



**BAW BAW
SHIRE COUNCIL
ANNUAL REPORT
2014/15**



OVERVIEW

performance highlights for 2014/15

Goal	Achievements	Challenges	The Future
Our Community - (pages 74-87)			
<i>Delivering affordable and quality services to the community.</i>	Council's Central Enrolment Scheme expanded to include two more local Kindergartens.	Due to an increase in the number of funded kindergarten places, there has been an increase in kindergarten placement workloads and an increased need to collaborate with kindergarten cluster managers to plan for changes to reduce educator-child ratios in 2015/16.	Continue to advocate for adequate kindergarten places in Baw Baw and plan for changes welcomed by the anticipated completion of the Drouin Early Learning Centre construction in 2016.
<i>Communities which are dynamic, vibrant and inclusive.</i>	Refurbishments to the West Gippsland Arts Centre have begun, with renovations to the restrooms and rear carpark now complete.	Delays in the redevelopment project could result in limiting the functionality of the facility during peak performances.	The completion of the major redevelopment of the West Gippsland Arts Centre as a Community Cultural Activities Hub.
<i>Enhanced community quality of life.</i>	Establishing food relief at the Longwarry Community Hall in partnership with food rescue organisation Secondbite.	Food security will remain only a concept unless it is communicated in a meaningful way and establishes a community stake in the local food system.	Continuing the partnership with and extended funding from the Central West Gippsland Primary Care Partnership (CWGPCP) to work with community on the establishment of the Baw Baw Food Movement.



Goal	Achievements	Challenges	The Future
Council Leadership and Management - (pages 88-101)			
<p><i>Financial responsibility and responsible management of Council resources and people.</i></p> <p><i>Council is community focused, engaged and accountable.</i></p>	<p>Developed the Long Term Financial Plan and implemented additional rating classifications in response to the PSPs, to achieve ongoing financial sustainability.</p> <p>Council's fleet management changed resulting in cost savings associated with using new fuel cards, having lease vehicles as an alternative to purchased, and reducing the fleet size in line with the Better Fleet Review.</p> <p>There were 145 E-learning courses delivered to staff with 1,320 training hours being undertaken by staff.</p> <p>Implemented the new Local Government Performance Reporting Framework (LGPRF), introduced by the State Government to enable comparative performance measurement across all Victorian Councils.</p> <p>Improved communications with community via the Annual and Financial Reports and the implementation of a renewed, AA Accessible website.</p>	<p>Planning for and maintaining financial sustainability with the impending introduction of rate capping.</p> <p>Changing staff culture with regard to vehicle use, reducing the complexity of the vehicle allocation process and implementing the restructure of the Fleet/Workshops.</p> <p>Exploring and seeking a mutual arrangement for a Learning and Development shared service.</p> <p>Council's annual Community Satisfaction Survey results indicated ongoing community dissatisfaction with the condition of local roads, despite increased investment in this area.</p> <p>New training for staff and a full audit of all website content and documents was required to bring the website in line with nationwide AA Accessibility requirements for all government websites.</p>	<p>Continuing to achieve financial savings and results in service delivery with the new organisation structure and new Drouin staff accommodation.</p> <p>Introducing an Electronic Vehicle Booking System and continuing to implement streamlined processes in the management of the fleet replacement program.</p> <p>New shared service relationship with other Gippsland Councils for Payroll and Learning and Development services.</p> <p>Identification of areas for improvement in Council's performance monitoring and reporting coming out of the results of the first Performance Statement audit prepared for the LFPRF.</p> <p>Further enhancing the functionality available on the website by delivering a Community Directory module.</p>

Goal	Achievements	Challenges	The Future
Infrastructure and Community Assets - (pages 102-106)			
<i>Continuing to reduce the asset renewal gap.</i>	The successful delivery of 94% of the adopted projects and programs in the 2014/15 Capital Works Budget (83/88 completed).	Taking on four new projects during the course of the year, monitoring delivery progress, and making adjustments to mitigate potential delays.	Delivering the largest Capital Works Program Council has had to date at 112 projects and programs totalling \$23.1 million.
<i>Investing in quality and affordable community assets which are balanced against the growing needs of the community.</i>	<p>Developed and adopted the new road maintenance model to improve decision making and contract management for road assets maintenance.</p> <p>Successfully delivering \$12.87 million in asset renewal projects and programs to reduce the asset renewal gap.</p> <p>Continued the establishment of the Fixed Asset Register as the source of all asset data for capital works in the Long Term Infrastructure Plan.</p>	<p>Operating with reduced resources due to the resignation of a key staff member.</p> <p>Delivering the largest renewal program in many years.</p> <p>Ensuring that all asset data was current and accurate.</p>	<p>Implementing the new road maintenance model and working with the new road maintenance contractors.</p> <p>Delivering a renewal budget of \$12.9 million, with the largest renewal projects in the areas of roads, buildings, bridges and culverts.</p> <p>Continuing the development of the asset management system and creating an asset management portal for staff as a place of reference for the asset management program and documentation.</p>
Growth and Prosperity - (pages 107-111)			
<i>Planning to meet the needs of the community today and in the future.</i>	Developed Amendment C108 (Warragul and Drouin Precinct Structure Plans), identifying growth opportunities and extending the urban boundary.	Develop an implementation program that assists development and furthers the conversation with community and developers.	Updating Council's website to provide clear direction for developers on the Precinct Structure Plan areas.
<i>Prosperous local business and industry.</i>	<p>Developed and had Amendment C112 (Warragul and Drouin Development Contribution Plans) approved by the Minister, which is expected to help fund \$250 million in new roads and recreation facilities as growth occurs.</p> <p>Delivered a range of workshops and seminars, awards programs and events to support Gippsland businesses.</p>	<p>Encouraging good quality, sustainable economic development, whilst meeting statutory timeframes.</p> <p>Managing the expectations for delivery of industry training with reduced resources.</p>	<p>Undertaking a Best Value Review to more clearly ascertain the community's expectations, identify areas for improvement, and benchmark services against other providers.</p> <p>Reviewing the delivery of industry workshops aligned with industry feedback.</p>

Goal	Achievements	Challenges	The Future
The Environment - (pages 112-115)			
<i>Protecting and sustainably managing the natural environment and resources now and into the future.</i>	<p>Improved the management process for emergency events, particularly the response to and capture of supporting records for natural disaster claims.</p> <p>Obtained EPA approval for onsite leachate treatment until March 2016, and facilitated an outcome to continue the construction of the final cap at the Trafalgar landfill.</p>	<p>Changing legislative environment for Emergency Management, including incident management procedures.</p> <p>Continuing the construction of the Trafalgar Landfill final cap with severe weather related interruption to works.</p>	<p>Continuing to adapt and improve the emergency management processes.</p> <p>Design and install a Gas Extraction system as well as facilitate the tendering and award the transfer station management operations in line with the Best Value Service Review recommendations.</p>
<i>Building resilience and preparedness for climate and environmental impacts.</i>	<p>Working with the community on natural environment restoration projects and engaging annual contractors to spray noxious weeds on Council-managed roadsides; maintaining Council wetlands and offset sites with limited resources.</p>	<p>Placing a budget bid for the maintenance of previously funded projects and community-lead planting sites; such as the 2 Million Trees funded projects and National Tree Day sites.</p>	<p>Continuing to establish newly completed wetlands in addition to the bushland reserves and offset sites currently being maintained.</p>



aboutthisannualreport

Baw Baw Shire Council's 2014/15 Annual Report provides commentary on Council's performance against the themes and objectives outlined in the Council Plan for the 2014/15 financial year.

The information in this report covers the Council's actions in support of the Shire's economic, environmental and social sustainability, and provides evidence for the sound planning, management and implementation conducted by the Council during the year.

The report also provides audited financial and performance statements according to relevant legislation, together with specified information under the *Local Government Act 1989*.

How The Report Is Structured

The report is divided into three key sections being; an overview of Council; the organisation and its governance processes; highlights of its performance against the Council Plan objectives; and the Financial Report.

The performance reporting section has been broken down to address each of the five Council Plan themes and includes details on how the organisation has worked to achieve the eleven strategic objectives.

The Financial Report has been compiled as an accompanying document to this report. An overview of the Financial Report has been provided on page 20 of this report.

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welcome

Baw Baw Shire Council is committed to providing an exceptional range of services for its community, managing Council's assets, planning for future growth and protecting the environment for future generations.

As an organisation, Baw Baw Shire Council works in partnership with all levels of government and residents to deliver over 100 services to the community.

The Annual Report is developed to report on the Council's performance against the Council Plan objectives, and is part of a suite of documents that Council is required to produce under the *Local Government Act 1989*. The Council Plan helps to guide Council's financial planning, service delivery priorities and capital work projects, with the annual budget developed to ensure that Council has sufficient funds to deliver on the Council Plan objectives. A more detailed explanation of Council's corporate planning framework can be found on page 50.

The Annual Report focuses on key events, projects and programs that have been undertaken across the year, rather than the day-to-day operations. The report also identifies any issues/challenges that have impacted on the organisation throughout the year.

Every business unit across the organisation has had input into the development of this document. Within the performance reporting section each unit's services, programs, activities and achievements are described in more detail.

As part of Council's commitment to reducing our impact on the environment, Council has reduced the number of copies of the report it prints. Instead, we encourage the report to be viewed in full on our website www.bawbawshire.vic.gov.au or at one of our Customer Service Centres.

our commitments

Through its vision, mission and values Council commits to working towards the best possible outcomes for the Baw Baw community.

our vision

Happy, healthy people sharing prosperity and knowledge from living sustainably and in harmony with our rural identity, thriving villages, productive and inspiring landscapes.

our mission

Leaders in delivering quality, innovative and community focused services today that make a difference for tomorrow.

core values

Community focused

Accessible, responsive (we're here to help), can do attitude, communicative, empathetic.

Integrity

Equitable, honest, ethical, transparent.

Respect

Listening, compassionate, open minded, understanding, patient.

Pride

Caring, enthusiastic, inspiring, accountable.

Innovation

Creative, bold, challenging, flexible.

Collaboration

Partnering, building productive relationships, inclusive.



deliveringbestvaluereview

The Local Government Act contains the ‘Best Value’ principles, which require that all Victorian Councils make sure that their services are planned, managed and delivered in accordance with the Best Value principles. Specifically, Council’s services need to:

- Meet appropriate quality standards and cost of the service.
- Be responsive to the needs of the community.
- Be accessible to those members of the community for whom the service is intended.
- Achieve continuous improvement in the provision of services.
- Involve regular consultation with the community.
- Be regularly reported to the community.

This summary outlines the achievements and progress made in relation to Council’s Best Value program in 2014/15.

It highlights the range of services, initiatives and processes being implemented across Council to meet the needs of our community, meet the Best Value principles, and promote a culture of continuous improvement.

Service Reviews

The objective of each service review is to review the service in terms of these Best Value principles, and identify opportunities for improvement to the service.

Each service review is to include as a minimum:

- Consultation with the team, stakeholders and service users.
- Benchmarking the services against other Council’s and private or not-for-profit service providers.
- Preparation of service specifications, key performance indicators including unit cost pricing, analysis of the service performance against the best value principles, and a service improvement plan.

During the year, Council:

- Commenced six comprehensive service reviews, three of which were completed during the year: Emergency and Fire Management, Transfer Stations and Library services. This brings the total number of reviews completed to eleven.
- Prepared the annual Service Overview for each Council service. In 2014/15, all teams were asked to prepare specifications for their services, which outline how services are delivered.
- Benchmarked its services against the following organisations:
 - Wellington Shire Council
 - Frankston City Council
 - Bass Coast Shire Council
 - Gippsland Water
 - Cardinia Shire Council
 - Horsham Shire Council
 - City of Casey
 - Macedon Ranges Shire Council
 - Corangamite Shire Council
 - Moira Shire Council
 - East Gippsland Shire Council
 - City of Monash

- As part of the review of Library services, Council used benchmarking carried out by the Public Library Victoria Network (PLVN), which included 45 libraries and library corporations across Victoria.
- Moorabool Shire Council
- South Gippsland Shire Council
- Yarra Ranges Shire Council
- Continued implementing the findings of completed service reviews, and the majority (93/128) of recommended service improvements are now implemented.
- Continued to brief Councillors on key findings and recommendations at the completion of all service reviews, and supply an Executive Summary of reviews to Council's Audit Committee.
- Planned for the commencement of a process review and improvement program in 2015/16.



Snapshot of how we improved our services against the Best Value principles in 2014/15

Quality standards and cost of the service:



- The Building, Public Health, and Emergency Management teams reviewed and improved information available to the community about their services, for Council's website, and printed materials available at Council's customer service centres.
- A review of all emergency and fire fees and charges including Fire Hazard Administration and Burn Off Permit, was conducted as part of the annual budget process.
- The Parks and Gardens team prepared service standards to guide service delivery, and developed performance measures to monitor service and maintenance standards.
- The Roads team conducted market testing for road maintenance services and has formed a panel of consultants to carry out works as required.

Responsiveness to the needs of the community:



- The Community Compliance team changed their working hours and now provides service coverage spanning 7.30am to 6.00pm, Monday to Friday. Parking patrols were also extended to Yarragon and Trafalgar.
- Improvements in Council's fire prevention inspection program were implemented, which have since been adopted by three other Gippsland municipalities.
- The Building Services team has adapted its processes and has brought an increasing number of matters to prosecution.
- Council also reviewed the existing pound facility, and determined that a new pound facility was required to meet legislative requirements. The facility had to be designed with construction to be completed in 2015/16.
- The Home and Community Care team have introduced improved processes around client intake and referral to track the client journey, and developed standard information letters to clients to better inform clients about the service and waiting times.

Accessibility to the community:



- The Building Services team have set up internal process improvements such as scanning all building permit documents, making it easier to access records.
- A new Customer Service Charter is currently being prepared.
- Many of Council's services are recognising potential service improvements by introducing new technology such as iPads to enable remote access to live information.
- The Public Health team implemented online and phone payment options as an easier way of paying for registrations. Electronic lodgement of applications such as wastewater applications was introduced to make it easier for customers.
- The Public Health team has promoted the use of the Noise Diary phone application to the broader community, to assist Council officers in following up noise complaints.

Continuous improvement in the provision of services:



- Council's payroll system has been upgraded, and new policy and procedures developed to improve the payroll service. Training was also provided to Council's HR staff to improve their understanding of payroll systems and processes. This has been especially useful for teams like Home and Community Care, as it has reduced errors and manual adjustments.
- The Public Health team has commenced a review of the Domestic Wastewater Management Plan, and successfully sought funding for implementation of some of its recommendations.
- The Roads team have prepared draft Transportation Service Management and Roads Asset Management Plans.
- The Roads team has reviewed the road maintenance specifications and secured new contracts for roads maintenance through competitive market testing.

Regular consultation with the community:



- Council participated in the annual Community Satisfaction Survey, which assesses the community's satisfaction with Council's performance over the past year.
- Emergency and Fire Management and the Transfer Stations service review conducted community engagement to understand community views of their services.
- Council has also advertised 30 different opportunities via 'Have Your Say Baw Baw' on its website. This has resulted in 542 submissions to Council to help inform its decision making.

Regular reporting to the community:



- Council prepares quarterly and annual reports, including progress on its Best Value program, progress against the Council Plan, budget, capital works program and performance measures.



Mayor and CEO Overview

It is with great pleasure that we present to you Baw Baw Shire Council's 2014/15 Annual Report.

Council's success is the result of the collegiate relationship between the Councillors and staff. Together, we are working as a unified team, to deliver outstanding services for our community. As can be seen in the subsequent pages of this report, we have had many successes this year, as we continue working towards a shared vision for the future of our shire.

Undertaking of a number of Best Value Service Reviews the organisation has continued to identify potential efficiencies in our service provision, these ensure that we are meeting the appropriate quality standards and costs for the service. Three service reviews were completed in 2014/15, bringing the total completed to 11. Those completed this year include the Emergency and Fire Services, Library Services and Transfer Stations. From these 128 actions were identified in Council's 2014/15 business plan, of these, 93 have now been completed.

As we continue to experience rapid residential growth across the municipality, two key amendments were implemented, Amendment C108 (Warragul and Drouin Precinct Structure Plans). These plans identify land for residential subdivisions to cater for the 20,000 new homes and 115 hectares of new parks, sports fields, bike trails and walking paths. The plans also identify 100 hectares of commercial and industrial space, expected to create 7,000 new jobs as these areas are developed by expanding local businesses or introducing new

businesses. Amendment C112 (Warragul and Drouin Development Contribution Plans) was also approved by the Minister. It is expected that the development contributions will fund \$250 million worth of new roads and recreation facilities in Drouin and Warragul as the growth occurs.

Capital works expenditure, of \$23.1 million from the 2014/15 Capital Works budget went towards renewing infrastructure throughout the Shire, with an emphasis on improving the quality and resilience of roads and drainage assets. We also have a number of major projects being undertaken. In March, work commenced on the \$15 million redevelopment of the Warragul Leisure Centre, the biggest capital works project ever undertaken by Baw Baw Shire Council. Work was also completed on the Drouin Civic Centre, with the design allowing for the provision of 140 staff, and a new entrance to the eastern side of the building providing improved public access. The new entrance also provides access to after-hours community meeting spaces, along with additional car parking spaces. Staff will commence working in Drouin on 3 August 2015.

Work on the upgrade to the West Gippsland Arts centre has started with renovations to the restrooms and rear carpark being completed. Architects have begun the process of developing a master plan and precinct design in readiness for development of a future project. We encourage you to read the full list of capital works projects undertaken, on page 24 of this report.

Following the development of the Working Together advocacy plan in 2013/14, the document continued to be the catalyst for many conversations about the shire's needs and the best way to meet them during the year.

Advocacy works hand-in-hand with grant seeking, and to that end Council was very successful in 2014/15 receiving \$6.8 million for major community projects, including:

- \$400,000 for the Warragul Gateway Transformation project from Regional Development Victoria.
- \$30,000 for a shared pathway on Normanby and Albert Streets from DTPLI Transport Investing in Regions.
- \$150,000 for the West Gippsland Arts Centre through the Victorian Government's Putting Locals First
- \$228,353 to upgrade the Lardner, Trafalgar and Neerim South transfer stations through Sustainability Victoria's 'Rural and Regional Transfer Stations Upgrade Fund' program.

One of the key outcomes for 2014/15 was the resolution to only increase rates by 3.6 per cent in the 2015/16 financial year. The rate increase is 0.3 per cent lower than the increase foreshadowed in Council's Strategic Resource Plan, despite the sustained increase in the amount of money going into capital works. This level allows us to fund a number of new initiatives and continue to allocate additional funds to maintain our focus on capital works and infrastructure. This is exciting as we look forward to the new financial year, with \$11 million allocated to roads, \$1.3 million to drainage, almost \$1,400,000 to footpaths and close to \$12 million for buildings – including \$8.1 million for the Warragul Leisure Centre and \$780,000 for the West Gippsland Arts Centre design redevelopment and upgrade.

Amongst all of these achievements, there were also tough decisions that had to be made, in particular the organisational restructure that occurred at the beginning of 2015. This was catalysed by the departure of the Director of Corporate Services late in 2014.

With the prospect of the new Victorian Government's commitment to introduce rate capping for Councils, the Executive Leadership Team discussed how to best turn the departure of a director into an opportunity to prepare the organisation for the challenges ahead. As a result, 28 new positions were created, with 12 of the 35 redundant employees successfully being redeployed. While the process was difficult, the outcome is a streamlined organisation that is flexible and adaptable enough to manage the uncertain times ahead for Victorian Local Government.

