	25,000	95,000	12,651	0	82,349	95,000	0	-702,996	-132,218	0	
2023 - 2024 Capital Works Kerb & Channel Replacement Program - Carta Crescent (Gerard Avenue to Gibson Avenue)	47,346	47,346	0	0	47,346	47,346	0	0	0	0	
2023 - 2024 Capital Works Kerb & Channel Replacement Program - Gerard Avenue (Hawdon Avenue to Cartra Crescent)	10,000	10,000	0	0	10,000	10,000	0	0	0	0	
2023 - 2024 Capital Works Kerb & Channel Replacement Program - Gerard Avenue (Cartra Crescent to Dead End)	12,000	12,000	1,312	0	10,688	12,000	-0	0	0	0	
2023 - 2024 Capital Works Kerb & Channel Replacement Program - Pound Road (Hart Street to Pound Road)	4,000	4,000	0	0	4,000	4,000	0	0	0	0	
2023 - 2024 Capital Works Kerb & Channel Replacement Program - Rae Street (Gellibrand Street to Hesse Street)	3,500	3,500	0	0	3,500	3,500	0	0	0	0	
2023 - 2024 Capital Works Kerb & Channel Replacement Program - Scott Street (Murray Street to Connor Street)	7,500	7,500	0	0	7,500	7,500	0	0	0	0	
Light Fleet Programme Total	200,000	502,269	148,135	0	354,134	502,269	0	0	0	0	
Major Plant Programme Total	600,000	1,878,604	139,729	1,466,179	272,696	1,878,604	0	0	0	0	

Capital Works Projects 2023-24 for Quarter 3 ending 31 March 2024

Project Name	Expenses							Income			Comments by exception
	Annual Original Budget	Annual Current Budget	YTD Actuals	Committed	Estimate to Complete	Total Estimated Project Cost	Estimated Variance to Budget	Annual Original Budget	Annual Current Budget	YTD Actuals	
Budget Work Order - Other Infrastructure	40,000	11,800	0	0	11,800	11,800	0	0	0	0	
Open Space Programme Total	40,000	33,000	0	14,511	18,489	33,000	0	0	0	0	
Reseal Programme Total	1,000,000	910,847	732,439	0	178,408	910,847	-0	0	-674,500	0	
Resheet Programme Total	1,000,000	1,030,000	766,854	15,890	247,256	1,030,000	-0	0	0	0	
Road Reconstruction Programme Total	1,150,000	2,692,216	10,035	425,052	2,257,129	2,692,216	-0	0	0	0	Includes \$300k major patching, \$850k Mooleric Rd, \$762k Strachan St, and \$780k Forest St (J Barrys-Pound)
2023 - 2024 Capital Works - Public Street Litter Bin Replacement Program	120,000	120,000	0	101,463	18,537	120,000	0	0	0	0	
2023 - 2024 Capital Works Road Safety Program Guard Rail Replacement - Warncoort Cemetery Road	23,000	22,423	22,543	0	0	22,543	120	0	0	0	
2023 - 2024 Capital Works Road Safety Program Guard Rail Replacement - Irrewillipe Road	12,000	6,440	6,440	0	0	6,440	0	0	0	0	
2022 - 2023 Capital Works - Minor Culvert Renewals - Various	0	30,000	0	0	30,000	30,000	0	0	0	0	
2023 - 2024 Capital Works Drainage Renewal Program - 12 Murrell Street, Birregurra Strachan and Murrell corner	44,000	44,000	2,723	0	41,277	44,000	-0	0	0	0	
2023 - 2024 Capital Works Drainage Renewal Program - 45 Scenic Drive, Apollo Bay	30,000	0	0	0	0	0	0	0	0	0	