When reflecting back on 2014/15 we are extremely proud of all the outstanding work that our organisation has accomplished. We have fulfilled many of the strategic objectives outlined in the Council Plan, while working towards Council's vision of ensuring financial sustainability and excellence in service delivery. All of these accomplishments would not have been possible without the dedicated team of employees that we have. Thank you to each and every one of them for their tireless efforts, fortitude and enthusiasm this past year. We encourage you to read through this comprehensive review of the services, activities and financial accounts of the Council.

D. Brown

Mayor



Helen Anstis
Chief Executive Officer

Our Big Issues

Throughout 2014/15 there were a number of challenges and issues that Council faced. These issues took up a substantial amount of officer time, and in some cases were the result of other goals and priorities not being achieved throughout the year

Enterprise Bargaining Agreement

Baw Baw Shire Council managed to negotiate the first Enterprise Agreement in Victoria with salary increases below 3 per cent per annum. It was a long and drawn out process that involved several rejected iterations before being agreed to by the staff. Reaching this agreement was fundamental to underpinning the conversations around the restructure and the need for the organisation to be well positioned for the future in a rate-capped environment.

Organisational Restructure

The organisational restructure was catalysed by the departure of the Director of Corporate Services late in 2014. Faced with the prospect of the new Victorian Government's commitment to introduce rate capping for Councils, the Executive Leadership Team discussed how to best turn the departure of a director into an opportunity to prepare the organisation for the challenges of rate capping and a constrained fiscal environment.

There were many discussions held regarding the organisations structure, management models and service configurations. After many weeks of deliberation a draft restructure of the organisation was announced to staff in mid-February.

Upon reflection the announcement could have been handled better: with clarification about some positions being identified for consideration for shared services; some staff had their names left off the structure; and a number of staff who were on leave were not told that their positions may be made redundant prior to their colleagues advising them. The original four week consultation period was extended after a hearing at the Fair Work Commission. Submissions were received from staff and a number of changes were made to the structure between the first draft and the final structure.

The final day of the old structure was 30 June 2015. Twenty-eight new positions were created, with twelve of the 35 employees successfully being redeployed. While the process was difficult, the outcome is a streamlined organisation that is flexible and adaptable enough to manage the uncertain times ahead for Local Government.

Trafalgar Landfill

The regeneration of the Trafalgar landfill is among the largest capital works projects ever undertaken by Baw Baw Shire Council. The scope of the regeneration works were amplified by safety issues at a former landfill site in the City of Casey. There have been a number of issues including:

- The cartage of leachate away from the site.
- The lack of a regeneration fund and the need to impose a significant rate increase in 2011/12 to cover the cost of the project.
- The need to alter transfer station opening hours to accommodate the movements of heavy vehicles associated with the works.
- Interruptions to earthworks due to ongoing inclement weather.

It is anticipated that this project will be complete by the end of 2015, 12 months after the planned completion date.

Future Issues

While issues will continue to arise unexpectedly, there are many that we, like many other Council's, continually manage and will persistently impact on the organisation into the future.

Service Delivery

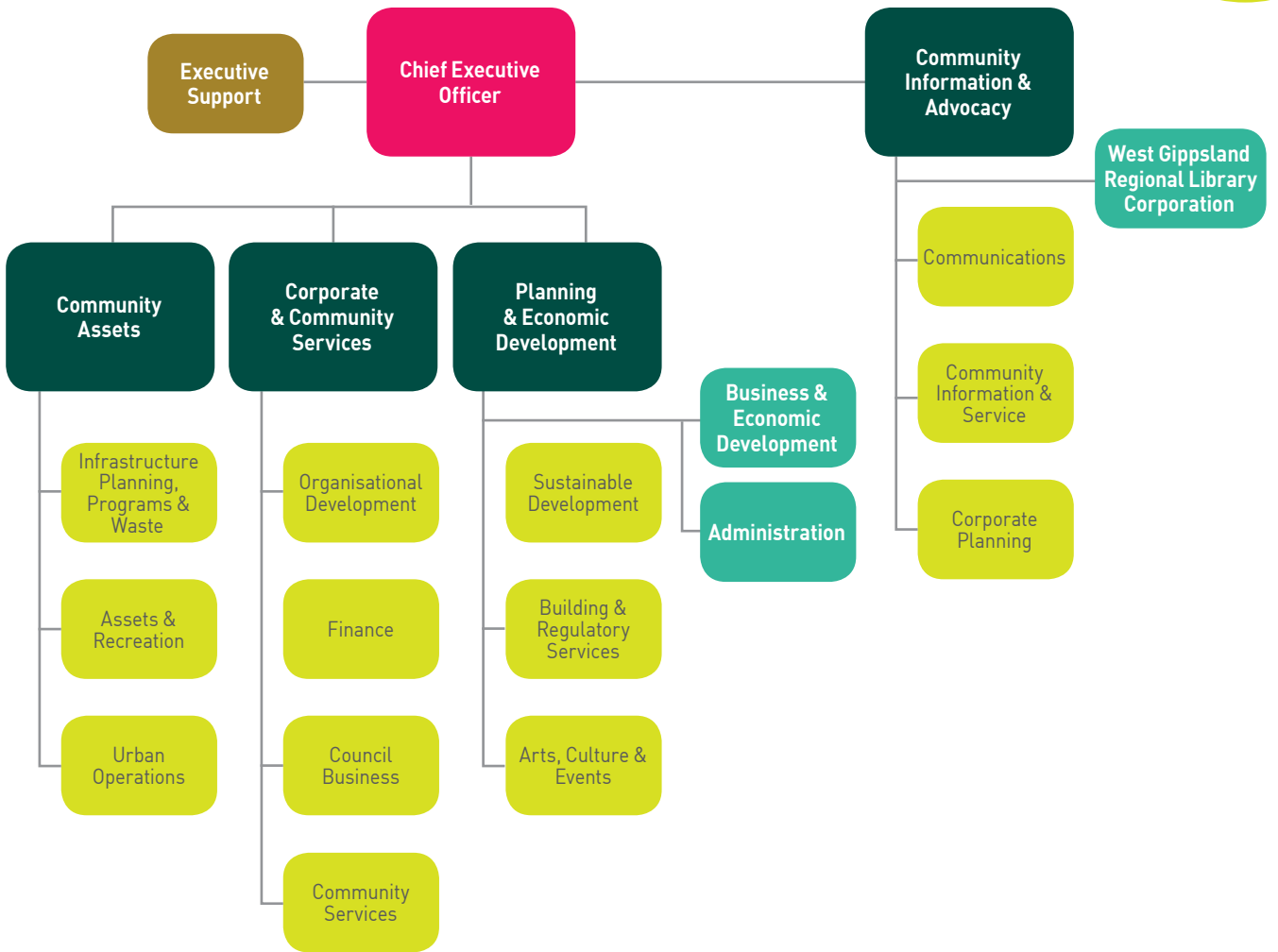
As the population of our municipality continues to increase at a rapid pace, maintaining service delivery continues to become a challenge. In particular:

- The costs involved with maintaining services across a large municipality and to a broad range of clients.
- Pressure from other levels of government to maintain current service levels.
- Ensuring that our aging population has access to the services they require, despite changes being implemented to the funding model.

Financial

Critical financial issues continue to challenge the organisation, including:

- The need for significant investment into renewing our ageing infrastructure.
- Rate capping by the Victorian Government.
- The effects of cost shifting for service delivery by the Federal and Victorian Government onto Local Government.



The cover page features a background image of a grassy hill under a blue sky with a tree on the left. A large teal circle is centered on the page, containing the text 'FINANCIAL REPORT OVERVIEW'. The word 'OVERVIEW' is in yellow. A decorative line of red dots curves across the top and bottom of the page.

FINANCIAL REPORT OVERVIEW

Understanding Council’s financial performance from the financial statements, prepared in accordance with Australian Accounting Standards, can frequently be problematic and the purpose of this overview is to provide readers with a greater understanding about the financial outcomes for the 2014/15 financial year, and how these results impact on Council’s financial sustainability.

Council’s 2014/15 Income Statement highlights that Council achieved a surplus for the year of \$20.263 million.

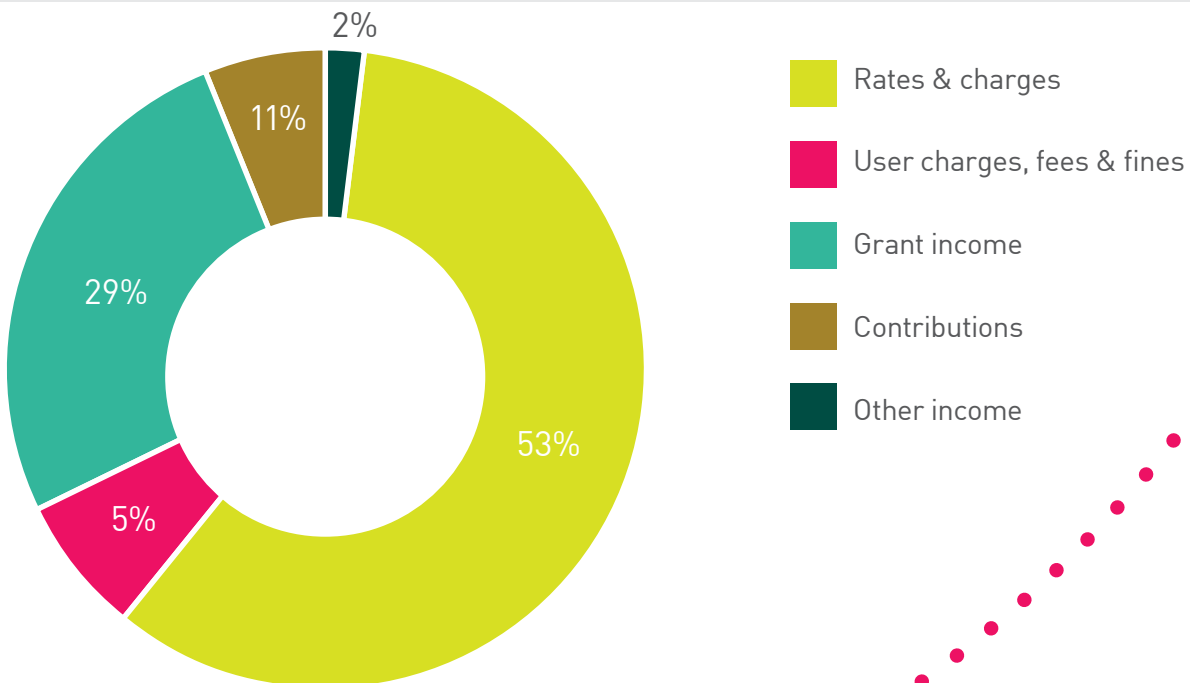
This result has then been impacted by one item in the determination of the “Total Comprehensive Result”. The net revaluation decrement is a multi-million dollar adjustment due to the work that has been completed in the identification and review of Council’s infrastructure assets, and land and buildings. Impairment losses are

Revenue

Council’s total revenue for 2014/15 was \$84.862 million, (\$70.381 million in 2013/14) including rates and charges revenue (\$47.058 million), capital and operating grant income (\$25.270 million), fees and charges (\$4.524 million), contributions of monetary assets (\$0.983 million) and contributions of non- monetary assets (\$8.985 million).

The breakdown of operating revenue by major category is provided below:

Sources of Revenue (\$Million)



identified on an annual basis, but the amount can vary significantly each year.

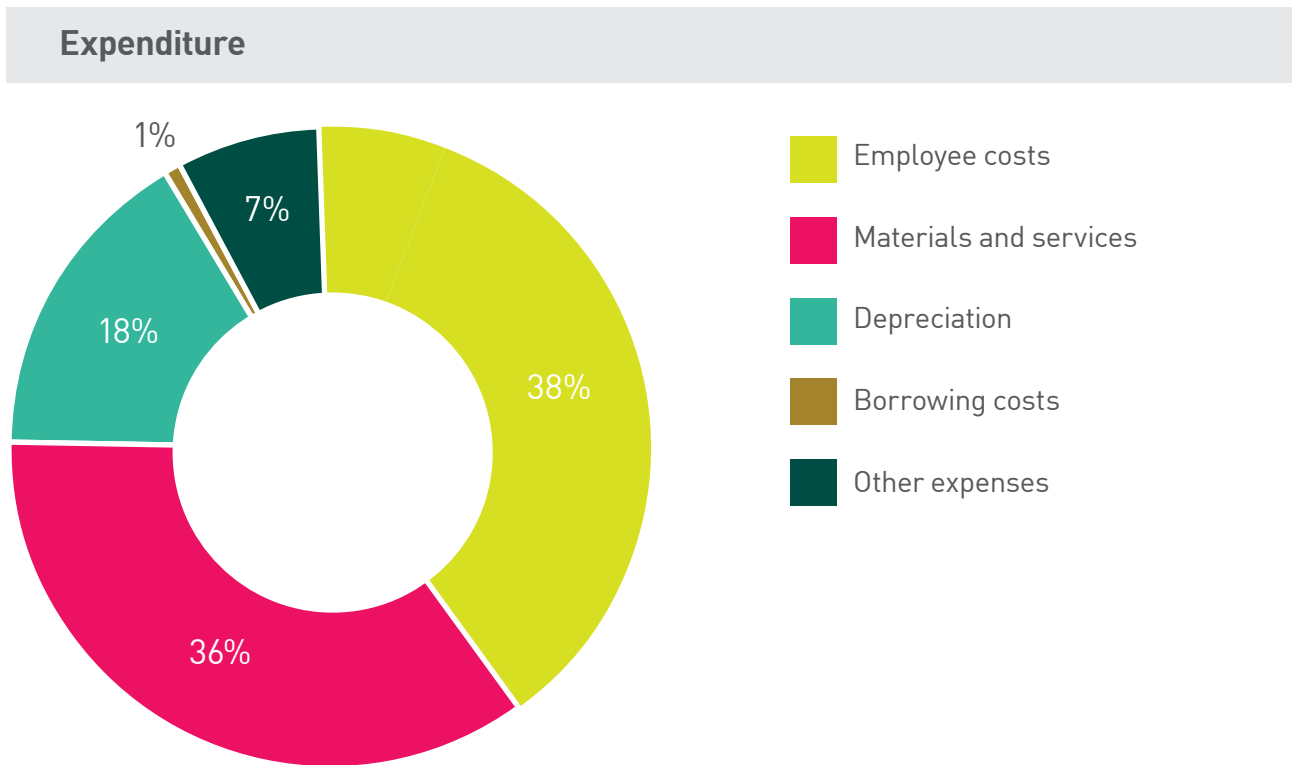
When reviewing the results for Council, it is important to recognise that the surplus achieved is not a cash result, as it is impacted by non-cash items, such as depreciation. Full details on the cash position for Council can be obtained by reviewing the Cash Flow Statement, which is provided as a key financial document within the Financial Statements.

The financial results achieved by Council in the 2014/15 financial year are a key component of ensuring the long term financial sustainability of Council, and providing Council with the ability to continue its ongoing commitment to service provision for the Community, and an ongoing investment in renewal of infrastructure assets, such as roads.

Major factors affecting the result are discussed below.

Expenditure

Council's total expenditure for 2014/15, including depreciation was \$64.599 million (\$63.021 million in 2013/14).



Council's total expenditure for 2014/15, including depreciation was \$64.599 million (\$63.021 million in 2013/14).

Materials and services (\$23.282 million) includes the costs associated with major areas of expenditure including:

- Contract payments (\$12.502 million)
- Building maintenance (\$0.731 million)
- Office administration (\$0.938 million)
- Information Services (\$0.557 million)

Employee costs (\$24.464 million) includes salaries expenditure and oncosts, such as Workcover premium, annual leave, long service leave and superannuation contributions.

Depreciation (\$11.671 million) represents the reducing value of an asset due to wear and tear and obsolescence. The major contributor to depreciation expense within Council is infrastructure assets, which include roads, bridges, footpaths, drainage and car parking.

Other expenses (\$4.691 million) includes the following expenditures:

- Operating lease rentals (\$0.834 million)
- Contributions (\$1.631 million)
- Council grants (\$0.601 million)

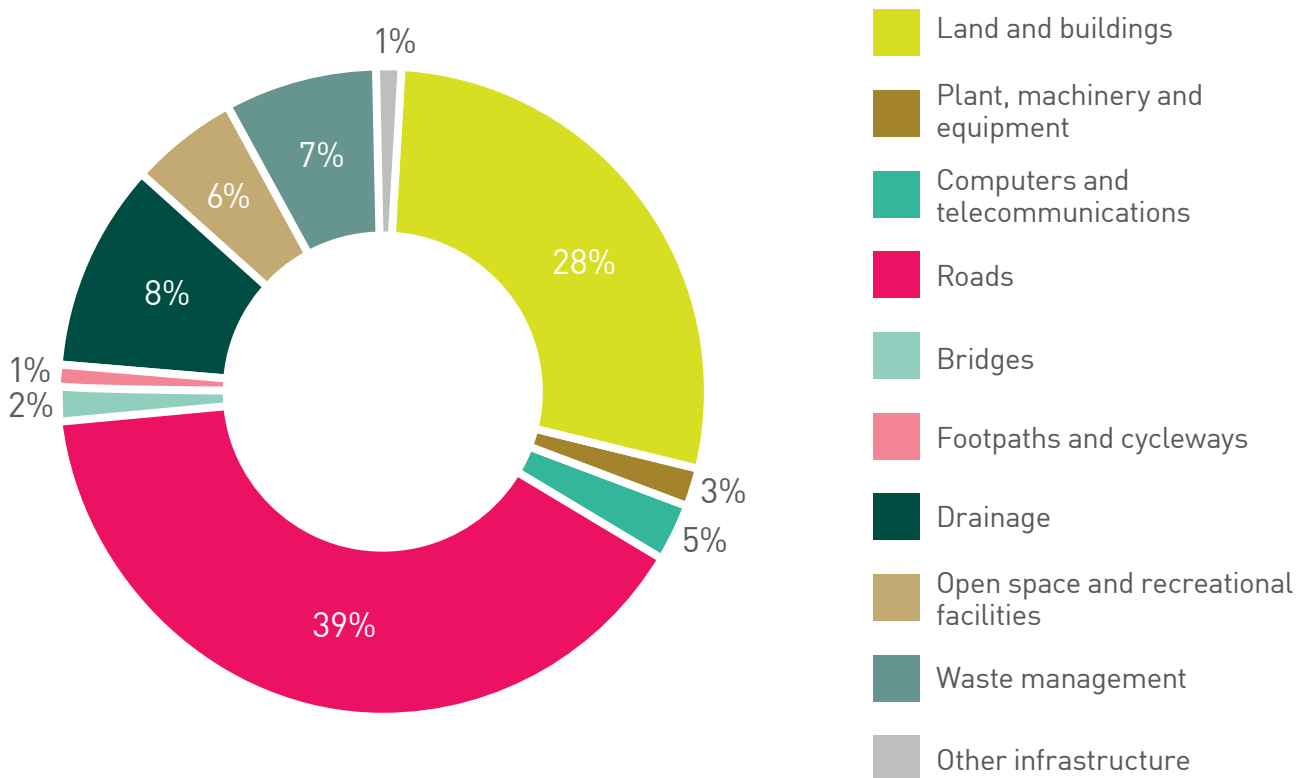
Capital Expenditure

Council spent \$23.153 million on capital works, which included \$1.721 million of waste expenditure associated with the rehabilitation of the Trafalgar Landfill.