2023 - 2024 Capital Works Drainage Renewal Program - Armstrong Street Outlet Renewal	125,000	125,000	614	0	124,386	125,000	0	0	0	0	
2023 - 2024 Capital Works Drainage Renewal Program - Kennett River Wetlands Sediment Removal Project	50,000	50,000	1,101	0	48,899	50,000	-0	0	0	0	
2023 - 2024 Capital Works Drainage Renewal Program - Yacht club Pipe replacement	24,000	15,667	15,999	0	0	15,999	332	0	0	0	
ASSET RENEWAL PROGRAM - TOTAL	5,749,546	10,960,692	2,526,993	2,331,378	6,064,706	10,923,077	-37,615	-769,196	-1,293,898	-162,100	
LRCI											
2023 - 2024 Capital Works Buildings Renewal Program - Birregurra Hall Renewal - Painting	70,000	70,000	669	3,250	66,081	70,000	-0	-70,000	-70,000	-110,000	
2023 - 2024 Capital Works Buildings Renewal Program - Birregurra Hall (renewal works to support painting works)	20,000	20,000	1,707	0	18,293	20,000	-0	-20,000	-20,000	0	
2023 - 2024 Capital Works Buildings Renewal Program - Street Furniture and Landscaping	20,000	20,000	0	0	20,000	20,000	0	-20,000	-20,000	0	
2023 - 2024 Capital Works Buildings Renewal Program - Lavers Hill Hall	70,000	70,000	669	0	69,331	70,000	-0	-70,000	-70,000	-70,000	
2023 - 2024 Capital Works Buildings Renewal Program - Small Halls program	190,000	190,000	26,313	0	163,687	190,000	-0	-190,000	-190,000	-190,000	
2020-21 Capital Works- LRCI Round 2 - Great Ocean Road Path. Stage 1 & 2	0	269,293	293,310	18,487	0	311,797	42,504	0	-344,383	0	Journals to be completed to LRCI Phase 3 GOR Footpath Project. Works complete.
2021 - 2022 Capital Works - LRCI Fund Round 3 - Playground Program - Beeac Park Playground	0	32,106	5,420	10,031	16,655	32,106	-0	0	-110,000	0	Majority of works were completed in 2022-23
2021 - 2022 Capital Works - LRCI Funding Round 3 - Western Oval Drainage Improvements	0	207,696	112,289	19,841	75,565	207,696	-0	0	-207,696	-32,696	Drainage works complete. Finalising project acquittal
2021 - 2022 Capital Works - LRCI Funding Round 3 - Road Reconstruction Colanda Street to Forest Road	0	1,439,419	1,925	821,978	615,516	1,439,419	-0	0	-283,419	-137,219	
2021 - 2022 Capital Works - LRCI Funding Round 3 - Stormwater Program Elliminyt Wetlands Development	0	4,151,246	214,659	184,406	3,752,181	4,151,246	-0	0	-4,151,246	-1,745,246	
2021 - 2022 Capital Works - LRCI Funding Round 3 - Open Space Cororooke Masterplan Implementation - New Picnic Area	0	117,423	84,108	110	33,205	117,423	0	0	-117,423	-57,423	
2022 - 2023 Capital Works - LRCI - Memorial Square Toilet Redevelopment	0	1,321,037	375,955	466,316	478,766	1,321,037	-0	0	-1,211,037	-651,037	
2022 - 2023 Capital Works - LRCI - COPACC Civic Hall Floor Renewal	0	302,454	23,340	270,968	8,146	302,454	0	0	-79,454	-33,454	
2022-2023 Capital Works - LRCI Funding Round 4	982,440	0	0	0	0	0	0	-982,440	0	0	Morley Avenue nominated as project - refer to this project for details.