The most significant areas of capital expenditure were buildings, roads, drainage, open space and recreational facilities, and waste management.

The graph below highlights all the categories of capital expenditure, and the proportionate expenditure on each.

Capital Expenditure (\$Million)



Council made a significant investment in renewal expenditure, which represented 55.6 per cent of capital expenditure. This reflects the need to maintain existing infrastructure assets, whilst continuing to invest in new and expanded infrastructure.

Cash Flow

Council's cash position at 30 June 2015 was \$14.986 million compared to an opening cash balance of \$18.396 million. While this represents an overall decrease in cash holdings during the financial year of \$3.410 million, it should be noted that \$13.002 million was transferred to investments resulting in a total cash plus investment balance of \$27.988 million.

One of the major areas of cash spending for Council during the year was payments for property, infrastructure, plant and equipment of \$19.072 million. This large cash outflow has been predominantly offset by the net cash flow from operations for the financial year of \$25.172 million.

Management of cash is a key financial responsibility for Council.

Note: The above financial report does not form part of Council's statutory reporting and has been written to assist the community in better understanding the financial statements.

major capitalworks projects

During 2014/15,
Baw Baw Shire Council
commenced works on the
following major projects.

Drouin Civic Centre

In March 2014, Council decided to refurbish the former Buln Buln Shire offices in Drouin to move 85 staff from leased buildings in Warragul. In determining the redevelopment project, Council was aware of the imminent need to replace the roof and considered this as part of its deliberations.

The building refurbishment includes a new entrance to the eastern side of the building providing improved public access, inclusive of better amenities. This new entrance also provides access to some after-hour's community meeting spaces, along with additional car parking spaces.

The design ultimately allowed for the provision of 140 staff by utilising hot desk areas within the building. Minimising energy consumption has been a priority in the design, with the architects incorporating photovoltaic solar panels, thermal mass including phase change insulation and double glazing.

Along with the solar system installed, the building also features a rainwater harvesting system for use in the toilets, energy efficient LED lighting throughout the building, and insulation to reduce energy loss. The roofline allows the dispersion of southern light into the building, and the collection of rainwater for use in the building and gardens.

The expected final cost of the project is \$3.4 million, consistent with the approved project budget. Council will save approximately \$250,000 per year in rent by relocating staff out of leased premises. This includes the lease of the two Smith Street offices and the former Maternal Child Health Centre in Williams Square. Additional savings will also be achieved through reduced operating costs with consolidating staff into the one location. Staff will commence working in Drouin on 3 August 2015.

Warragul Leisure Centre

The Warragul Leisure Centre Redevelopment Project is well underway with the successful start to the construction works.

In December 2013, Council committed to proceed with redevelopment of the Warragul Leisure Centre at approximately \$15 million. The redevelopment is Baw Baw Shire Council's largest capital works project, with works being undertaken by Behmer & Wright Pty Ltd.

The redevelopment will be conducted in three stages, with some elements subject to future funding, and will include:

- Extension to the existing pool hall for more aquatic space.
- New leisure and splash pool with beach entry and water features.
- New warm water pool suitable for swimming lessons.
- Doubling the size of the hot water pool and addition of an accessible ramp.
- Construction of a new 50m outdoor pool.
- New accessible ramp within 25m pool.
- Upgrades to change facilities.
- New storage areas.
- Access upgrades to entrance.
- Concourse upgrades.
- Roof replacement for the pool hall and stadium.
- Plant upgrades.
- New tiling to all pools.



The centre was officially closed on 31 March 2015 to commence work, and is anticipated to be closed for a period of 15 months. Council invested in an upgrade of the Drouin Secondary College Indoor Pool for the Warragul Swimming Club, Underwater Hockey and lap swimmers to use the facility. Other arrangements have been put in place, including transport for the Warragul Arthritis Self Help Group and Aqua Movers participants to travel to Casey RACE in Cranbourne and Cardinia Life in Pakenham on a weekly basis, along with the preparation of an alternative triathlon course to run in Drouin.

Currently the project has completed works including:

- Site establishment.
- Location, disconnection or temporary relocation of services.
- Demolition of the hydrotherapy pool, learn to swim pool and plant room.
- Piling works to support new structures.
- Installation of new fire mains.
- Site drainage.
- Steel detail design.

West Gippsland Arts Centre

Council unanimously endorsed a proposal to seek support to fund a \$11.9 million upgrade to the West Gippsland Arts Centre in February 2014. The project proposes:

- Increases to the auditorium's seating capacity, refurbishments, and installing a mechanised orchestra pit.
- Improvements to the accessibility and heating/cooling throughout the venue.
- Upgrades to the toilet facilities and dressing room spaces, exhibition spaces, café areas, meeting and function areas, foyers and service points, and the loading bay and staff work-spaces.

The proposal seeks to advocate for funding from State and Federal Governments, a community fundraising campaign, and Council's Developer Contribution Fund.

Throughout 2014/15, Williams Ross Architects began the process of master planning and precinct design in readiness for development of a project.

Upgrades were also undertaken to the restrooms to replace failing copper pipes and improve access and amenity. The upgrade has improved access in the disabled restroom, and with two extra toilets, there is now also an additional ambulant cubical in the female restrooms.

Work was also undertaken to improve the layout of the rear carpark roadway and loading bay constructed, which has significantly improved the safety and performance of loading to the stage area.



Capital Works 2014/15

The 2014/15 financial year saw Council undertake \$23.1 million worth of works on 112 projects and programs across the shire. These projects and programs, under their asset categories, aim to address the diverse needs of the communities within the municipality. The following is a summary of the program expenditure highlighting some of the major projects and programs undertaken this financial year and the challenges faced.

Growth and Development

Various investigations and designs totalling \$140,000 to assist Council in better planning and budgeting future strategic projects. They included:

- Tarwin Street basin improvement works
- Drovers Close drainage investigation

Waste Management

Three projects totalling \$1.72 million, including:

- Trafalgar Landfill Rehabilitation: works in progress, with completion scheduled for 2016/17.
- Trafalgar Landfill Gas Extraction: design in progress, with completion scheduled for 2016/17.
- Commencement of the Lardner, Neerim South and Trafalgar Transfer Station extensions and upgrades, with completion scheduled for 2015/16.

Information Technology

Seven projects totalling \$1.12 million, including:

- Asset management implementation program
- Core system renewal and upgrade stage 2 of 3
- Web security, MS Office and network upgrade stage 2 of 3
- IT infrastructure renewal program
- GIS imagery

Footpaths

Five projects and programs totalling \$372,000, including:

- Hopetoun Road, Drouin –construction of a shared path
- Normanby Street, Warragul –construction of a shared path
- Footpath renewal program
- New footpath program

Drainage

Twenty projects totalling \$2.0 million, including:

- Bull Swamp Creek dam, Fernery Crescent reinstatement
- Copelands Road wetland construction
- Waterford Rise wetland construction
- Flood mitigation projects:
 - o Yarragon drainage works
 - o Main South Road, Drouin
 - o Wood Street, Drouin
 - o Russell Street, Drouin
 - o Longwarry nuisance flooding investigation and design
 - o Longwarry Road, Drouin
 - o Millennium Court, Drouin
 - o Victoria Street, Warragul
 - o Wolff Street, Drouin
- Bellbird Park sustainable wastewater reuse project commencement

Buildings

Twenty-six projects and programs totalling \$6.4 million, including:

- Warragul Leisure Centre redevelopment construction. Works are still in progress and completion is scheduled for mid-2016.
- Drouin office accommodation.
- Bellbird Park Facility, Drouin.
- Annual minor building renewal program.
- Warragul Depot upgrade works –construction of mulch bins, retaining wall, drainage, and wash bay water treatment system.
- Bus shelter program.
- Asbestos removal program.
- West Gippsland Arts Centre renewal works – toilet upgrade and relocation of rear vehicular access.
- Public toilet upgrade program.
- Pools fixtures and fittings.
- Drouin Integrated Children's Hub design - construction scheduled for 2015/16.

Challenges for the year included:

- Preparing the West Gippsland Arts Centre master plan and business case for external funding application purposes.
- Delivering the Drouin Office Accommodation on time and within budget.
- Commencing stakeholder engagement and finalising the design of the Drouin Integrated Children's Hub under tight timelines.

Recreation Facilities and Open Space

Eighteen projects and programs totalling \$1.4 million, including:

- Eastern Park community garden
- McGregor Park, Trafalgar redevelopment
- Baw Baw Equestrian Facility, Lardner
- Baw Baw community halls program
- Queen Street shared path - works in progress, scheduled for completion in July 2015
- Latrobe Street Rotary Park redevelopment
- Skate park renewal program
- BMX Track, Warragul upgrade
- Trafalgar Recreation Reserve
- Civic Park, Drouin renewal works
- Hearn Street Park, Drouin redevelopment
- Neerim Recreation Reserve amenities upgrade

Bridges and Major Culverts

Six projects and a program totalling \$395,000, including:

- Lang Lang Park Road Bridge –works scheduled to be completed in 2015/16
- Minor bridge renewal program
- Stringers Creek pedestrian bridge replacement
- North Canal Road bridge
- Labertouche Road bridge upgrade investigation and design
- East West Road bridge upgrade

Challenges for the year included:

- Delay in receiving a work permit, which delayed the reconstruction of the Lang Lang Park Bridge.

Plant Fleet and Machinery

This program totalled \$618,000, and included:

- Replacement of one truck
- Purchasing of a new vehicle
- Replacement of five vehicles
- Twenty-eight plant items

Property and Land

This program had an expenditure of \$49,000. The expenditure reflects the costs incurred in the sale of:

- Pinnacle Drive, Rawson
- Sutton Street, Warragul
- Pollock Street, Nilma



Roads

Thirty-three projects and programs totalling \$8.9 million, including:

- Storm event reinstatement works.
- Gravel roads resheet program at 16 locations.
- Crack sealing program.
- Reseal preparation works.
- Road resealing program at 36 locations.
- Public street lighting project.
- Howitt Street town entrance landscape - works in progress with completion scheduled in 2015/16.
- Localised road pavement repairs.
- Road reconstruction program:
 - o Old Sale Road - sections between Webbs Track and Beards Track.
 - o Mizpah Settlement Road - sections between Old Sale Road and Old Telegraph Road East.
 - o Main Jindivick Road - sections between Main Neerim Road and Jacksons Track.
 - o Yarragon Leongatha Road Reconstruction - Yarragon to McDonalds Track.
 - o Main South Road reconstruction.
 - o Walhalla road reconstruction.
- Memorial Park/ Station Precinct redevelopment.
- Settlement and Middle Road, Trafalgar construction -works in progress and completion scheduled for early 2015/16.
- Road Safety Program
 - o Burke Street -Lardners Track, Warragul
 - o McDougal Road, Neerim East
 - o O'Brein's Road, Westbury
 - o Rogers Road, Trafalgar South
 - o Burnt Store Road, Lardner
- Guard rail installation at Mountain View McDonalds Track.
- Off-street car parks and street parking rehabilitation program.
- Roadside signage and fittings renewal program.
- Street tree planting program.
- Traffic improvement works.
- Laneway program.
- Church Hill Road Walhalla -landslip reinstatement.

Challenges for the year included:

- To gather and collate relevant information to support our Natural Disaster claims.
- Managing stakeholder engagement and in some case designs and then construction in one financial year.



Advocating for Our Community

For the shire to achieve its full potential, it is imperative that Council advocate to deliver outcomes in partnership with other levels of government, the private sector, the not-for-profit sector and the broader community.

Advocacy efforts over the past year have sought to influence key decisions on policy, services or funding. From an advocacy perspective the areas of focus have been:

- Managing Growth sustainably
- Co-location of Early Years services to Primary School sites
- West Gippsland Arts Centre Development
- The West Gippsland Healthcare Group – Warragul Hospital
- Longwarry Princes Highway interchange
- First/Last Mile project
- South Face Road, Mt Baw Baw
- High speed internet connectivity

Following dozens of meetings with state and federal politicians and bureaucrats there were two notable successes. On 8 October 2014, local member Gary Blackwood announced the success of Council's funding application to the Department of Education and Early Childhood Development. The application was a joint submission with Drouin Primary School. The \$650,000 grant will be used for an Early Learning Facility, to be built on the primary school site. The total project cost is \$866,171, with Baw Baw Shire Council committing to infrastructure works to support the facility.

The federal and state government funding that was committed to the Longwarry Princes Highway interchange in May 2014 has resulted in the project commencing in 2014/15, including the relevant planning permissions from Baw Baw Shire Council.

Following the development of the Working Together advocacy plan in 2013/14, the document continued to be the catalyst for many conversations about the shire's needs and the best way to meet them during 2014/15.

Advocacy works hand-in-hand with grant seeking, and to that end Council was very successful in 2014/15 receiving a total of \$6.8 million in funding for major community projects, including:

- \$400,000 for the Warragul Gateway Transformation project from Regional Development Victoria.
- \$30,000 for a shared pathway on Normanby and Albert Streets from DTPLI Transport Investing in Regions.
- \$150,000 for the West Gippsland Arts Centre through the Victorian Government's Putting Locals First Program.
- \$228,353 to upgrade the Lardner, Trafalgar and Neerim South transfer stations through Sustainability Victoria's 'Rural and Regional Transfer Stations Upgrade Fund' program.
- Buln Buln Recreation Reserve received \$20,000 towards a \$40,000 project to provide male and female umpire amenities that meet AFL standards.
- Drouin Tennis Club will resurface Courts 3 and 4 after receiving \$17,336 towards their \$34,671 project.
- \$34,500 from the Safer Roads and Roadsides Countermeasure Program 2014-15 to implement road safety works along Lardners Track in Warragul, Lilloco Road and Copelands Road intersection in Warragul, and Giles Road in Trafalgar.
- \$2.5 million from the Infrastructure Investment Program (Black Spot Funding) for eight sites in Baw Baw Shire for 2015/16.
- \$82,000 towards the \$133,000 required to install lights at Leeson Pavilion in Warragul, Trafalgar Tennis Courts and Yarragon Netball/Tennis Courts.
- Downton Park Oval received a \$90,000 grant towards the total project cost of \$450,000.

2014

July 2014:

- Coordinated and established a fortnightly schedule of radio advertising on StarFM, 3GG and 3BBR FM.
- Collated and wrote the Annual Report 2013/14 and Financial Report 2013/14.
- Revised and designed the new rates notice.
- Implementation of the Footpath Trading Policy.
- New road maintenance model developed and adopted to improve decision making and contract management for road assets maintenance.
- Implemented an entirely online application process for the 2014 Community Development Grants Program for the first time.
- The Memorial Park Redevelopment Project was completed.
- Successfully launched the 2014/15 Mentoring Program.
- Amendment C112 Warragul and Drouin Development Contribution Plans was Gazetted.
- Amendment C110 Walhalla Heritage and Bushfire Controls was Gazetted.

August 2014:

- Developed the revised Corporate Style and Writing Guide and conducted training for all staff.
- Official opening of the Warragul Community Kindergarten held.

September 2014:

- The Best Value Service Review for the Emergency and Fire Services was completed.
- Implementation of a new tiered Firewall, which has increased the IT security solution.

October 2014:

- Review and implementation of the Domestic Animal Management Plan.
- Family and Children's Services Expo was held as part of the annual Children's Week activities.
- Rotations for Customer Service staff were introduced to ensure a fully skilled workforce and improved service.
- Works for the replacement of the Stringers Creek pedestrian bridge, Walhalla completed.
- Amendment C108 Warragul and Drouin Precinct Structure Plans was Gazetted.
- Successfully acquired \$650,000 in State Government funding for the construction of the Drouin Early Learning Centre.

key achievements

2014
continued...

November 2014:

- Successful implementation of electronic in-field technology for public health processing of applications (health, food, wastewater, planning).
- Hosted Arts Access Victoria's Nebula Bus from Tuesday 25 November until Friday 28 November as part of its celebrations of Social Inclusion Week.
- The Let's Talk about Food community conversation was held as part of the Food for All Baw Baw Project in Longwarry, with over 160 people in attendance.
- Amendment C104 (Part One) Settlement Management Plan was Gazetted.
- Assistance provided in the recovery of the critically endangered Baw Baw frog for captive husbandry development at Melbourne Zoo and the Amphibian Research Centre.

December 2014:

- Completed the renewal of the corporate website in line with AA Accessibility guidelines and the incorporation of an online payments portal and Near Me functionality within the site.
- The 'Go for 2&5' fruit and vegetable campaign was launched with shops in Longwarry and Warragul.
- Installed 13 new public-place recycling bins across four major towns.
- Completed the Core System Stage 2 Project, resulting in efficiency gains, and improved performance and documented processes.



2015

January 2015:

- Planned and hosted the 2015 Australia Day Award Ceremony, Flag Raising Ceremony and free family barbecue in Civic Park, Warragul.
- Facilitated a community group's project to establish The Warragul Parkrun launched in 11 April in Brooker Park.
- Major improvements, including the removal of asbestos cladding, were made to the Mary Beck Kindergarten in Neerim South, to provide for a child with severe disabilities.

February 2015:

- Developed and adopted an electronic system for the recording, allocation and sharing of work within the HACC department. This innovation was achieved without any extra cost and utilises existing software. It has proved a great innovation and has not only streamlined processes but it also delivers a reportable audit trail.
- The Public Health unit achieved high levels of compliance with businesses required to register their premises.

March 2015:

- Commenced design of the new animal pound facility.
- Introduction of a 12 month trial of dogs off leash areas.
- The 'What's Next' forum, a Post School information session for parents and educators of young people with disabilities or learning difficulties in secondary school, was held; with approximately 30 attendees and 17 exhibitors.

March 2015: (continued...)

- The Kindergarten Central Enrolment Scheme was expanded to include two new services: St Andrew's Kindergarten, and the new Drouin Primary School Early Learning Centre.
- Meeting Procedure Local Law and Community Participation Time Policy reviewed and adopted.
- Masterplanning and precinct design for refurbishing the West Gippsland Arts Centre as a Community Cultural Activities Hub commenced.
- A new process for prioritising building capital works was developed, including a separate process for rating existing public toilets and assessing the feasibility of future toilets.

April 2015:

- Reviewed and updated the Community Local Law 2008.
- The Municipal Early Years Plan (2015-2018) was adopted by Council.
- Council formally endorsed the Child Friendly Cities and Communities Charter.
- Completed safety improvement works on five roads under a state-funded \$439,200 Black Spot Program.
- The Winter Arts Market in Warragul was set up by Council and the Baw Baw Arts Alliance to coincide with the monthly Farmers' Market.
- The West Gippsland Arts Centre's rear carpark roadway and loading bay changed to significantly improve the safety and performance of loading to the stage area.

key achievements continued...

2015
continued...

May 2015:

- Secured funding for and reviewed and updated the Domestic Wastewater Management Plan.
- Commenced the development of the Municipal Building Control Plan.
- Finalised the internal audit of building services.
- The Emergency and Fire Management unit undertook the first programmed burn of the Longwarry Reserve with the Integrated Fire Management Partners.
- Refurbishments to the West Gippsland Arts Centre restrooms completed.
- Construction works at Copelands Road, Waterford Rise and Neerim South Wetlands all completed.
- Works under the Road Reconstruction Program at five locations and the Walhalla Road Reconstruction Project completed.
- The Best Value Service Review for the Transfer Stations completed.
- Following extensive consultation, the Trafalgar Flood Modelling and Drainage Strategy was completed.
- Attended the Regional Living Expo to promote Baw Baw Shire as a great place to live, work and visit.

June 2015:

- A new easy-to-use development guide was adopted by Council for Walhalla.
- Refurbishment of the building at 144 Normanby Street, Warragul for accommodation for Family and Children's Services Centre.
- The Yarragon Drainage Strategy reviewed the adequacy of the existing drainage system, investigated the impacts of future urban development in Yarragon and the opportunities to upgrade the existing drainage system with proposed improvement works.
- The Warragul Flood Study and Modelling gave greater understanding of Warragul drainage catchment and reviewed the risk of flooding along the Hazel and Spring Creek waterways as well as flash flooding in Warragul CBD.
- 'Help in the Home' expo held in partnership with West Gippsland Healthcare Group.



about **bawbaw** shire

our shire

Baw Baw Shire is approximately 100 kilometres east of Melbourne in the heart of West Gippsland.

It has an area of 4,027 square kilometres and was formed in 1994 from the amalgamation of the former Buln Buln and Narracan Shires, the Rural City of Warragul (previously the Shire of Warragul), and some parts of the Shire of Upper Yarra.

The northern half of the shire is heavily forested and lies in the Great Dividing Range and its foothills, including parts of the Mt Baw Baw National Park, while the shire is bounded by the Strzelecki Range

and its foothills to the south. The 'middle' part of the shire is more densely populated, particularly in areas close to the Princes Highway and the Gippsland railway line, but still retains its rural environment.

Baw Baw is bordered by South Gippsland, Cardinia, Yarra Ranges, Mansfield and Wellington Shires, with the City of Latrobe completing the cohort of neighbours.



population

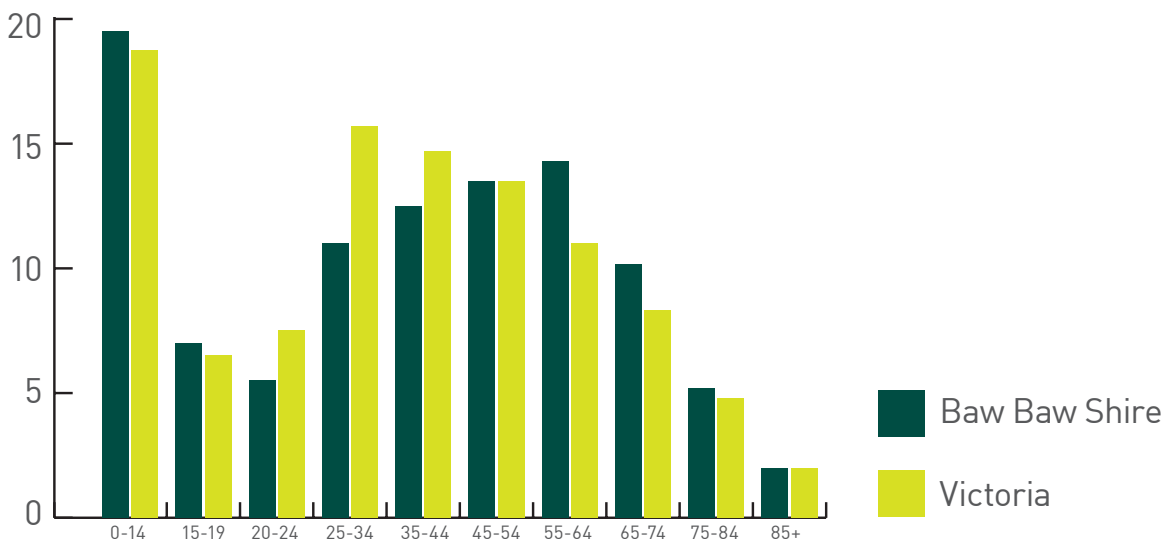
Baw Baw Shire has an estimated population of 45,945 (as at 30 June 2014 Australian Bureau of Statistics - Catalogue 3218.0, Estimated Resident Population, Local Government Areas, Victoria), an increase of 771 from the previous year. The municipality is experiencing rapid residential growth with a 2.89 per cent annual growth rate between 2006 and 2011, or an increase of 5,806 people.

The average annual population growth rate of the growth area councils (Casey, Cardinia, Hume,

Melton, Whittlesea, and Wyndham) was 4.6 per cent between 2006 and 2011, compared to Melbourne's 1.9 per cent.

Population modelling has predicted the shire will continue growing at an annual rate of 2.3 per cent to reach 60,452 by 2026. It is expected Baw Baw Shire will have 74,676 residents by 2031, having grown at a forecast rate of 2.86 per cent annually over the previous decade.

Baw Baw Shire Population and Age Comparison to State



Fast Facts

- Number of males 22,436
- Number of females 22,769
- Median age 41
- Total number of private dwellings 18,698
- Number of families 11,777

Town populations (2011 Census)

- Warragul: 14,074
- Drouin: 9,686
- Trafalgar: 3,621
- Yarragon: 1,525
- Longwarry: 1,436

economic profile

Baw Baw Shire is known for innovation in manufacturing, design and agribusiness. Baw Baw is home to a major dairy sector, some of Australia's leading hydroponics and agribusiness companies and innovative food processing companies. Our equipment and food manufacturing companies export across the globe and are at the forefront of technology development in their fields.

The estimated gross output for businesses in the Baw Baw Shire for the 12 months to March 2015 was \$3.367 billion.

Manufacturing was the largest output sector at \$755.8 million, with construction being the second highest at \$489.3 million, and real estate services the third highest with an output of \$368.4 million.

Health care and social assistance was the largest employer in the Shire employing 1,721 people, agriculture was the second largest employer

employing 1,705 people followed by retail with 1,623. In combination these three industries employed 35.5 per cent of the total workforce in Baw Baw Shire, compared to Victoria employing 11.7 per cent in health care and social assistance; 2.2 per cent in agriculture; and 11.0 per cent in retail.

As of March 2015 our unemployment rate sat at 3.8 per cent (a decrease of 2 per cent on the same time last year), compared to Australia's rate of 6.1 per cent and Victoria's rate of 6.5 per cent (Department of Employment, Small Area Labour Markets).

Over the course of 2014/15, Baw Baw Shire had a total of 1,420 jobs advertised in local newspapers. This was a decrease of 11.75 per cent on 2013/14, in which 1,609 advertisements were placed.

Industry Sector	\$M	%
Manufacturing.....	\$755.841	20.8 %
Construction.....	\$489.352	13.5 %
Rental, Hiring & Real Estate Services.....	\$368.474	10.1 %
Agriculture, Forestry & Fishing.....	\$354.219	9.7 %
Health Care & Social Assistance.....	\$190.860	5.2 %
Wholesale Trade.....	\$184.527	5.1 %
Retail Trade.....	\$171.836	4.7 %
Education & Training.....	\$157.023	4.3 %
Professional, Scientific & Technical Services.....	\$148.135	4.1 %
Financial & Insurance Services.....	\$142.956	3.9 %
Accommodation & Food Services.....	\$123.760	3.4 %
Public Administration & Safety.....	\$116.715	3.2 %
Transport, Postal & Warehousing.....	\$102.968	2.8 %
Other Services.....	\$97.107	2.7 %
Information Media & Telecommunications.....	\$80.452	2.2 %
Electricity, Gas, Water & Waste Services.....	\$56.322	1.5 %
Administrative & Support Services.....	\$51.661	1.4 %
Arts & Recreation Services.....	\$28.184	0.8 %
Mining.....	\$16.889	0.5 %
Total	3,637.282	

Key Statistics

- 16,600 local jobs

- 4,814 local businesses

- 20,526 employed residents

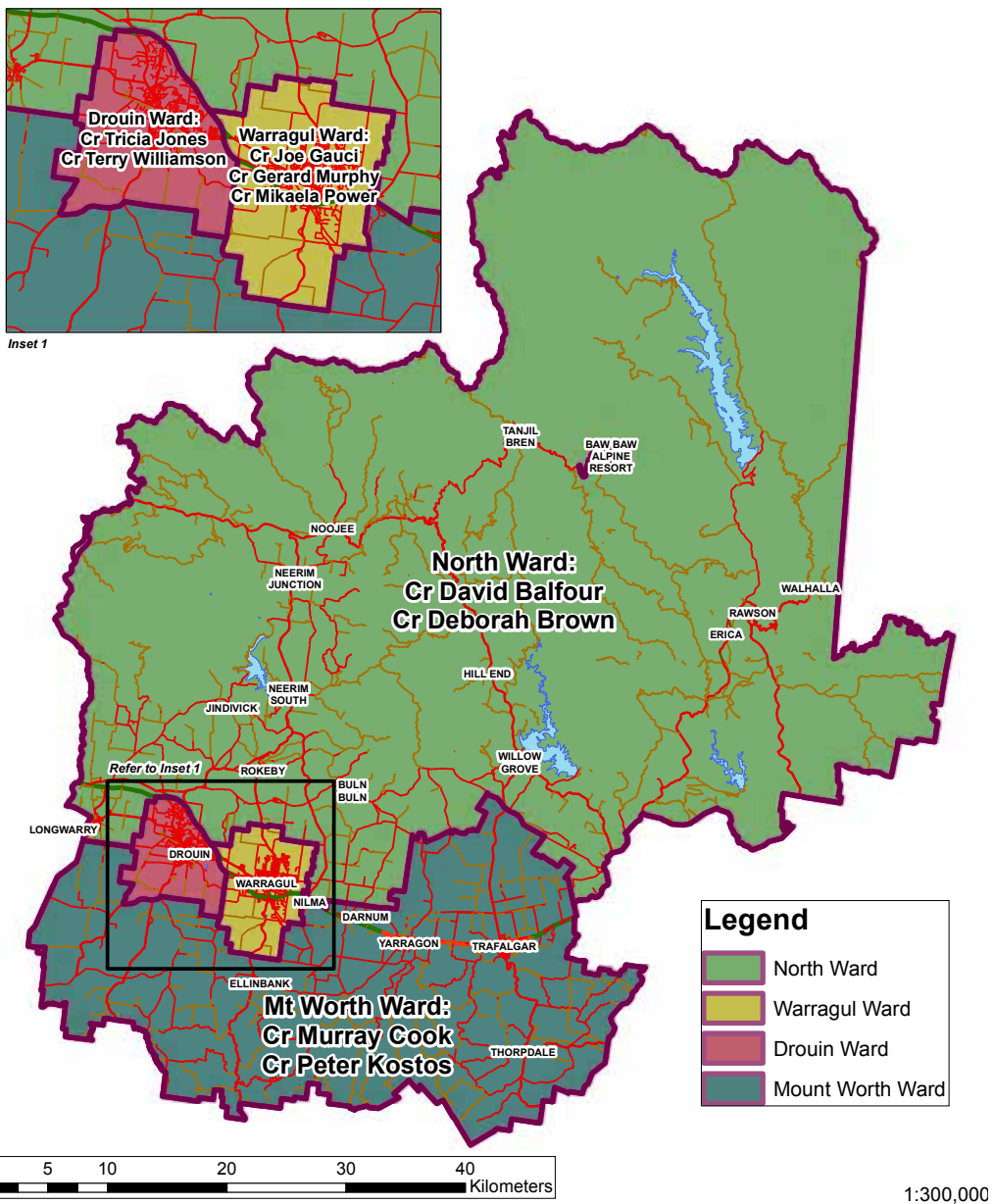
In Baw Baw Shire 48.5 per cent of the workforce are males and 51.5 per cent of the workforce are female.



council wards

Baw Baw Shire is divided into four wards –Drouin, Mount Worth, North and Warragul. There are two Councillors elected for each of three wards, with three being elected for the Warragul ward, making a total of nine Councillors.

The Councillors are elected representatives of the residents and ratepayers of Baw Baw Shire. They have a responsibility, as stewards of community resources, to manage the Council’s assets, provide a range of services and facilities, and ensure finances are allocated in the best interests of the whole community.



councillors

David Balfour

North Ward
2003 – current



- Roads and Drainage Advisory Committee
- Gippsland Emergency Relief Fund
- Timber Towns Victoria
- Walhalla Board of Management
- Walhalla Tourist Railway Committee
- West Gippsland Catchment Management Authority Northern Community Advisory Group
- West Gippsland Management Authority Moe River Drainage Committee
- Towns and Rural Committees Network

Debbie Brown

**Mayor
North Ward**
2012 – current



- CEO Performance Review Committee
- Disability Advisory Committee
- Audit Committee
- Business Advisory Board
- Gippsland Local Government Network
- Municipal Association of Victoria (MAV)
- Victorian Local Governance Association (VLGA)
- Baw Baw Community Partnership
- Peri-urban Group of Councils
- South East Australian Transport Strategy Inc.
- Towns and Rural Committees Network

Murray Cook

Mount Worth Ward
2012 – current



- Audit Committee
- Arts and Culture Advisory Committee
- CEO Performance Review Committee
- Roads and Drainage Advisory Committee
- Early Years Advisory Committee
- Peri-Urban Group of Councils
- West Gippsland Catchment Management Authority Moe River Drainage Committee
- West Gippsland Catchment Management Authority Northern Community Advisory Group
- Towns and Rural Committees Network

Joe Gauci

**Deputy Mayor
Warragul Ward**
2012 – current



- Audit Committee
- CEO Performance Review Committee
- Business Advisory Board
- Baw Baw Community Partnership
- Towns and Rural Communities Network

Tricia Jones

Drouin Ward
2008 – current



- CEO Performance Review Committee
- Disability Advisory Committee
- Red Tape Reduction Committee
- Towns and Rural Communities Network
- Place Names Advisory Committee
- Youth Action Committee
- Roads and Drainage Advisory Committee
- Early Years Advisory Committee
- Timber Towns Victoria
- West Gippsland Regional Library Corporation Board

Peter Kostos

Mt Worth Ward
29 July 2013 - current
October 2011 - 2012, 2005 - 2008



- Gippsland Regional Waste Management Group
- Place Names Advisory Committee
- Environmental Voice Advisory Committee
- Towns and Rural Communities Network

Gerard Murphy

Warragul Ward
2012 – current



- Arts and Culture Advisory Committee
- Towns and Rural Communities Network
- Red Tape Reduction Committee

Mikaela Power

Warragul Ward
2012 – current



- Arts and Culture Advisory Committee
- Place Names Advisory Committee
- Environmental Voice Advisory Committee
- Youth Action Committee
- Early Years Advisory Committee
- Business Advisory Board
- Towns and Rural Communities Network
- West Gippsland Regional Library Corporation Board

Terry Williamson

Drouin Ward
2012 – current



- Timber Towns Victoria
- Red Tape Reduction Committee
- Towns and Rural Communities Network

During 2014/15 the implementation of Council policies, services and operations was managed through four directorates, each of which being made up of a number of business units.

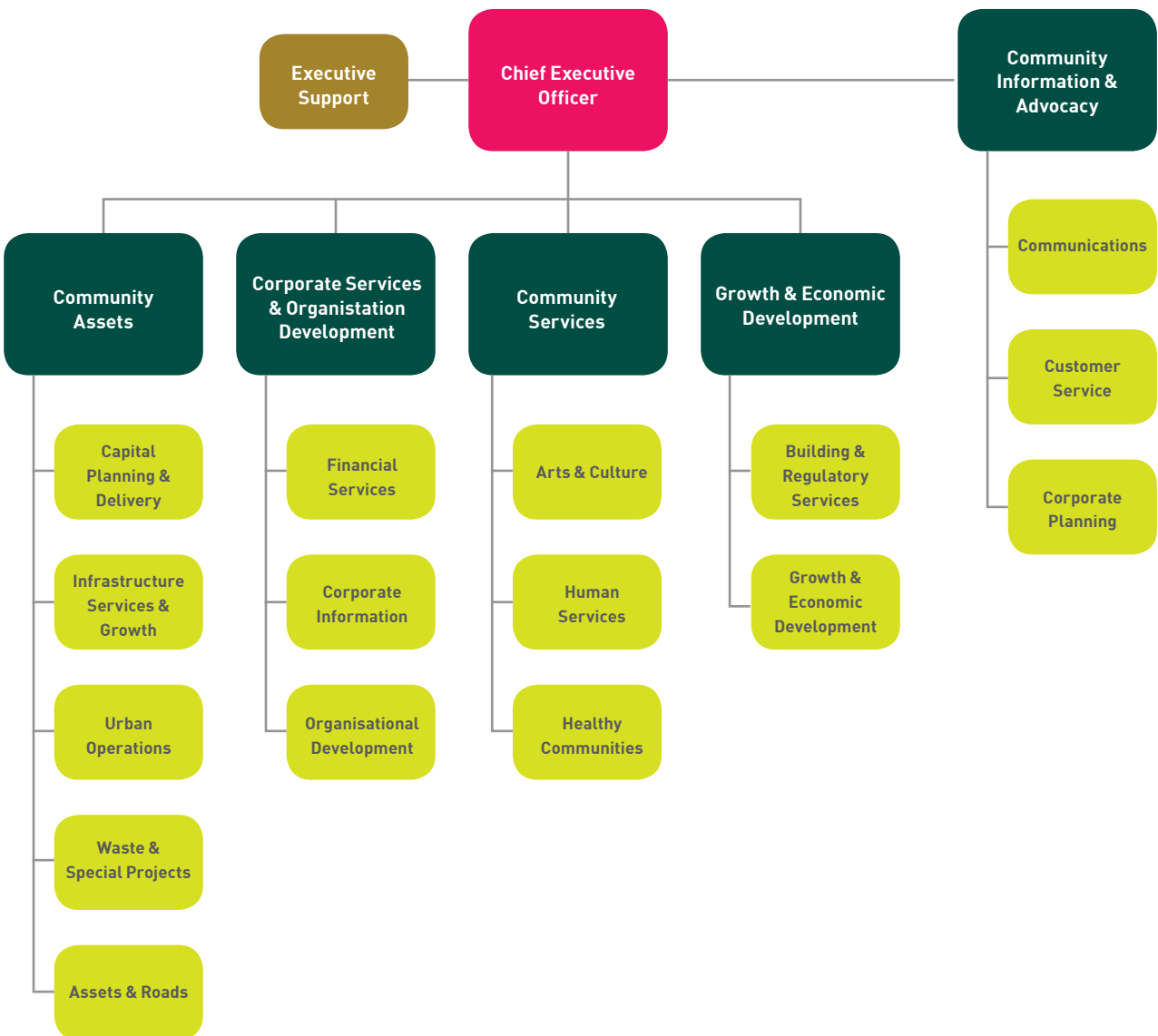
The four Directors and the Executive Officer Community Information & Advocacy made up the Executive Leadership Team (ELT). ELT reports to the Chief Executive Officer, who in turn is answerable to the Council. Members of ELT work closely with Council, attend all Council meetings, and present reports and recommendations to the Council.

The four directorates were:

- Community Assets
- Corporate Services and Organisation Development
- Community Services
- Growth and Economic Development

In April 2015, the organisation finalised its organisational restructure, resulting in a net loss of seven employees, with 35 positions being made redundant and 28 new positions created. Commencing from 1 July 2015, the structure will be based on a three directorate model. More information about the restructure is included on page.18.

Baw Baw Shire Council Organisational Structure



executive leadership team

Helen Anstis

Chief Executive Officer

Helen Anstis joined Baw Baw Shire Council as its first female CEO in 2010. Helen's diverse career, spanning over 30 years, includes time in the private sector and across all three tiers of government. Her career covers wide-ranging experience and includes roles such as litigation officer, investment manager and investigator. Helen's qualifications include a Master of Business Administration, Bachelor of Business Management and she is a Graduate of the Australian Institute of Company Directors. Helen holds executive or representative roles on the West Gippsland Trade Training Alliance Project Management Group, the Gippsland Local Government Network, the Gippsland Regional Plan Leadership Group, the Peri Urban Group of Local Councils, and the Rural Councils Victoria Executive.