Capital Works - Forrest Caravan Park Waste Water Upgrade	450,000	860,666	1,960	1,773	856,933	860,666	-0	-450,000	-450,000	0	Scope being reviewed with Barwon Water and EPA, due to sewerage of Forrest
2023 - 2024 Capital Works Footpath Program - GOR footpath stage 3	120,000	120,000	0	0	120,000	120,000	0	-120,000	-120,000	-60,000	Journal required from LRCI Phase 2 GOR Footpath
2023 - 2024 Capital Works Footpath Program - Walking connection from Old Coach Road to Hickeys Cutting, Skenes Creek	22,000	22,000	0	0	22,000	22,000	0	-22,000	-22,000	0	
2023 - 2024 Capital Works Open Space Upgrade - Birregurra play space redevelopment	275,000	275,000	180	0	274,820	275,000	0	-275,000	-275,000	-275,000	
2023 - 2024 Capital Works Open Space Renewals - Donaldson's Reserve Play Space Redevelopment	100,000	100,000	1,239	0	98,761	100,000	0	-100,000	-100,000	-100,000	
2023 - 2024 Capital Works Open Space Renewals - Elliminyt Tennis Court Resurfacing & Fence Repair	250,000	250,000	8,134	20,577	221,288	250,000	-0	-250,000	-250,000	-219,258	
2023 - 2024 Capital Works Open Space Renewals - Paradise Picnic Reserve Facility Improvements	50,000	50,000	411	20,242	29,346	50,000	-0	-50,000	-50,000	-50,000	
2024-2025 Capital Works Road Reconstruction - Morley Avenue, Wye River (McRae Road to end of seal)	0	1,282,444	0	0	1,282,444	1,282,444	0	0	-982,444	0	
LRCI - TOTAL	2,619,440	11,170,784	1,152,289	1,837,979	8,223,018	11,213,286	42,502	-2,619,440	-9,719,791	-3,731,333	

Capital Works Projects 2023-24 for Quarter 3 ending 31 March 2024

Project Name	Expenses							Income			Comments by exception
	Annual Original Budget	Annual Current Budget	YTD Actuals	Committed	Estimate to Complete	Total Estimated Project Cost	Estimated Variance to Budget	Annual Original Budget	Annual Current Budget	YTD Actuals	
EMERGENCY AND DISASTER RECOVERY PROJECTS											
Road Slip and emergency recovery works											
2022 - 2023 Capital Works - October 2022 Storm / Flood Recovery (Flood Support Funding)	0	500,000	0	0	500,000	500,000	0	0	-500,000	-500,000	State Govt grant.
Budget Work Order - Road Slip Renewal Program	150,000	150,000	0	0	150,000	150,000	0	0	0	0	Works to commence in 4th quarter on landslip repairs.
2022 - 2023 Capital Works - October 2022 Storm / Flood Event Response	0	1,170,920	106,122	181,794	883,005	1,170,920	0	0	0	0	NDRA funded works
2021 - 2022 Emergency Response - Landslip (Storm Events)	0	5,837,554	955,624	1,563,915	3,318,047	5,837,587	33	0	0	0	NDRA claim
2022 - 2023 Capital Works - Landslip Treatment - Emergency Response Upgrade Works	0	190,000	0	0	0	0	-190,000	0	0	0	
EMERGENCY AND DISASTER RECOVERY PROJECTS - TOTAL	150,000	7,848,474	1,061,746	1,745,709	4,851,052	7,658,507	-189,967	0	-500,000	-500,000	
NEW AND UPGRADE PROJECTS											
2022 - 2023 Capital Works - Irrewillipe Recreation Netball Courts Change Rooms & Amenities Upgrade - Detailed Design	0	86,165	17,840	55,051	13,274	86,165	-0	0	-26,165	-23,165	
2021-22 Capital Works - Building Upgrade Programme - Colac East Kinder Toilet Upgrade	0	17,049	6,520	0	10,529	17,049	0	0	-27,460	0	
2022 - 2023 Capital Works - Building Renewal Program - Forrest Caravan Park Fire Services	0	93,884	93,884	0	0	93,884	0	0	0	0	Project Complete
2023 - 2024 Capital Works Buildings Renewal Program - Essential Services Inspections and Reporting	16,000	16,000	0	0	16,000	16,000	0	0	0	0	
2023-2024 Capital Works - COPACC Auditorium Equipment Upgrade	0	200,000	193,512	0	6,488	200,000	-0	0	-150,000	-149,000	
2023-24 Capital Works - Decommissioning and Installation of Landfill Gas Bores- Bruce Street	0	55,000	36,665	0	18,335	55,000	0	0	0	0	
Capital Works - ICT - Critical Infrastructure Improvement	200,000	200,000	0	0	0	0	-200,000	0	0	0	
2020-21 Capital Works - Cororooke Open Space Master Plan Implementation - Stage 1 (Site Establishment and Path Network)	0	26,458	5,120	21,338	0	26,458	0	0	-1,567	-1,567	
2021-22 Capital Works - Open Space Programme - Community Sport Lighting Upgrades	0	1,670	1,670	0	0	1,670	0	0	-32,365	-32,365	
2022-2023 Capital Works - Open Space Renewal Program - Elliminyt Recreation Reserve Oval Lighting Replacement	0	480,898	451,824	160	28,914	480,898	0	0	-218,898	-178,898	
2022 - 2023 Capital Works - Colac Aerodrome RAP Round 2 Taxiway and Lighting	0	332,307	5,879	363,907	0	369,786	37,479	0	-282,307	-108,307	Contracts awarded.