Phil Cantillon

Director Community Assets

Phil has 30 years leadership, management and technical experience in planning and delivering infrastructure in both local and state government environments. He has exceptional relationship management and advocacy skills working alongside the three tiers of government and the private sector. Phil joined Baw Baw Shire Council in 2012, building on a successful career at senior management level in the Tasmanian Department of Infrastructure, Energy and Resources, New South Wales Road Traffic Authority, Victorian Road Traffic Authority and Broadmeadows City Council. He is a professional, qualified civil engineer, and fellow of the Institute of Engineers. Phil's directorate covers the departments of Capital Planning and Delivery; Infrastructure Services and Growth; Urban Operations; Waste and Special Projects; and Assets and Roads.

Matthew Cripps

Director Growth and Economic Development

Matthew has an extensive background in statutory and strategic planning, with over 18 years in local government. He has previously worked at Frankston City Council, and Banyule City Council. Matthew holds a Masters of Social Science (Environment and Planning), a Bachelor of Arts (Urban Studies), a Graduate Certificate in Business and Administration, and is a Certified Practising Planner. Matthew joined Baw Baw Shire Council in November 2013. Matthew's directorate covers Planning, Economic Development, Building, Public Health, and the Local Laws areas.

Liana Thompson

Director Community Services

Liana's local government history spans more than 20 years, with experience as both a Councillor and in senior management. Liana was the last Mayor at the City of Port Melbourne, the first Mayor of the City of Port Phillip (following amalgamation), and a founding member and the inaugural president of the Victorian Local Governance Association (VLGA). Liana holds qualifications in Social Science (Community Development), Business Management, has a Masters of Business Administration (MBA) and is a graduate of the Australian Institute of Company Directors. Liana joined Baw Baw Shire Council as Manager Governance and Compliance in October 2011, then was appointed to the role of Director Community Services in August 2012, and most recently has been appointed Director of Corporate and Community Services commencing in 2015/16.

Rick Rutjens

Executive Officer Community Information and Advocacy

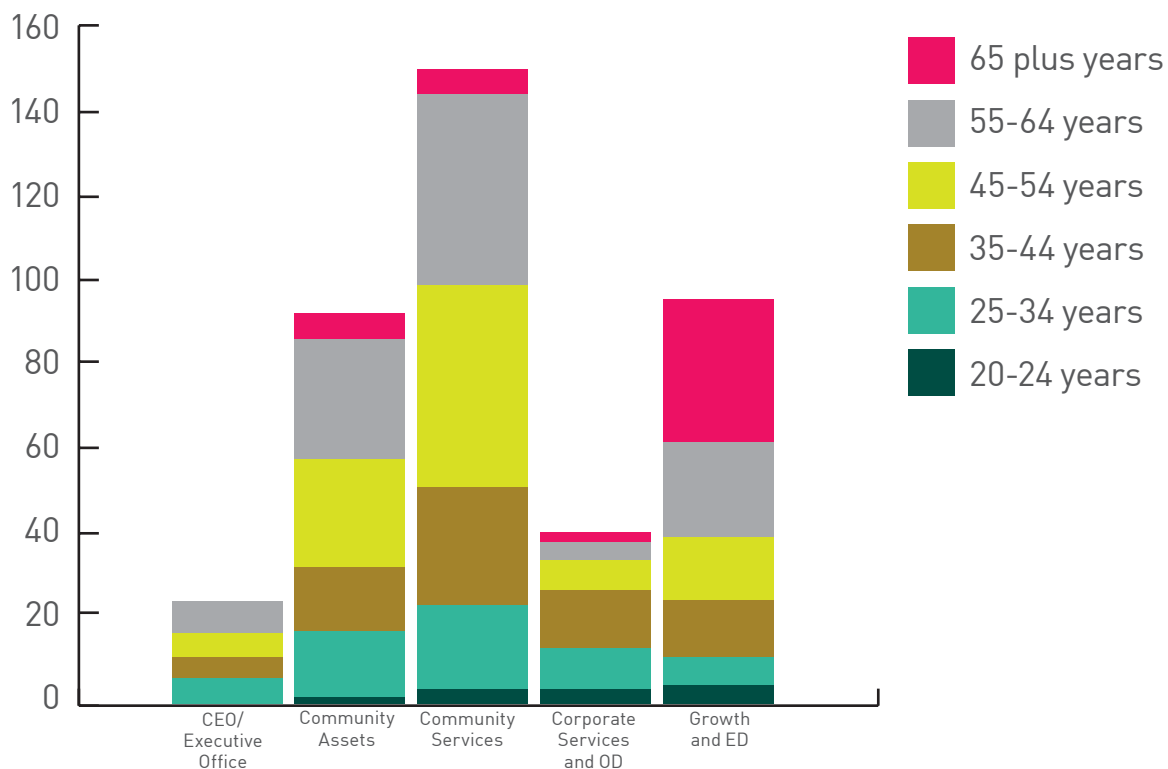
After almost twenty years working and studying in Melbourne, Darwin and London, Rick returned to Gippsland several years ago and has been working at Baw Baw Shire Council since 2012. Rick has worked in the university sector, for the Northern Territory Government, in private enterprise, has been director of a not-for-profit arts organisation and has owned his own hospitality business. In addition to an undergraduate degree in Philosophy and Sociology Rick has postgraduate qualifications in Communications and Community Development. Rick is responsible for overseeing the Communications, Customer Service, Corporate Planning and Grants and Advocacy areas.

Shane Cagney

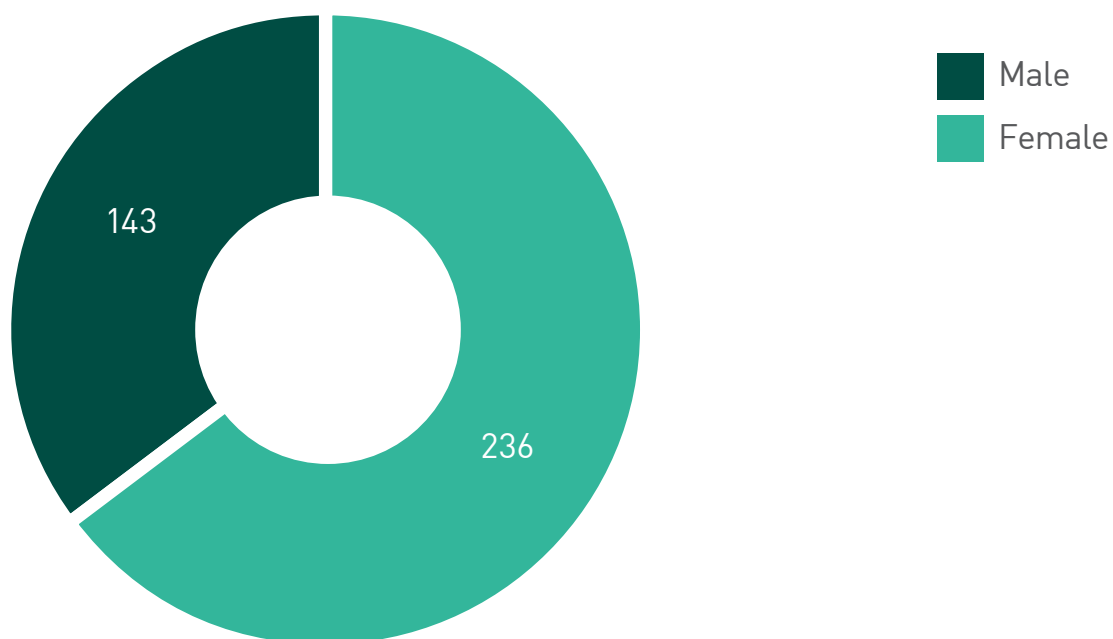
Director Corporate Services and Organisation Development (Left the organisation December 2014)

Shane is responsible for the exceptional service provision to the community, Council and organisation in the areas of Finance, Rates/Revenue, Procurement, Human Resources, Learning and Development, Payroll, Governance, OH&S, Risk and Insurance Management, Strategic Property Management, Information and Communication Technology and Business Information/Records Management. Shane has had 23 years working in both the private and public sectors. This diverse industry and functional expertise combined with a tenacious commitment to achieving goals and strategies creates the perfect foundation for leading Corporate Services in local government. Shane is a full member of CPA Australia and holds a Degree in Accounting Science and Graduate Diplomas in Australian Tax Law, Australian Commercial Law and Contemporary Business Management. Shane joined Baw Baw Shire Council in 2013.

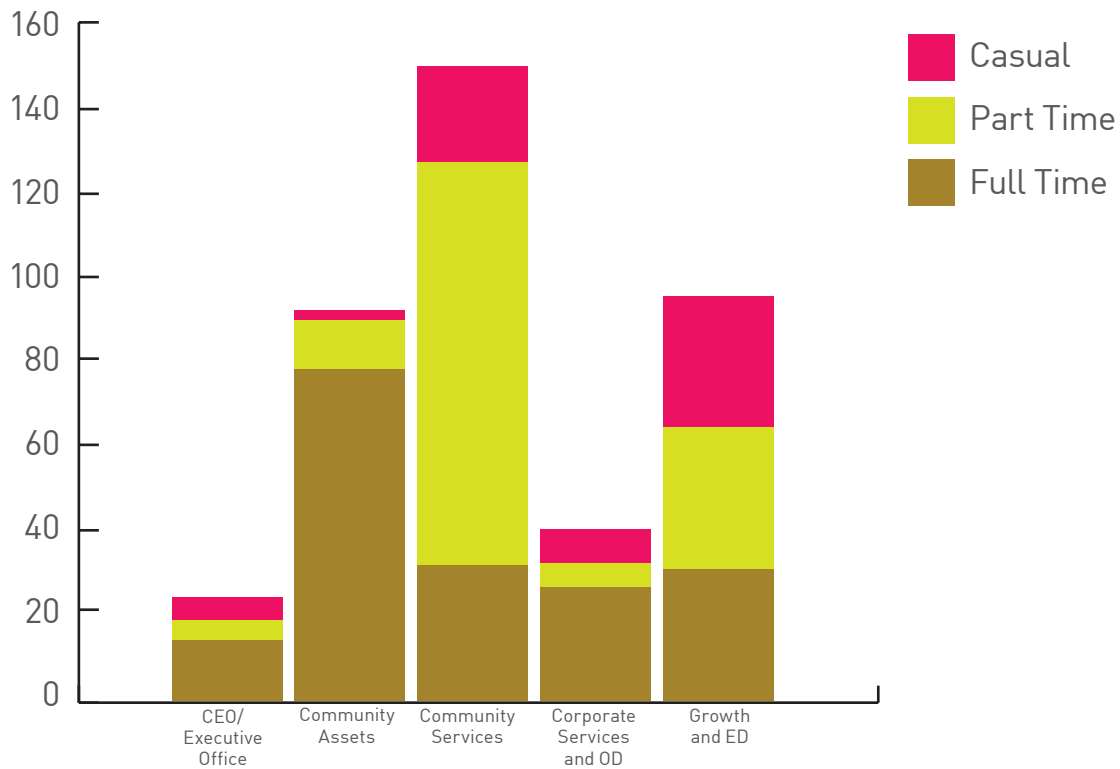
Employees by age (by directorate)



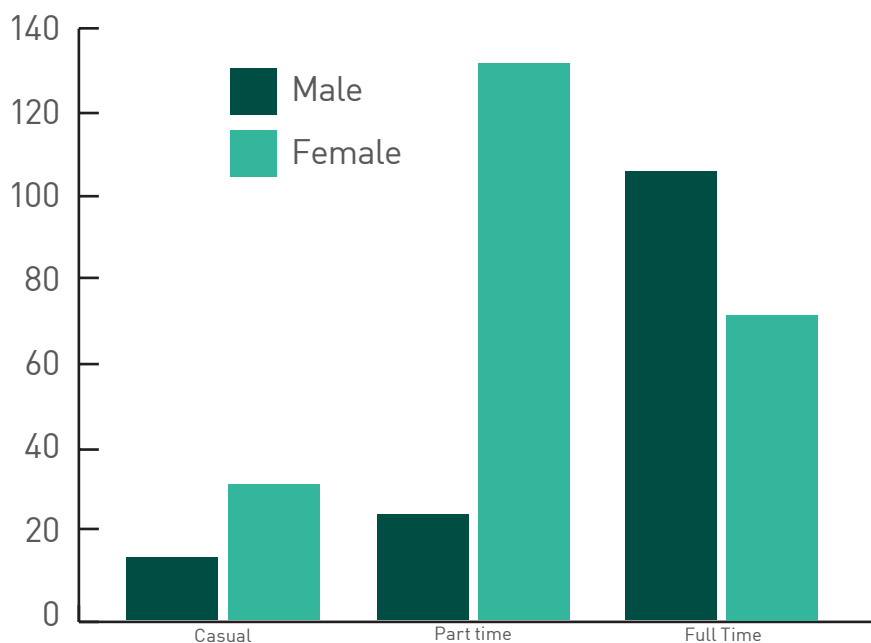
Number of employees by gender



Employee positions (by directorate)

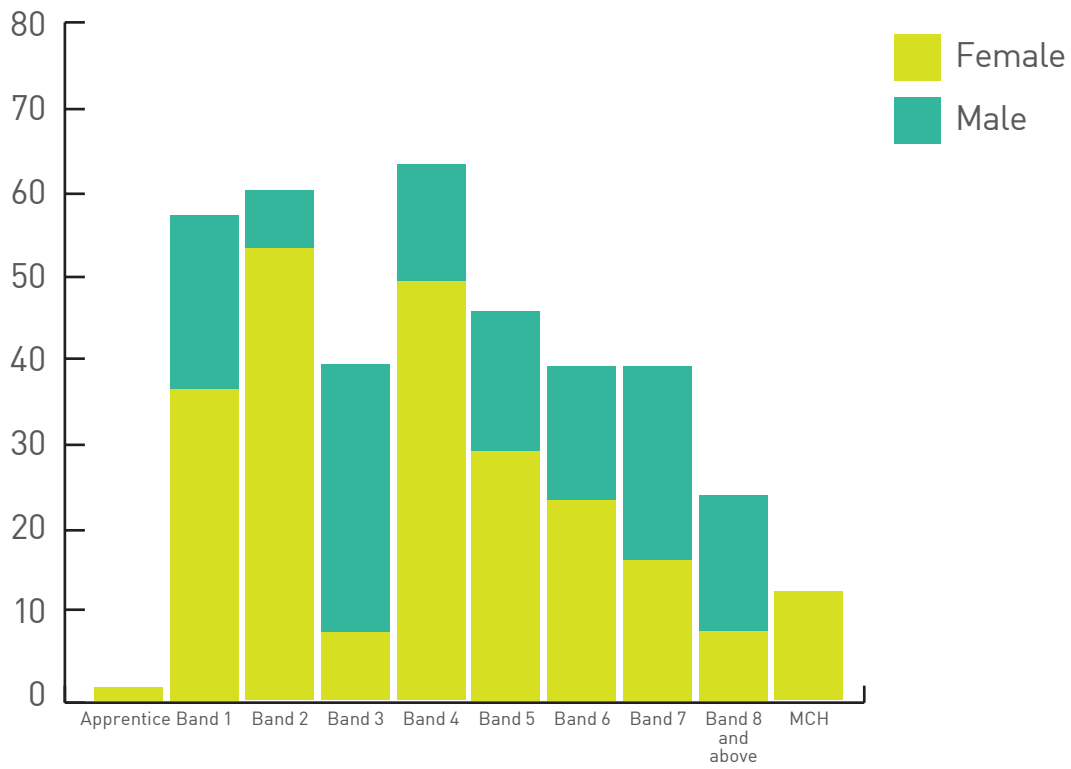


Employment conditions by gender



In early 2015, an internal gender equity audit commenced, with the ultimate goal of highlighting areas of achieved equity, and where further improvements could be made. The audit findings will influence the development of a gender action plan outlining the work to be done in creating gender equity issues within the organisation. The Gender Action Plan places Council's commitment to gender equity firmly on the corporate agenda, providing positive, measurable and enduring steps toward organisational equity.

Banding by gender



volunteers

Baw Baw Shire Council is extremely fortunate to have an amazing network of volunteers who are dedicated to supporting our community. A key strategic objective within the Council Plan is to create communities that are dynamic, vibrant and inclusive. A notable measure of this objective is the volume of volunteers registered on Council programs.

The Home and Community Care (HACC) Social Support Volunteers are a team of over 480 dedicated people. Many of the volunteers assist by transporting Meals on Wheels, driving or caring for clients on the community shopping bus, or within our Planned Activity Group (PAG) program,

A service that is offered that is of notable significance is Baw Baw Shire's Community Transport Program; in which volunteers offer assistance using their own vehicles to transport clients to and from medical appointments. This can mean a trip to a local practitioner, or in some cases volunteers drive as far as Latrobe Regional Hospital or Melbourne and Metropolitan hospitals. It is not uncommon for the volunteers to wait up to six hours for a client to receive a procedure, before returning home.

Our volunteers also provide assistance through:

- The Pet Program, where volunteers assist clients who are experiencing mobility issues in walking their dog.
- Community gardeners actively assist community members in maintaining their gardens, to help them remain in their homes longer.
- Assisting staff with mail outs from time to time.
- Visiting isolated clients in their own home through our friendly visiting program.

Celebrating our Volunteers

To ensure our volunteers' contribution is celebrated and recognised Baw Baw Shire Council celebrates with a movie and ice cream during National Volunteer's Week in May each year, we also provide an end of year celebration at a local venue with afternoon tea and entertainment.