2020-21 Capital Works - Colac Aerodrome - taxiway - earthworks - Grant Match	0	72,623	10,476	0	62,147	72,623	0	0	0	0	Contracts awarded.
2023 - 2024 Capital Works Open Space Renewals - Fourth flagpole for Rae Street civic campus	6,000	6,000	295	0	5,705	6,000	0	0	0	0	
2023 - 2024 Capital Works Open Space Renewals - Lighting of existing three flagpoles to enable the Australian flag to f	13,000	2,360	2,360	0	0	2,360	0	0	0	0	Project complete
2023 - 2024 Capital Works Open Space Renewals - Street Planting Program 2023-24	60,000	60,000	11,358	1,758	46,884	60,000	-0	0	0	0	
2022 - 2023 Capital Works - Road Improvement Program - Queen & Wilson Street Intersection Upgrade	0	395,289	29,550	313,250	52,489	395,289	0	0	0	0	
Budget Work Order - Road Safety Devices Programme	55,000	5,000	0	0	5,000	5,000	0	0	0	0	
2022 - 2023 Capital Works - Road Safety Program - Murray Street Bus Shelter DOT Funded	0	0	0	0	0	0	0	0	0	0	
2021-22 Capital Works - Pascoe Street Pedestrian Crossing - Analysis and Design	0	20,273	0	0	0	0	-20,273	0	0	0	
2023 - 2024 Capital Works Stormwater Asset Upgrade Program - 12 Cruickshank Court, Elliminyt	22,000	44,000	2,254	39,344	2,402	44,000	-0	0	0	0	
2023 - 2024 Capital Works Stormwater Asset Upgrade Program - 397 Murray Street, Unnamed Laneway 5	25,000	25,000	521	0	24,479	25,000	0	0	0	0	
NEW AND UPGRADE PROJECTS - TOTAL	409,000	2,151,976	881,089	794,809	292,646	1,968,543	-183,433	0	-738,762	-493,301	
CAPITAL WORKS PROGRAM - TOTAL	8,927,986	32,131,926	5,622,116	6,709,875	19,431,422	31,763,413	-368,513	-3,388,636	-12,252,451	-4,886,734	
Notes											Legend
1. Financial reporting does not include expense or income transactions prior to 1 July 2023											On track and expected to deliver intended outcomes
2. Current balance of returned Asset Renewal funds Capital Projects (not on above report) = \$1,035,116											Recoverable through action or decision
											Requires intervention to recover or address issue
											On Hold

Operational Projects 2023-24 for Quarter 3 ending 31 March 2024

Project Name	Expenses							Income			Comments and actions
	Annual Original Budget	Annual Current Budget	YTD Actuals	Commitments	Estimate to Complete	Total Estimated Project Cost	Estimated Variance to Budget	Annual Original Budget	Annual Current Budget	YTD Actuals	
Chief Executive											
Roadside Weeds & Pests Management Project	35,253	68,977	27,955	357	40,665	68,977	0	-35,253	-68,977	-68,977	
18-19 Mid Year - Operating Projects - Colac Civic Precinct Plan	0	109,279	0	106,397	2,882	109,279	0	0	-90,000	0	Project rescoping underway following discussions with Council.
2019-20 Operating Projects - ICT - ePlanning - Public Portal	0	41,187	0	0	41,187	41,187	0	0	0	0	On Hold - Scope to b reviewed in light of new CRM system
2018-19 Major Project - Colac West Development Plan	0	29,410	0	5,841	23,569	29,410	0	0	-5,000	0	Developer-led work requiring Council role in road reserve transfer, as agreed through Council resolution
2018-19 Operating Project - Apollo Bay Community Infrastructure Plan	0	650	650	0	0	650	0	0	-5,000	-5,000	Project Complete
2019-20 Major Project - J Barrys Road Industry Development Plan	0	7,441	5,044	0	2,397	7,441	0	0	0	0	Draft Development Plan being finalised for Council consideration mid 2024.
2021-22 Operating Project - Deans Creek Precinct Structure Plan (Multi-year Project)	0	791,317	293,996	383,387	126,842	804,225	0	0	-491,458	-491,458	Technical assessments progressing as planned.
2021-22 Operating Project - Planning Scheme Amendment - Irrewillipe Road / Harris Road	0	19,583	10,936	13,215	9,000	33,151	13,568	0	0	0	Rezoning complete and Development Plans underway, Social housing provision being discussed.
2022 - 2023 Operating Projects - VicSmart Provisions - Planning Scheme Amendment	0	20,000	0	0	20,000	20,000	0	0	0	0	Proposed exemptions under review by DTP. Council will exhibit an amendment once DTP review is complete.
2023-24 Operating Project - Birregurra Structure Plan Review	60,003	80,000	12,150	37,444	30,406	80,000	0	0	0	0	Background report under preparation. Community Reference Group nominations process to be completed May.
2023-24 Operating Project - Key Worker Housing Feasibility, Nelson St, Apollo Bay	90,000	120,000	0	0	120,000	120,000	0	0	0	0	Project on hold pending outcome of external grant funding.
2023-24 Operating Project - Northern Towns Growth Plans	60,003	80,000	15,750	47,248	17,002	80,000	0	0	0	0	Background report under preparation.
2022 - 2023 Operating Projects - 82 Marriners Street Colac East - Planning Scheme Amendment	0	0	0	0	0	0	0	0	-5,000	-3,275	Planning scheme amendment application lodged by proponent.
2023 - 2024 Operating Projects - Carbon Offset Project	26,244	35,000	0	0	35,000	35,000	0	0	0	0	On Hold - Pending adoption of ESS and CCAP
2023-2024 Operating Projects - Public Health Partnership	0	14,000	3,650	2,350	8,000	14,000	0	0	-12,000	0	Project underway.
2023-2024 Operating Projects - Barham River Flood Study	0	25,000	0	0	25,000	25,000	0	0	0	0	On hold pending outcome of external grant application.
Chief Executive Total	271,503	1,441,844	370,131	596,239	501,950	1,468,320	13,567	-35,253	-677,435	-568,710	
Community and Economy											
2017-2018 - Small Town Improvement Programme (STIP) - Apollo bay Memorial Options Plan	0	7,000	0	0	0	0	-7,000	0	0	0	Original project not proceeding. Project scope to be reviewed with Councillors
2020-21 Operating Project - Local Planning & Change Management Grant	0	21,094	0	0	0	0	-21,094	0	0	0	Budget represents residual grant funds. Scope still to be determined
2020-21 Operating Project - Eastern Reserve - Baseball Batting Cage	0	49,758	20,633	0	29,125	49,758	0	0	0	0	User group has State Govt grant and is leading project. Council's contribution will be paid when needed.