2013/14 FAST FACTS

- Total Meals on Wheels delivered 29,428
- Meals on Wheels Delivery 10,446 hours
- Planned Activity Group assistance 4,116 hours
- Community Bus hours of assistance 7,459 hours
- Community Gardening Assistance 2,418 hours
- Community Transport 1,172 hours
- Friendly Visiting 378 hours
- Pet Program 488 hours

Total overall volunteer hours:

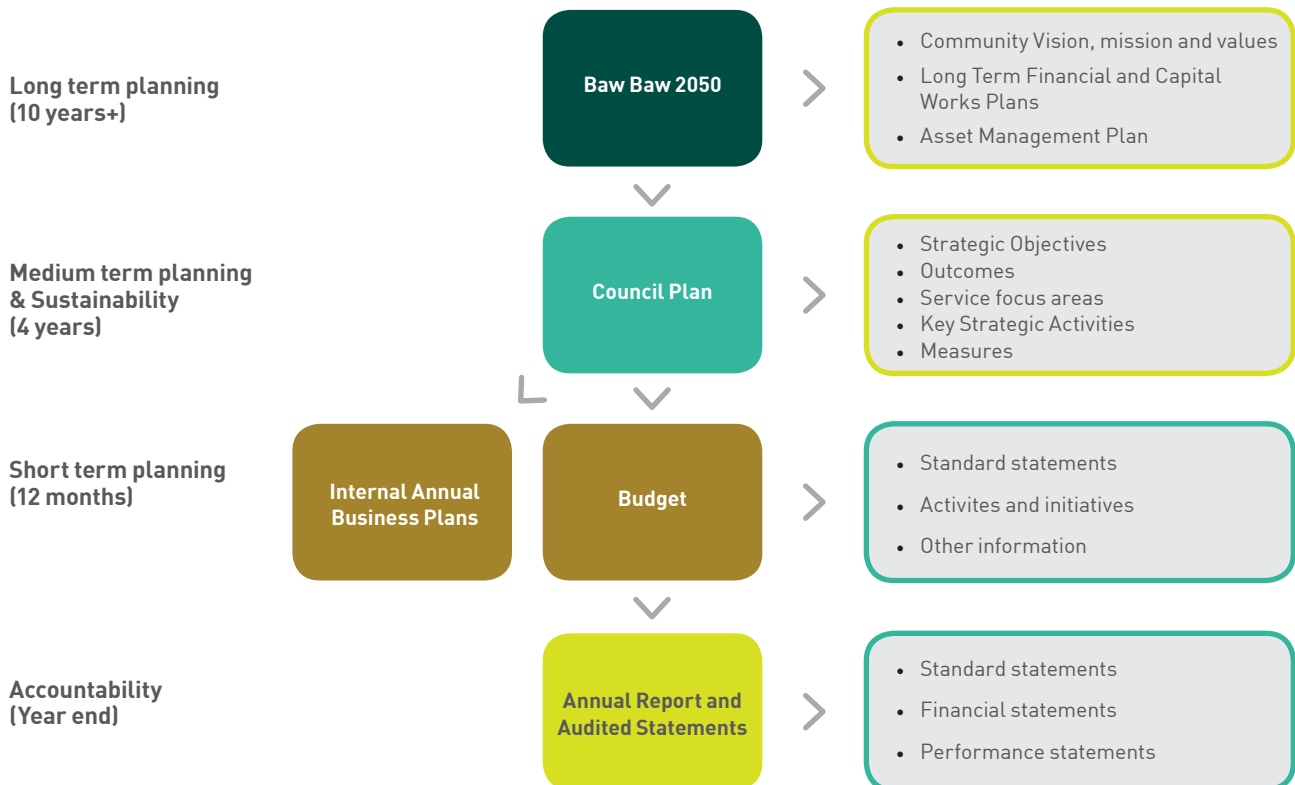
26,477

Baw Baw Shire Council had 25.77 per cent of its population assisting in a volunteer capacity during 2011, compared to 19.26 per cent in Victoria.

Performance Reporting

Corporate Planning Framework

Council’s corporate planning framework seeks to align Council’s daily activities and projects with the longer term vision and planning for the Shire. Drawing on the longer term vision for the community, the Council Plan responds by establishing a number of objectives and outcomes Council wishes to achieve during its four year term, which are resourced by the Budget, and reported in this Annual Report and the audited statements.



BawBaw 2050

Council’s key priorities and objectives have been influenced by BawBaw 2050; the community-developed vision for the future of the Shire. Developed in 2010/11, BawBaw 2050 sets out what the community wanted Baw Baw Shire to be in 2050 and how to get there. The community identified six key future directions to achieve the vision:

1. **Managing growth**
2. **Lifelong learning, education, skills development and knowledge**
3. **Vibrant community living**
4. **Valuing our environment**
5. **Building responsible leadership**
6. **Building prosperity**

Council Plan 2013 - 2017

The Council Plan is the four year strategy for the organisation and identifies the key priorities of the Council; the objectives; and, highlights activities that the organisation will carry out. It is a statutory requirement under the Local Government Act for the Council to prepare a new Council Plan following general elections, and then revise the plan once per annum. The current Council Plan was prepared immediately following the Council elections in 2012.

Key Themes and Principles

The key themes define the five areas of Council's major focus. These key themes outline what Council will do annually in serving the community and meeting its needs. The key themes are:

1. Our Community
2. Council Leadership and Management
3. Infrastructure and Community Assets
4. Growth and Prosperity
5. The Environment

In delivering the Council Plan, the Council will strive to:

- Be financially sustainable and live within the means of the community.
- Equitably address community needs, considering all sections and areas of the community.
- Effectively communicate and engage with the community.
- Advocate to, and form partnerships with, other authorities and the community, to achieve outcomes for the community.
- Be transparent and accountable.

Strategic Objectives and Outcomes

Under each of the themes are a number of objectives that Council is working towards, and the outcomes it is seeking, or what it will look like if Council is successful in achieving its objectives.

In developing these, Council has sought to balance the competing needs of funding increased resourcing requirements for roads and drains, improving Council's financial position, and delivering an affordable rates increase for the community.

Key Initiatives and Service Focus Areas

The key themes and principles are supported by Key Initiatives and service activities that outline the focus of Council's delivery for the community. These are annual commitments, which are intended to be undertaken during the 2014/15 financial year to deliver projects and services for the community.

Measures

Council's performance against the Council Plan and Budget is regularly monitored using the measures contained in the Council Plan and Budget document. This includes those developed by the State Government for all Local Governments in Victoria, as a consistent measure of service performance (the Local Government Performance Reporting Framework).

These will be used by Council to measure progress toward its strategic objectives. Council regularly reports its performance in its Quarterly Reports, Annual Report, and Performance Statements, which are published to Council's website.

Strategic Objectives

Adopted in the Council Plan, Council is focused on the following key themes and objectives. The objectives are reviewed annually to ensure they remain the priority of Council and will best meet the community's needs.

Our Community	 <ul style="list-style-type: none">1.1 Delivering affordable and quality services to the community.1.2 Dynamic, vibrant and inclusive communities.1.3 Enhanced quality of life.
Council Leadership and Management	 <ul style="list-style-type: none">2.1 Financial responsibility and responsible management of Council resources and people.2.2 Council is community focused, engaged and accountable.
Infrastructure and Community Assets	 <ul style="list-style-type: none">3.1 Continuing to reduce the asset renewal gap.3.2 Investing in quality and affordable community assets which are balanced against the growing needs of the community.
Growth and Prosperity	 <ul style="list-style-type: none">4.1 Planning to meet the needs of the community today and in the future.4.2 Prosperous local business and industry.
The Environment	 <ul style="list-style-type: none">5.1 Protecting and sustainably managing the natural environment and resources now and into the future.5.2 Building resilience and preparedness for climate and environmental impacts.

Financing the Council Plan

Strategic Resource Plan

The Strategic Resource Plan identifies the financial resources that will be required over the next four years in order to achieve the Council Plan objectives.

Annual Budget

The Annual Budget is an integral part of Council's overall strategic planning framework and endeavours to resource the directions that have been established in the Council Plan. The Budget documents the financial and non-financial resources required by Council to implement the strategic objectives and activities identified in the Council Plan.

Council has also developed a Long Term Financial Strategy, which assists Council to make financial decisions within a long-term framework. It takes the Strategic Objectives and Strategies as specified in the Council Plan and expresses them in financial terms.

Council Plan and Local Government Performance Measures

These indicators measure Council's performance against its performance measures in the Council Plan and the measures prescribed in the *Local Government (Planning and Reporting) Regulations 2014* over the past twelve months against each of the Council Plan strategic objectives.

Together these indicators provide a comprehensive measure of the achievement of the long-term objectives of Council and they represent broad measures of success in areas that are within Council's control or of significant interest to Council.

Strategic Objective 1.1 Delivering affordable and quality services to the community

The following reviews the performance of the Council against the Council Plan and the prescribed performance measures.

Performance Measure	Results 2014/15	Comments
Council Plan performance measures		
Number of Best Value service reviews completed.	3	Service reviews were completed for the Transfer Stations, Libraries and Emergency Management during the year.
Library loans as a percentage of the Shire population	598.2%	During the year, the Baw Baw libraries made 274,844 loans.
Prescribed performance measures		
ANIMAL MANAGEMENT		
Timeliness <i>Time taken to action animal management requests</i> [Number of days between receipt and first response action for all animal management requests / Number of animal management requests].	1	Animal management requests are usually responded to on the same day, with the exception of some after-hours calls.
Service standard <i>Animals reclaimed</i> [Number of animals reclaimed / Number of animals collected] x100.	59.6%	Every effort is made to reunite impounded animals with their owners through microchip and registration checks. Those that were not reclaimed were either not registered or microchipped, or were feral animals.
Service cost <i>Cost of animal management service</i> [Direct cost of the animal management service / Number of registered animals].	\$19	Baw Baw Shire is home to 11,233 registered dogs and cats, with this number increasing as the population grows. The cost of the service for 2014/15 was \$214,280, which includes pound management, collection of wandering animals, barking dog and dog attack investigations, and veterinary fees.
Health and safety <i>Animal management prosecutions</i> [Number of successful animal management prosecutions].	1	One animal management prosecution was undertaken in 2014/15, which was successful.

Performance Measure	Results 2015	Comments
FOOD SAFETY		
Timeliness <i>Time taken to action food complaints</i> [Number of days between receipt and first response action for all food complaints / Number of food complaints].	1	Council staff prioritise food related complaints and initiate investigation within one to two days of being advised of the complaint. The timing of the investigation may be impacted by available staffing or the hours of operation of the business in question.
Service standard <i>Food safety assessments</i> [Number of registered Class 1 and 2 food premises that receive an annual food safety assessment in accordance with the <i>Food Act 1984</i> / Number of registered Class 1 and 2 food premises that require an annual food safety assessment under the <i>Food Act 1984</i>] x100.	96.1%	Baw Baw Shire is home to a number of food premises that operate less frequently, and this impacts on the Council's ability to conduct assessments on 100 per cent of these premises. Examples of these are community groups and sporting clubs.
Service cost <i>Cost of food safety service</i> [Direct cost of the food safety service / Number of food premises registered or notified in accordance with the <i>Food Act 1984</i>].	\$84	There are 485 business registered or notified under the Food Act in Baw Baw Shire. The cost of delivering the food safety service was \$65,520 in the 2014/15 year, resulting in a cost of \$84 per business.
Health and safety <i>Critical and major non-compliance notifications</i> [Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100.	60.7%	During the year, Council recorded 163 critical non-compliance notifications and major non-compliance notifications about food premises, and followed up 99 of these.
HOME AND COMMUNITY CARE		
Timeliness <i>Time taken to commence the Home and Community Care service</i> [Number of days between the referral of a new client and commencement of HACC service / Number of new client who have received a HACC service].	23	In 2014/15 there was an average of 23 days for a new client to commence a Home and Community Care service.

Performance Measure	Results 2015	Comments
Service standard <i>Compliance with community care common standards</i> [Number of community care common standards expected outcomes met / Number of expected outcomes under the community care common standards] x100.	61.1%	A formal audit against the Common Care Standards occurs every three years, and the last audit was completed 2013.
Participation <i>Participation in HACC service</i> [Number of people that received a HACC service / Municipal target population for HACC services] x100.	44.4%	During the year 2,039 people received a Home and Community Care service out of a target population of 4,588.
Participation <i>Participation in HACC service by CALD people</i> [Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100.	32.6%	During the year 173 culturally and linguistically diverse (CALD) people received a Home and Community Care service out of a target population of 531.
LIBRARIES		
Utilisation <i>Library collection usage</i> [Number of library collection item loans / Number of library collection items].	6	There were 48,354 printed items, audio-visual and digital materials, and toys and games available in Baw Baw public libraries during the year, and 274,844 loans made. This represents six loans for every library collection item.
Resource standard <i>Standard of library collection</i> [Number of library collection items purchased in the last five years / Number of library collection items] x100.	60.5%	Of the current Baw Baw library collection, 60.5 per cent was purchased within the last five years.
Service cost <i>Cost of library service</i> [Direct cost to Council of the library service / Number of visits].	\$9	During the year, 168,583 visits were made to Baw Baw public libraries, resulting in a cost of \$9 per visit to deliver the service.
Participation <i>Active library members</i> [Number of active library members / Municipal population] x100.	20.8%	During the year, 9,549 library members borrowed a library collection item, which represents 20.8 per cent of the estimated resident Baw Baw population.



Performance Measure	Results 2015	Comments
MATERNAL AND CHILD HEALTH		
Satisfaction <i>Participation in first Maternal and Child Health home visit</i> [Number of first MCH home visits / Number of birth notifications received].	98.6%	Council received 558 birth notifications during the year, and made 550 first Maternal and Child Health visits.
Service standard <i>Infant enrolments in Maternal and Child Health service</i> [Number of infants enrolled in the Maternal and Child Health service (from birth notifications received) / Number of birth notifications received] x100.	95.2%	Of the 558 birth notifications received by Council during the year, 531 of those infants enrolled in Council's Maternal and Child Health service.
Participation <i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100.	77.0%	During the year, 2,352 children were enrolled in the Maternal and Child Health service and 1,810 of those children attended the service at least once during the year.
Participation <i>Participation in the MCH service by Aboriginal children</i> [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	65.2%	Forty-six Aboriginal children were enrolled in the Maternal and Child Health service and 30 of those children attended the service at least once during the year.
STATUTORY PLANNING		
Timeliness <i>Time taken to decide planning applications</i> [Median number of days between receipt of planning applications and a decision on the planning application].	62	The median number of days to decide planning applications was 62 for 2014/15. A change to the IT systems used to monitor planning permit applications during the year and system incompatibilities resulted in this measure being based on the last three quarters of the year only.
Service standard <i>Planning applications decided within 60 days</i> [Number of planning application decisions made within 60 days / Number of planning application decisions made].	53.3%	This is a 10 per cent improvement from the previous financial year and is largely due to the upgrades to the IT system, which has resulted in clearer and more accurate reporting.
Service cost <i>Cost of statutory planning service</i> [Direct cost of the statutory planning service / Number of planning applications received].	\$1,652	Council received 524 planning applications during the 2014/15 year. The cost of delivering the service was \$865,526, resulting in a cost of \$1,652 per application received.

Performance Measure	Results 2015	Comments
Decision making <i>Council planning decisions upheld at VCAT</i> [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100.	75.0%	Over the 14/15 financial year, the Victorian Civil and Administrative Tribunal made 12 decisions in relation to Baw Baw planning applications. Of these, nine Council decisions were upheld.

Strategic Objective 1.2 Communities which are dynamic, vibrant and inclusive

The following reviews the performance of the Council against the Council Plan performance measures. There are no prescribed service performance measures relevant to this objective.

Performance Measure	Results 2015	Comments
COUNCIL PLAN PERFORMANCE MEASURES		
Number of volunteers registered on Council programs.	89	Council inducted 89 volunteers onto Council programs during the year.
Total number of participants who have attended Council's Committees and Committees of Management meetings.	936	Council has a range of committees and committees of management that rely on community participants.
Attendance at the West Gippsland Arts Centre as a percentage of seat capacity.	62.0%	During the year 121,486 seats were booked for shows and productions at the Arts Centre.

Strategic Objective 1.3 Enhanced community quality of life

The following reviews the performance of the Council against the Council Plan and the prescribed performance measures.

Council Plan Performance Measure	Results 2015	Comments
Results of monitoring against the adopted Municipal Public Health Plan performance measures.	-	No result was available for this measure as at 30 June 2015. Progress against the Plan is currently being reviewed and will be reported to Council during the 2015/16 year.
Number of users on designated pathways and trails as a percentage of the municipal population.	560.2%	Counters are currently in place on the Nilma-Warragul Trail; Two Towns Trail; Warragul Linear Trail; and Neerim South Wetland.

Prescribed Performance Measure	Results 2015	Comments
AQUATIC FACILITIES		
Service standard <i>Health inspections of aquatic facilities</i> [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities].	3	Council carried out 15 inspections of its aquatic facilities during the year.
Service standard <i>Reportable safety incidents at aquatic facilities</i> [Number of WorkSafe reportable aquatic facility safety incidents].	0	There were no significant incidents received by either employees or visitors to aquatic centres during the year.
Service cost <i>Cost of indoor aquatic facilities</i> [Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities].	\$5	During the year, 89,064 visits were made to the Warragul Leisure Centre and Rawson Swimming Pool and the cost of the service for 2014/15 (less income) was \$479,502 (see comments included in Utilisation below). The Warragul Leisure Centre's aquatic areas were closed for redevelopment, which is likely to have reduced visits compared to other years.
Service cost <i>Cost of outdoor aquatic facilities</i> [Direct cost to Council of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities].	\$19	During the year, 12,772 visits were made to the Council's outdoor pools, which include Drouin, Neerim South, Trafalgar and Thorpdale pools. The cost of the service for 2014/15 (less income) was \$242,376. Outdoor pools are open seasonally between December and end of March.
Utilisation <i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Municipal population].	2	Council's aquatic facilities include Drouin, Neerim South, Rawson, Trafalgar, and Thorpdale pools and the Warragul Leisure Centre. There were a total of 101,836 visits made to these pools during the year. The door counter at the Warragul Leisure Centre recorded 250,428 visits to the Centre; however issues with the door counter during the year make these figures unreliable. Council will investigate the installation of a more reliable door counter system to improve monitoring against this performance measure.

Strategic Objective 2.1 Financial responsibility and responsible management of Council resources and people

The following reviews the performance of the Council against the Council Plan and the prescribed performance measures.

Council Plan Performance Measures	Results 2015	Comments
Hours lost due to injury.	3,388	There was a significant increase in hours lost due to injury in 2014/15. This was mainly the result of two employees requiring significant time to adequately recover from injury.

Prescribed Performance Measures	Results 2015	Comments
OPERATING POSITION		
Adjusted underlying result <i>Adjusted underlying surplus (or deficit)</i> [Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100.	7.2%	The result indicates that Council generated an underlying operating surplus during 2014/15.
LIQUIDITY		
Working capital <i>Current assets compared to current liabilities</i> [Current assets / Current liabilities] x100.	206.0%	Council has assets of \$35,382,000 and liabilities of \$17,172,000. The result indicates improved working capital and the ability to adequately meet liabilities as they fall due.
Unrestricted cash <i>Unrestricted cash compared to current liabilities</i> [Unrestricted cash / Current liabilities] x100.	82.1%	The result indicates Council's ability to meet liabilities as they fall due from available (unrestricted) cash.
OBLIGATIONS		
Loans and borrowings <i>Loans and borrowings compared to rates</i> [Interest bearing loans and borrowings / Rate revenue] x100.	20.1%	Total debt as a percentage of rates is 20.1%, and is well within Council's Borrowing Policy that allows for a maximum of 40 per cent debt to rates.
<i>Loans and borrowings repayments compared to rates</i> [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100.	4.0%	Council paid \$1,883,000 in principal and interest against its borrowings compared to rate revenue received of \$47,058,000. The result indicates Council's adequate ability to meet debt commitments from rate revenue.
Indebtedness <i>Non-current liabilities compared to own source revenue</i> [Non-current liabilities / Own source revenue] x100.	24.4%	The Victorian Auditor General (VAGO) has identified 40 per cent or less as low risk. Council's result of 24.4 per cent is well within the VAGO threshold of low risk for indebtedness.
Asset renewal <i>Asset renewal compared to depreciation</i> [Asset renewal expenses / Asset depreciation] x100.	110.3%	Investment in asset renewal exceeds the rate of depreciation indicating a favourable result and net reduction to the infrastructure gap.
STABILITY		
Rates concentration <i>Rates compared to adjusted underlying revenue</i> [Rate revenue / Adjusted underlying revenue] x100.	67.6%	Council received \$47,058,000 in rates revenue in 2014/15 out of total adjusted underlying revenue of \$69,627,000. The result indicates that Council is reliant on rates revenue for 67.6 per cent, as a source of total revenue.
Rates effort <i>Rates compared to property values</i> [Rate revenue / Capital improved value of rateable properties in the municipality] x100.	0.5%	Council received \$47,058,000 in rates revenue in 2014/15. This result remains constant at 0.5 per cent due to minimal movement in valuations relative to movement in rate revenue.

Prescribed Performance Measures	Results 2015	Comments
EFFICIENCY		
Expenditure level <i>Expenses per property assessment</i> [Total expenses / Number of property assessments] .	\$2,722	Council's total expenses were \$64,599,000 during 2014/15, resulting in a cost to deliver Council services per property assessment of \$2,722.
Revenue level <i>Average residential rate per residential property assessment</i> [Residential rate revenue / Number of residential property assessments].	\$1,643	The average rates payable for each residential property for 2014/15 was \$1,643.
Workforce turnover <i>Resignations and terminations compared to average staff</i> [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100.	16.7%	Fifty-five of Council's permanent staff either resigned or had their employment terminated during the year out of a total average of 330 permanent staff.
SUSTAINABLE CAPACITY		
Own-source revenue <i>Own-source revenue per head of municipal population</i> [Own-source revenue / Municipal population].	\$1,080	This indicates Council's capacity to generate own source revenue (mainly rates and user charges) per head of population. The result for 2014/15 reflects a favourable position and ongoing sustainability.
Recurrent grants <i>Recurrent grants per head of municipal population</i> [Recurrent grants / Municipal population].	\$409	Council received recurrent grants of \$18,769,000 during the year. This is higher than expected mainly due to Victoria Grants Commission payment of \$4 million received in advance.
Population <i>Expenses per head of municipal population</i> [Total expenses / Municipal population].	\$1,406	Council's total expenses were \$64,599,000 during 2014/15, resulting in a cost to deliver Council services per head of population of \$1,406.
<i>Infrastructure per head of municipal population</i> [Value of infrastructure / Municipal population].	\$11,266	The value of the municipality's infrastructure was \$11,266 per head of population. Increased investment in the annual capital works program has resulted in a corresponding and increased (favourable) result.
<i>Population density per length of road</i> [Municipal population / Kilometres of local roads].	26	At the end of 2014/15, there were 26 residents for each kilometre of local roads.
Disadvantage <i>Relative socio-economic disadvantage</i> [Index of Relative Socio-Economic Disadvantage by decile].	6	The Australian Bureau of Statistics (ABS) prepares an index of relative socio-economic disadvantage. The result for the municipality is six, where one is the most disadvantaged and 10 is the least disadvantaged.

Strategic Objective 2.2 Council is community focused, engaged and accountable

The following reviews the performance of the Council against the Council Plan and the prescribed performance measures.

Council Plan Performance Measures	Results 2015	Comments
Percentage of community requests resolved within 10 business days.	69.3%	Council received 4,408 requests from the community, 3,055 of which were resolved within 10 business days.
Percentage of customer enquiries resolved at first point of contact with Council's Customer Services.	88.0%	This result indicates that the majority of requests received by Council's Customer Service are resolved at first point of contact.
Percentage of community requests received which have been resolved.	90.0%	This result indicates that the majority of community requests received during the year have been resolved.
Number of opportunities advertised on 'Have Your Say Baw Baw'.	30	Council advertised 30 different opportunities for community input during the year.
Number of submissions received by Council (including S.223 submissions).	542	Council received 542 submissions on publically exhibited items during the year.
Number of media releases issued by Council.	120	Council issued 120 media releases during the year.
Number of people reached via social media channels.	251,388	Council reached over a quarter of a million people via social media channels.

Prescribed Performance Measures	Results 2015	Comments
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GOVERNANCE

<p>Transparency <i>Council decisions made at meetings closed to the public.</i> [Number of council resolutions made at an ordinary or special meetings of council, or at meetings of a special committee consisting only of councillors, closed to the public / Number of Council resolutions made at an ordinary or special meetings, or at meetings of a special committee consisting only of Councillors] x100.</p>	14.7%	Council made 14.7 per cent of its decisions in meetings closed to the public during the year. The Council considered a number of larger expenditure items related to its capital works program during the year. For expenditure of \$250,000 or greater, these items are held in confidential council meetings to protect the commercial interest of Council.
<p>Consultation and engagement <i>Satisfaction with community consultation and engagement</i> [Community satisfaction rating out of 100 with the consultation and engagement].</p>	52	The annual Community Satisfaction Survey assesses the community's satisfaction with Council's performance. Satisfaction with consultation and engagement was rated as 52 out of 100, one less than obtained in 2013/14.



Prescribed Performance Measures	Results 2015	Comments
Attendance <i>Councillor attendance at meetings</i> [The sum of the number of Councillors who attended each ordinary and special Council meeting / Number of ordinary and special Council meetings multiplied by the number of Councillors elected at the last Council general election] x100.	93.1%	Councillors attended 93.1 per cent of ordinary and special council meetings during 2014/15.
Service cost <i>Cost of Governance</i> [Direct cost of the governance service / Number of Councillors elected at the last Council general election].	\$38,834	This is a measure of the operating expenses directly related to the activities of the elected councillors, which was an average of \$38,834 per Councillor during 2014/15.
Satisfaction <i>Satisfaction with Council decisions</i> [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community].	53	The annual Community Satisfaction Survey assesses the community's satisfaction with Council's performance. Satisfaction with Council decisions was rated as 53 out of 100, two more than obtained in 2013/14.



Strategic Objective 3.1 Continuing to reduce the asset renewal gap

The following reviews the performance of the Council against the Council Plan and the prescribed performance measures.

Council Plan Performance Measures	Results 2015	Comments
Asset renewal compared to depreciation.	110.3%	Investment in asset renewal exceeds the rate of depreciation indicating a favourable result and net reduction to the infrastructure gap.
Percentage of adopted Capital Renewal Projects due to be completed by end of financial year.	94.3%	Council completed 83 of 88 projects in the adopted capital works program.
Prescribed Performance Measures	Results 2015	Comments
ROADS		
Satisfaction of use <i>Sealed local road requests</i> [Number of sealed local road requests / Kilometres of sealed local roads] x100.	42	Council received a total of 439 requests in relation to sealed local roads, which is equivalent to 42 requests per 100 km. The number of customer requests regarding sealed local road has decreased in 2014/15 as a result of improvements to the road maintenance processes and capital works program.
Condition <i>Sealed local roads below the intervention level</i> [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100.	70.7%	This result indicates that the majority of sealed local roads are at or above required condition standard. The most recent condition assessment of sealed local roads was carried out in 2013/14.
Service cost <i>Cost of sealed local road reconstruction</i> [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed].	\$40	Council reconstructed 25,012 square metres of local road at an average cost of \$40 per square metre in 2014/15. This has improved from the 2013/14 rate due to more effective packaging of procurements and competitive market environment.
<i>Service cost Cost of sealed local road resealing</i> [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed].	\$5	Council resealed 351,570 square metres of local road at an average cost of \$5 per square metre in 2014/15.
Satisfaction <i>Satisfaction with sealed local roads</i> [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads].	36	The annual Community Satisfaction Survey assesses the community's satisfaction with Council's performance. Satisfaction with sealed local roads was rated as 36 out of 100, one more than obtained in 2013/14.

Strategic Objective 3.2 Investing in quality and affordable community assets which are balanced against the growing needs of the community

The following reviews the performance of the Council against the Council Plan performance measures. There are no prescribed performance measures relevant to this objective.

Council Plan Performance Measures	Results 2015	Comments
Percentage of total adopted Capital Works Projects due to be completed by end of financial year.	94.3%	Council completed 83 of 88 projects in the adopted capital works program.
Extent of adopted capital works program by the following asset classes:		
- Length of roads resealed (km).	82.5	Bituminous sealing works occurred at 36 locations.
- Length of gravel road re-sheathed (km).	28.7	Gravel resheets occurred at 16 locations.
- Length of major roads reconstruction (km).	14.7	Pavement reconstruction on Walhalla, Main South, Yarragon Leongatha, Old Sale, Main Jindivick and Mizpah Settlement Roads.
- Value of drains projects (\$).	\$2,010,000	Major drainage works are the Neerim South Wetlands, Waterford Rise and Copelands Road Wetlands, Bull Swamp Creek dam reinstatement, 44 Main South Road, Russell Street, Wood Street and Victoria Street flood mitigation works.
- Value of footpath projects (\$).	\$370,000	
Number of infrastructure defects.	1,471	The number of defects identified during asset management inspection has decreased during 2014/15 showing a general improvement to the conditions of road network.

Strategic Objective 4.1 Planning to meet the needs of the community today and in the future

The following reviews the performance of the Council against the Council Plan performance measures. There are no prescribed performance measures relevant to this objective.

Council Plan Performance Measures	Results 2015	Comments
Grant funding attracted by Council advocacy.	\$6,770,000	Council has successfully sought grant funding in excess of \$6.7 million during the year.
Number of years residential land supply within Baw Baw.	50	There has been a significant increase during the year as a result of rezoning of land for residential development.

Strategic Objective 4.2 Prosperous local business and industry

The following reviews the performance of the Council against the Council Plan performance measures. There are no prescribed performance measures relevant to this objective.

Council Plan Performance Measures	Results 2015	Comments
Number of building permits issued in Baw Baw.	\$1,185	This represents the number of permits issued by private building surveyors for buildings in Baw Baw (Council does not currently issue building permits).
Value of building permits issued in Baw Baw.	\$212,340,000	This is the value of buildings for which building permits were issued during the year.
Number of visitors to the 'Baw Baw' branding strategy website.	20,919	The Visit Baw Baw website received over 20,000 visits during the year.
Percentage change in the number of businesses with an ABN in the municipality.	-	No result is available for number of businesses with an ABN. This measure formed part of the Local Government Performance Reporting Framework, however due to issues with obtaining meaningful information from the ABN register it became an optional measure during the year.



Strategic Objective 5.1 Protecting and sustainably managing the natural environment and resources now and into the future

The following reviews the performance of the Council against the Council Plan and the prescribed performance measures.

Council Plan Performance Measures	Results 2015	Comments
Energy consumption at Council buildings, facilities and public lighting (MWh).	2,745	There has been an 11% reduction in energy use over the past 12 months.
Benefit cost of energy efficiency programs.	\$3	During the year Council has spent \$37,721 on energy efficiency programs, which are expected to result in a cost saving of \$98,755 over the next ten years. This results in a return of \$3 for every \$1 spent.
Equivalent CO ² emissions from Council owned and managed buildings, public lighting and fleet (tonnes).	4,458	There has been a 13% reduction in CO ² emissions over the past 12 months.
Potable water consumption at Council buildings and facilities (megalitres).	82,797	Council's water use has decreased by 7.2% from 2013/2014.
Rates of annual household and total residential waste generation.		
- Total annual residential waste (tonnes)	8,349	During the year 8,349 tonnes of waste was collected from residential kerbside bins, representing 443 kg for every household.
- Total annual household waste (kg)	443	
Prescribed Performance Measures	Results 2015	Comments
WASTE COLLECTION		
Satisfaction <i>Kerbside bin collection requests</i> [Number of kerbside garbage and recycling bin collection requests / Number of kerbside collection households] x1000.	57	Performance has improved in this area, decreasing from 71 in 2013/14. Council has negotiated a new waste management contract that has contributed to improved performance.
Service standard <i>Kerbside collection bins missed</i> [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10000.	2	Two bins for every 10,000 scheduled kerbside garbage and recycling bin lifts were missed, demonstrating the high quality of Council's kerbside collection service.

Prescribed Performance Measures	Results 2015	Comments
Service cost <i>Cost of kerbside garbage bin collection service</i> [Direct cost of the kerbside garbage collection service / Number of kerbside garbage collection bins].	\$110	This reflects the cost of delivering the garbage collection service, not the full waste service. Council does not operate a landfill and must transport waste outside of the shire to other landfill sites, which increases the cost of collection.
Service cost <i>Cost of kerbside recyclables bin collection service</i> [Direct cost of the kerbside recyclables collection service / Number of kerbside recyclables collection bins].	\$23	This result is the cost of delivering the recycling collection service, not the full cost of the waste service.
Waste diversion <i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100.	53.1%	In 2014/15 over half of the Shire's waste was recycled or placed into the green organics bin, rather than into landfill.

Strategic Objective 5.2 Building resilience and preparedness for climate and environmental impacts

The following reviews the performance of the Council against the Council Plan performance measures. There are no prescribed performance measures relevant to this objective.

Performance Measures	Results 2015	Comments
Number of Local Emergency Action Plans.	0	Council continues to work with local communities with regards to emergency readiness. This measure relies on communities actively participating in the program, and unfortunately there has been no interest in undertaking Local Emergency Action Planning during the 14/15 year.

Victorian Local Government Indicators

Council is required to report against the above Victoria Local Government Indicators. However this is the last year that they will be reported, as they will be replaced by the measures in the *Local Government (Planning and Reporting) Regulations 2014* from the 2015/16 Annual Report onwards.

Victorian Local Government Indicator	Results	
	2013/14	2014/15
Overall performance Community satisfaction rating for overall performance generally of the Council.	57	54
Advocacy Community satisfaction rating for Council's making representations on behalf of the community.	52	53
Community consultation Community satisfaction rating for Council's community consultation and engagement.	53	52
All rates Average rates and charges per assessment.	\$1,868	\$1983
Residential rates Average residential rates and charges per assessment.	\$1,285	\$1643
Operating costs Average operating expenditure per assessment.	\$2,893	\$2722
Capital expenditure Average capital expenditure per assessment.	\$956	\$975
Debts Average liabilities per assessment.	\$962	\$723
Operating result Operating result per assessment.	\$266	\$854

Community Satisfaction Survey

The Community Satisfaction Survey is carried out annually, coordinated by the Department of Environment, Land, Water and Planning on behalf of Victorian Councils.

The survey is carried out via telephone to a random survey of 400 residents aged 18+ years. Minimum quotas are applied to gender and age groups, and post survey weighting is also applied to ensure accurate age and gender representation. Results are left blank with a dash (-) where the measure did not form part of the survey. Council is able to select its level of participation in the survey, which includes as a minimum the 'core' performance measures in the table below.

The results in the table below show the community perception of Council's performance in relation to a number of corporate performance measures in addition to the performance of a number of Council services.

Community Satisfaction performance measure	Results			
	2012	2013	2014	2015
CORE PERFORMANCE MEASURES				
Decisions made in the interest of the community	-	-	51	53
Overall Council direction	35	42	52	50
Lobbying on behalf of the community	47	44	52	53
Community consultation and engagement	47	45	53	52
Overall performance	45	41	57	54
Contact customer service	61	62	67	64
Condition of sealed local roads in your area	-	-	35	36
SERVICE PERFORMANCE MEASURES				
Informing the community	52	-	57	-
Maintenance of unsealed roads in your area	32	-	34	-
Condition of local streets and footpaths	50	-	47	-
Emergency and disaster management	67	-	70	-
Waste management	65	-	71	-
Appearance of public areas	71	-	72	-
Planning for population growth in the area	44	-	48	-
Planning and building permits	48	-	54	-
Business and community development and tourism	52	-	57	-
Enforcement of local laws	64	-	62	-
Disadvantaged support services	62	-	62	-
Recreational facilities	64	-	65	-
Family and support services	64	-	67	-
Elderly support services	69	-	69	-
Art centres and libraries	73	-	74	-



reporting against the council plan

With the Council responsible for delivering over 100 services to the community, it is vital that all departments' daily activities are working towards achieving the vision set out in the Council Plan.

The Council Plan is the catalyst for every employee's work. The key strategic objectives set the overarching vision, which is then filtered down through the departmental business plans and then assigned to the individual through the employee development plans.

The following sections detail the work that was undertaken by various teams during 2014/15. Each section has been broken down to align with each of the 11 Council Plan objectives.

- 1 Our Community
- 2 Council Leadership and Management
- 3 Infrastructure and Community Assets
- 4 Growth and Prosperity
- 5 The Environment

our community

COMPOST
HERE



Outcomes

- Communities are supported with affordable services, facilities and infrastructure.
- Council has developed appropriate quality and cost standards for its services.
- Services are responsive to the needs of the community and are accessible to those members of the community for whom the service is intended.
- Council achieves continuous improvement in the provision of services.

As an organisation, Baw Baw Shire Council works to deliver quality and affordable services to the community through numerous departments including Corporate Planning, Family and Children's Services, Home and Community Care, Social Support, Community Compliance, Building Services, Public Health, Statutory Planning, and Libraries.

Continuously Improving Council's Services Through the Best Value Program

Through the Best Value Program, Council services are reviewed to ensure that they are meeting quality and cost standards, are responsive to community needs, and are accessible. In 2014/15:

- Three service reviews were completed, bringing the total completed to 11. Those completed in 2014/15 were: Emergency and Fire Services, Library Services, and Transfer Stations.
- There were 128 actions identified as a result of service reviews in Council's 2014/15 business plan; of these, 93 have now been completed.
- Implementation actions for Library Services and Transfer Stations will be added to Council's business plan for 2015/16.
- A review of the Best Value methodology has been carried out, and a more simplified approach has been developed. This revised approach was trialled by both the Transfer Stations and Library Services reviews.

Providing Families and Children's Services and Programs

A range of services for children from birth to 12 years of age are provided to families across the Shire.

The Maternal Child and Family Health Service provides free, confidential specialist nursing, lactation, health and

development checks, and support services to parents with infants and young children. Throughout 2014/15, the team:

- Relocated two Maternal Child and Family Health nurses from the Drouin office to Suite 13/22-26 Princes Way, Drouin, to maintain service delivery to families in the town whilst the Drouin offices were being renovated.
- A Maternal and Child Health Nurse attended health and development screening days for Aboriginal children commencing 4 year old pre-school in 2015. A total of 13 families were seen at Warragul and Drouin.

Family Day Care provided a total of 109,373 hours of care over the year to 231 children from 142 families living in the Shire. During 2014/15, there has been an increase in the Family Day Care educator base from 21 educators to 24. In addition there are five applications for educators to commence with the service over the next year.

The Kindergarten Central Enrolment Scheme manages the enrolment for 14 out of the 16 sessional kindergartens in Baw Baw Shire. The Kindergarten Enrolment Scheme added two new services during this year: St Andrew's Kindergarten, and the new Drouin Primary School Early Learning Centre. As at the cut-off date for first round offers in 2016, applications for 508 four year old places and 194 applications for three year old places were received. Work has also commenced with kindergarten cluster managers on the planning for changes to educator-child ratios, which will be implemented next year. The current 1:15 ratio will be reduced to 1:11 from the beginning of 2016. This is likely to have a significant impact on the number of children that can be allocated into each kindergarten.

Family and Children's Services operate a capsule hire service, allowing residents to hire baby capsules for babies from birth to six months of age. The capsules are clean and fully sanitised, and include all accessories for safe installation. Between 1 July 2014 and 30 June 2015, 21 capsules were hired out.

The provision of immunisation services was market tested and Council awarded a contract to Kernow Environmental Services to provide immunisation services throughout the Shire over the next three years (2015-2017).

On 8 October 2014, local member Gary Blackwood announced the success of Council's funding application to the Department of Education and Early Childhood

Development. The application was a joint submission with Drouin Primary School. The \$650,000 grant will be used for an Early Learning Facility, to be built on the primary school site. The total project cost is \$866,171, with Baw Baw Shire Council committing to infrastructure works to support the facility.

For the first time, the Family and Children's Services team provided a baby feed and change facility at Farm World. Parents and carers used the caravan to change nappies and clothing, breast or bottle-feed, heat baby food, or access information about services.