2021-22 Operating Project - RDV Digital Connectivity Program Grant Match	0	75,720	0	0	0	0	-75,720	0	-47,015	-47,015	Estimated completion is early 2024 and unspent grant will need to be returned
2021-22 Operating Projects - Fit out of Apollo Bay Kindergarten	0	3,130	0	0	0	0	-3,130	0	0	0	Compliant egress issue now close to resolved and project is nearly complete
2020-21 Operating Project - Forrest MTB Revitalisation DELWP	0	184,970	102,952	0	82,018	184,970	0	0	-184,970	-184,970	Entrance gateway contract signed and completed. Confirming scope for remaining project funds.
Operating Projects - Family Day Care Marketing Campaign	0	12,772	3,992	0	0	3,992	-8,780	0	-13,665	-11,165	Acquittal report submitted with potential to negotiate a return of unspent funds.
2022 - 2023 Operating Projects - Colac Otway Shire Botanical Gardens Masterplan Review	0	34,900	12,728	13,611	8,561	34,900	0	0	0	-28,500	Due for completion May 2024
2021-22 Operating Project - Youth Film - VLGP	0	11,973	9,463	0	2,060	11,523	-450	0	-13,398	-10,498	Film complete, premiere not proceeding.
2021 - 2022 Operating Project - Freeza	13,141	25,463	1,316	0	0	1,316	-24,147	-13,311	-25,463	-7,962	
2021 - 2022 Operating Project - Engage	36,818	82,716	36,415	1,308	44,993	82,716	0	-37,500	-82,716	-80,443	
2020 - 2021 Operating Project - Vocal, Young and Local (VYL)	42,833	148,706	57,380	0	91,326	148,706	0	0	-78,706	-119,552	Includes budget allocation of \$70,000 for Youth Engagement Officer.
2022 - 2023 Operating Project - Positive Masculinities VLGP (Vic Health)	0	7,041	0	0	0	0	-7,041	0	-7,041	-4,541	Project successfully completed. Budget represent residual of grant and being discussed with funding partner.
2021-22 Operating Project - Bus Service from Apollo Bay to COPACC	0	1,474	1,475	0	0	1,475	1	0	-5,126	-5,125	Project complete
2023-24 Operating Project - Colac Library Return Room Safety	22,500	30,000	0	0	30,000	30,000	0	0	0	0	Project will be delivered by GRLC
2023-24 Operating Project - Replacement of obsolete fire safety panel and fire detectors	11,250	15,000	0	13,253	1,747	15,000	0	0	0	0	Project will be delivered by Colac Secondary College
Operating Project - OPASS Service Review	33,750	45,000	40,054	0	4,946	45,000	0	0	0	0	Requires further discussion to resolve way forward.
2023-2024 Operating Projects - Community Grants	0	161,458	122,540	0	38,918	161,458	0	0	-133	-133	Approved grants are being allocated when documentation requirements are met.
2023-2024 Operating Projects - Events Grants	0	109,127	88,759	0	20,368	109,127	0	0	-102	-102	Approved grants are being allocated when documentation requirements are met.

Operational Projects 2023-24 for Quarter 3 ending 31 March 2024

Project Name	Expenses							Income			Comments and actions
	Annual Original Budget	Annual Current Budget	YTD Actuals	Commitments	Estimate to Complete	Total Estimated Project Cost	Estimated Variance to Budget	Annual Original Budget	Annual Current Budget	YTD Actuals	
2023-2024 Operating Projects - Business Grants	0	31,150	21,899	0	9,251	31,150	0	0	0	0	Approved grants are being allocated when documentation requirements are met.
2023 - 2024 Operating Project - Kindergarten Infrastructure Services Plan	0	42,000	11,280	6,897	23,823	42,000	0	0	-42,000	-42,000	Supply and demand modelling underway.
2022 - 2023 Grants Program - Consolidated Community Grants Carried Forward	0	22,774	7,409	0	15,365	22,774	0	0	-1,758	-1,758	Approved grants are being allocated when documentation requirements are met.
2022 - 2023 Grant Project - RDV Community Events Recovery Funds	0	5,542	0	0	5,542	5,542	0	0	0	0	Funds supported the Christmas 'Light up the tree' activities
Community and Economy Total	160,292	1,128,768	538,294	35,070	408,043	981,407	-147,361	-50,811	-502,093	-543,766	
Corporate Services											
2022 - 2023 Operating Projects - IT helpdesk supporter	0	23,030	22,533	0	497	23,030	0	0	0	0	Focus of work is roll-out of PC and helpdesk clearing.
2022 - 2023 Operating Projects - ICT - Intranet Drupal Upgrade	0	7,500	3,000	0	4,500	7,500	0	0	0	0	On track for completion early 2024
Operating Projects - Discretionary Funds (Organisational Holding Account - Overs & Unders of Operating Projects)	0	77,698	0	0	0	0	-77,698	0	0	0	
Corporate Services Total	0	108,228	25,533	0	4,997	30,530	-77,698	0	0	0	
Infrastructure and Operations											
2019-20 Operating Projects - ICT - Works Management System	0	30,000	0	0	0	0	-30,000	0	0	0	On Hold - Pending delivery of complementary devices project for RMP
2021-22 Operating Project - Operational Devices, Licences and System Integration - Legislative Road Management Plan	0	7,419	82	0	7,337	7,419	0	0	0	0	On track. Remaining expenditure expected to be product licensing costs.
2020-21 Operating Project - Grant Preparation / Detailed Design - Bike Park BMX Jump Path - Feasibility Study	0	10,000	0	0	0	0	-10,000	0	0	0	Requires further discussion to resolve way forward.
2020-21 Operating Project - Grant Preparation / Detailed Design - Lake Colac Perimeter Pathway Feasibility Study	0	15,079	2,999	5,394	6,686	15,079	0	0	0	0	Draft report prepared and expected to be presented to Council Briefing in May.
2020-21 Operating Project - Grant Preparation / Detailed Design - Hart Street Pedestrian Crossing	0	19,696	0	0	0	0	-19,696	0	0	0	RFQ completed. Designer appointed. Scope to be reviewed - cost for design is well under budget
2022 - 2023 Operating Project - Onsite Domestic Wastewater Management (ODWM)	0	6,720	6,720	0	0	6,720	0	0	-6,720	-6,720	Complete
2023-24 Operating Project - Local Law Review Project	18,747	32,633	32,633	0	0	32,633	0	0	0	0	Complete
2023-24 Operating Project - Lavers Hill Hall, investigate septic operations	3,753	5,000	0	0	0	0	-5,000	0	0	0	Reviewing whether this project is still required or if EHOs have sufficient to guide solution
Infrastructure and Operations Total	22,500	126,547	42,434	5,394	14,023	61,851	-64,696	0	-6,720	-6,720	
Waste Management Services											
2021-22 Operating Project - Closed Landfill Aftercare Management Plan, Landfill Gas and Groundwater Investigation	0	26,150	31,760	28,541	75,010	135,311	109,161	0	0	0	Scope and commitments require investigation. Funds transferred to landfill reserve and may need to be re-called.
2021-22 Operating Project - Kitchen Caddy and Liners	0	31,670	1,359	0	30,311	31,670	0	0	0	0	Education program to be delivered
2021-22 Operating Projects - Waste Transfer Station Upgrades for Glass Separation	0	59,495	25,182	0	34,313	59,495	0	0	0	0	Quotes being sought.
Operating Projects - Promoting COS recycling system	0	60,300	0	0	60,300	60,300	0	0	-60,300	-30,150	Education program to be delivered
Waste Management Services Total	0	177,615	58,301	28,541	199,934	286,776	109,161	0	-60,300	-30,150	
Total of Operational Projects	454,295	2,983,002	1,034,692	665,243	1,128,947	2,828,882	- 167,028	- 86,064	- 1,246,548	- 1,149,346	
Notes											Legend
1. Financial reporting does not include expense or income transactions prior to 1 July 2023											On track and expected to deliver intended outcomes
2. Current balance (as of March 2024) of returned funds from Operation Projects = \$77,698											Recoverable through action or decision
											Requires intervention to recover or address issue
											On Hold