Following a thorough consultation phase of 10 weeks from November to January, the Municipal Early Years Plan (2015-2018) was adopted by Council on 8 April 2015.

Delivering Services for Residents who are Older or have a Disability

The provision of the Home and Community Care (HACC) services provided to vulnerable residents remains paramount. Council continues to review and implement processes to best meet community needs through its delivery of aged and disability services. During the 2014/15 financial year, our Human Services team supported 2,562 people to remain living at home and accessing their community via our HACC programs and services.

The service is jointly funded by the State and Commonwealth Government to provide subsidised support services to assist our frail aged, people living with a disability, and their carers. Over the year, 61 Home Support Workers travelled over 350,000 kilometres to support people in their homes with domestic assistance, shopping, personal care, and respite to give carers a break from their caring role.

As part of the office renovation works, the Aged and Disability Services team relocated out of the Drouin office to a temporary office at the Smith Street Annexe. The move itself required staff to be particularly flexible and creative to ensure that service delivery was not interrupted. Staff worked from remote locations, 'hot desks' from different office buildings, and worked late and/or came in early to ensure there were few disruptions to services.

Other achievements for the year included:

- The Planned Activity Group (PAG) program was reviewed and, despite the loss of the Drouin centre, has introduced new groups and activities; increasing the number of participants by 19.3 per cent over the last year compared to 2013/14.
- Rural Access facilitated Council's participation in Job Shadow Day in partnership with Work Solutions Gippsland. Community Compliance, West Gippsland Arts Centre, and Social Support all supported a participant for the day.
- The 2014 End of Year Volunteers Celebration was a huge success, with 160 Home and Community Care (HACC) Volunteers attending. A speech was made acknowledging that over the last year the volunteers equated to 23 full time employees.
- Social Inclusion Week in November was highlighted by a four day visit from the Nebula Bus, a portable, accessible art space that was located in the Civic Place car park and attended by over 120 participants with a disability. An art exhibition at WGAC displayed all the completed art work.
- The What's Next expo was held in March at the Fountain Room, providing opportunities and pathways for students with a disability, their families and those who advise them with knowledge of post-school options and supports that are available.
- In November, Council held a Carers Forum at the West Gippsland Arts Centre. The program's aim was to engage Carers and to learn what supports they need. Extensive discussion occurred, and feedback received will be considered when preparing the 2015/16 Carers Program.
- Following the Carer Forum held last November, Council's Aged and Disability team have developed a fortnightly Carer support program that includes scheduled activities to meet the identified needs of Carers and provide support, information and respite.
- The Assessment Team conducted a "blitz day" on the low priority waiting list clients. This was very successful with the completion of approximately 25 per cent of the waiting list clients. The day worked so well that it will be repeated every quarter.
- The Disability Advisory Committee adopted new Terms of Reference and has recently undertaken a process to advertise for new committee members made up of seven community organisations and four community members.
- Aged and Disability Services team supported 786 households with property maintenance such as installation of mobility aids, cleaning of spouting and windows, etc.
- Volunteer drivers provided 584 trips to medical appointments and delivered 30,163 meals to 294 Meals On Wheels recipients across the municipality.
- Introduced three new community shopping bus services – fortnightly, monthly and quarterly.

Administering Local Laws

Local Laws are created and administered to improve quality of life for residents and the amenity of the Shire. During 2014/15, the Community Compliance unit implemented the Footpath Trading Policy, commencing in Warragul, Drouin, Yarragon and Trafalgar. As at 30 June 2015, 96 permits have been issued to businesses. Significant time was spent with businesses to ensure that requirements were understood. Enforcement commenced for those who were non-compliant, with infringements being issued to those trading without a permit, or trading with a permit but in contradiction to the policy. Participating businesses received a permit sticker to display in their shop windows to streamline officer patrols.

Throughout the year, the Community Compliance unit conducted 430 door knocks to identify unregistered pets. The door knocks contributed to the increase of 457 new animal registrations throughout the year.

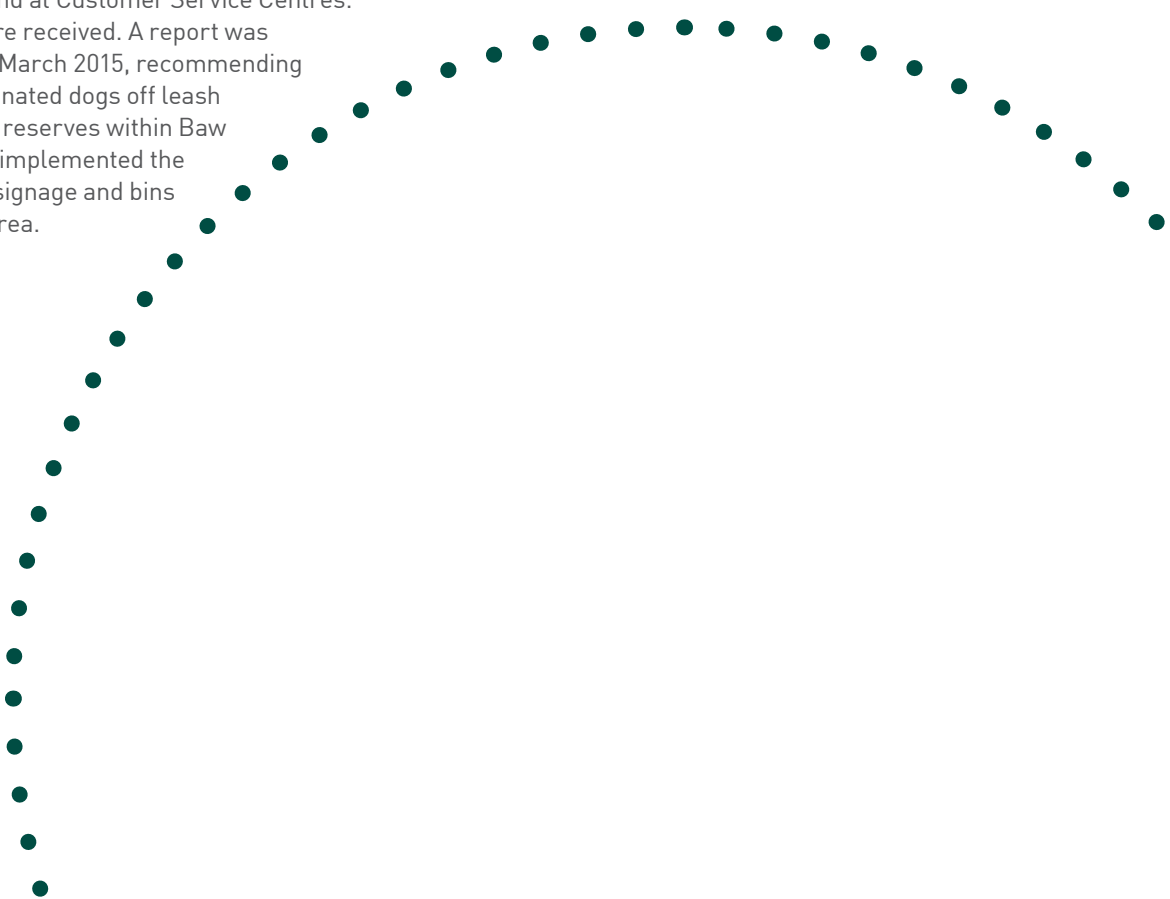
The Community Compliance unit also conducted community consultation regarding the possible introduction of designated dogs off leash areas in Baw Baw Shire. Consultation included two street stalls where passers-by could obtain further information and complete surveys, meetings with sporting clubs and committees of management, in addition to the survey being available online and at Customer Service Centres. Over 130 responses were received. A report was presented to Council in March 2015, recommending a 12 month trial of designated dogs off leash areas at nine parks and reserves within Baw Baw Shire. The Council implemented the recommendation, with signage and bins to be installed in each area.

The first draft of the Community Local Law proceeded to community consultation. As part of this consultation, emergency services, Council’s advisory committees, business groups, and community groups were invited to provide their feedback in addition to the general public. There will be a further opportunity for the community to provide feedback in mid-2015.

Providing Quality Statutory Public Health, Planning and Building Services

As part of the annual renewal process, the Public Health unit issued 728 registration renewals to food, accommodation, and hair/skin and beauty community groups and businesses. For the first time, Council issued 144 infringements to businesses who failed to renew their registration for the 2015 period. In addition to those businesses and community groups registered with Council under the Food Act, the Public Health unit conducted 45 inspections of businesses from other councils at various events during the year.

Tobacco test-purchasing of 43 businesses throughout the Shire was undertaken during 2014/15 by the Public Health unit. Of these businesses, three businesses sold tobacco to the test-purchasing student, resulting in infringements being issued in all cases.



The Public Health unit collected 106 samples from food businesses, which included a number of follow up line samples when five products failed initial testing in relation to microbiological analysis. In addition to this, one product failed to meet national food labelling standards. The follow up sampling was done to identify possible sources of contamination.

Throughout the year, the Public Health unit had contact with 103 businesses in relation to 15 national food recalls, and 10 businesses in relation to public health and wellbeing recalls.

The Public Health unit finalised arrangements for a six month shared services trial with Latrobe City Council from 1 July to 31 December 2015.

Following a successful grant application, the Public Health unit engaged a consultant to undertake a review of the Domestic Wastewater Management Plan. Work on the plan commenced in April, and will investigate town-based solutions for eight high-risk towns.

The Public Health unit conducted its annual pool inspections program, testing water from 21 pools to ensure they were compliant with regulations.

A Draft Swimming Pool and Spa Safety Policy and Draft Essential Safety Measures Policy were developed in line with requirements under the Building Act and Regulations. The draft policies will determine how the Council will manage these program areas and will include an education component for property owners.

The Building Services unit continued to work on reducing the number of enforcement files, with 149 notices and orders issued this financial year in comparison to

76 last year. A number of these files are resulting in prosecution. Efforts to reduce illegal building works will continue into 2015/16.

Across the year, Council received nine NBN Wireless Tower applications for installation at various locations across the Shire.

Supporting the Delivery of Library Services

The library service in Baw Baw Shire is delivered from four static library sites in Warragul, Drouin, Neerim South, and Noojee, with a further eight locations being serviced by the mobile library. Council resolved in June 2015 to close the Noojee library.

The library services are delivered through a service agreement between the West Gippsland Regional Library Corporation, and Baw Baw, Bass Coast and South Gippsland Shire Councils. The West Gippsland Regional Library Corporation (WGRLC) Board reviews its performance quarterly against the Library Plan 2014-2018.

The library services deliver a targeted calendar of events and programs that reflect the demographics of communities within the Shire.

A range of events are conducted for children including weekly Baby Rhyme Time and Story Time for babies and toddlers, monthly Lego Clubs and a number of school holiday events and activities. Early years outreach sessions were also held; these sessions had a 625 per cent increase in participation across the Shire since last financial year.



WGRLC coordinates adult programs and events as part of its service; this financial year the following were implemented:

- Talk with the Victorian Storm Chasers at the Drouin Library.
- Drouin Library facilitated local history talks for the annual Ficifolia Festival.
- Warragul Library held a poetry writing workshop and open mic afternoon. This was hosted by local artists including sculptor Laurie Collins and artist Helen Timbury.
- Worldwide Knitting in Public Day.
- Multiple Book Chats and Author Talks across all libraries.

To commemorate the ANZAC Centenary, libraries facilitated poppy crochet sessions and contributed them to the Federation Square 5,000 poppies event. Warragul Library also hosted a photography exhibition by Sarah Wood on Avenues of Honour and held two sessions with participants bringing in their WWI memorabilia to share their stories.

Library staff also held over 200 one-on-one Tech Talks and participated in the successful Telstra Tech Savvy Seniors program, holding a combined 23 sessions at Warragul and Drouin Libraries.

An increase of over 9,000 people attended library programs and events across the Shire compared to last financial year.

Outcomes

- More residents are actively involved in their communities and community life, and feel more connected.
- Increasing numbers of people are volunteering in the community.
- The community is actively involved in local planning, decisions and actions.

Baw Baw Shire Council recognises that community leadership, participation, social inclusion, and community arts, events and culture programs bring people together and nurture a sense of belonging. To that end, Council facilitates a range of activities across the Shire.

Facilitating Community Leadership and Participation

Council aims to establish, maintain and build the strength of the community to participate in community and local leadership through programs such as community planning, the facilitation of a range of advisory committees, and events hosted through the Baw Baw Community Conversations program.

During 2014/15, grants writing training was conducted for 40 representatives from across the Shire, to help enhance community groups' ability to prepare and write successful grant applications. Two Community Conversations were held during the year. The first event "Let's Talk About Food", was jointly hosted by Baw Baw Shire Council, West Gippsland Healthcare Group, Central West Gippsland Primary Care Partnership, Longwarry Primary School and the Longwarry and District Lions Club. The second event was held in conjunction with International Women's Day and was celebrated with almost 100 people attending a confronting conversation with social commentator and feminist Clementine Ford. The event was part of Council's commitment to the prevention of men's violence against women. Council also supported two other community events, a Drugs and Addiction Forum and the "Bugger the Polar Bears" Rod Quantock event.

As part of the Community Planning model, five presentations were made to Council by participants from the 2013 Community Planning Project – Aberfeldy, Darnum, Drouin, Ferndale/Seaview/Trida, and Trafalgar.

The Baw Baw Community Planning model was also nominated as a finalist in the Victorian Local Government Association John Jago Award for Good Governance. The award provided an opportunity to share the work undertaken by Council and the five communities who developed plans during the pilot phase.

A Creative Facilitation Staff and Community Workshop was held, attracting 40 community representatives and 20 staff to assist in building facilitation, consultation and negotiation skills, and providing support to enable greater collaboration and involvement in local action and decision making.

In May, Jim Diers from the ABCD Institute Canada presented at the Let's Talk About Our Community sessions and provided strength-based approaches to working with communities in his recent visit to Baw Baw. Over 80 people were enthralled as Jim told stories and inspired community action in difficult economic times.

The Towns and Rural Community Network continued to meet throughout the year, with representatives from Erica and Rawson attending for the first time. As part of these meetings, the first two-year planning document was finalised for the network, which includes several joint initiatives. Twenty-five representatives attended the final Towns and Rural Communities Network event for 2015. Guest speakers included Matthew Cripps, Director Growth and Economic Development and Dan Weeks, CEO West Gippsland Health Care Group. Hot topics included growth, development and a new hospital.

Delivering the Community Development Grants Program

Council supports community groups' priority projects, events and activities through the annual Community Development Grants program, which comprises grants, sponsorships and funding allocations.

During 2014/15, the Community Development Grants program was run through an online system for the first time. Over 50 people attended the program launch and training sessions held to assist groups and individuals in navigating and developing submissions in the new system. The 2014/15 program received 57 applications, with 44 community groups being successfully awarded a share of the \$184,361 allocation. Minor Capital Works grants totalled \$119,335, Community Events and Programs totalled \$64,201, and Environmental grants were allocated to the value of \$825.



Throughout the year Council funded a number of Community Sponsorship applications of \$500 each to a range of groups, including:

- The Nilma Darnum Football Netball Club hosted the Dreamtime at Darnum event in support of National Reconciliation.
- Good Neighbour Days/Welcome New Residents events were held by Mt Worth District Landcare/ Tetoora Road Hall and Labertouche Community Centre.
- Six individual young people were sponsored at interstate and international jamborees and activities.
- Five grants were awarded for cultural events including Aboriginal Storytelling, Harmony Day and National Photographic Exhibition.
- There were four physical activity and one children's nutrition event funded.

One \$2,500 grant was provided to Warragul Business Group Event.

The annual Schools Scholarships Program provided scholarships to nine students across seven secondary schools in Baw Baw Shire. Six sponsorship grants of \$500 each were also provided for a range of activities.

A \$6,000 grant was provided to the Gippsland Regional Sports Academy. All six Gippsland councils contribute funds towards the academy, which provides development opportunities for talented Gippsland athletes.

The Municipal Band receives \$4,000 per annum. This ensures that community musicians have the opportunity to be engaged and that the band is available for important municipal events.

AusNet Services worked in partnership with Baw Baw Shire Council to develop and promote their 'Energise Communities' grants to the Baw Baw community. Twenty-one grant applications up to \$3,000 were received through this program.

Advocating and Acting to Increase Social Inclusion

Council actively participates in increasing social inclusion in the community, including responding to the Local Government Aboriginal Partnership Project and identifying ways of embedding Aboriginal engagement and reconciliation into Council policies, planning and business.

The Local Government Aboriginal Partnership Program Baw Baw Action Plan provides important capacity building actions for Council to build an organisation that is responsive to the needs of Aboriginal people and actively working in strong partnership with Elders. The plan includes 41 actions, made up of 14 one-off and 27 ongoing actions. Eleven of the 14 one-off actions have been completed and 22 of the 27 ongoing actions have commenced.

A key highlight for the year was the annual cultural competency awareness training that has been developed by local Elders. The training was delivered to 37 Council employees and library officers, and was considered to be 'amazing', 'provoking' and 'awareness raising' for participants.

A Kurnai communities NAIDOC Week ANZAC display of Aboriginal servicemen and women was displayed at the West Gippsland Arts Centre, and demonstrated the significant role of Aboriginal people in the armed forces. The display was seen by all that entered the West Gippsland Art Centre in July.

Butler Park 'Clean Up Australia Day' with an emphasis on sustainable recycling awareness was coordinated with residents, Council, Kurnai Nations, Drouin Apex, Ramahyuck, West Gippsland Health Care Group, and Koorie Support Services. The events held in the Butler Park area were a direct response from the residents expressing a need to provide opportunities for this neighbourhood to come together, get to know each other, and make it a safer place. As a result, the Drouin Apex Club donated a mower; a resident has negotiated a common place for access to the mower; and, a service arrangement has been made with the local Drouin Men's Shed.

Eastern Park Community Garden was officially launched on 26 October. An official 'Welcome to Country' by Kurnai Elder Sandra Mullett set the scene of the importance of land to the community. Over 3,000 volunteer hours have contributed to the garden, led by the Growing Together Baw Baw network.



The Six Generations Yarning Together report is a milestone demonstrating the strengthening partnership between Council and the Kurnai community. The report is the foundation for attracting resources and shifting local service provision for improved community wellbeing outcomes. The launch and forum of the report in October exceeded all expectations, as an 80 strong crowd celebrated the report's completion and recommendations. On 'Human Rights Day', Baw Baw Shire Council and the Kurnai community hosted the second Six Generations Yarning Together Forum with over 30 attendees from the Kurnai community, government, service providers, and interested residents, to share their stories of progress on the reports key

focus areas. The third Six Generations Yarning Together Forum was held in acknowledgment of Harmony Day and attended by 30 community, Council and agency partners. Momentum is gathering with a high level of agency commitment and action occurring. The West Gippsland Healthcare Group now displays the Blue Wren Totem and Shield in their entrance offering a cultural acknowledgement of the Kurnai, which is welcoming for Aboriginal people. This initiative is in partnership with the Drouin Men's Shed Aboriginal Program and will be replicated across a number of partner agencies.



Providing a Vibrant Hub for Events, Performing Arts and Culture

West Gippsland Arts Centre continues to be a valuable community resource, bringing the community together, inspiring creativity and attracting visitors and new residents to the Shire. Throughout the year they undertook a number of initiatives that have directly contributed to the community including:

- Three national 'flagship' companies were brought to our community with performances by the Australian Ballet, Opera Australia and Circus Oz.
- As well as performing in school productions, concerts and dance, music and drama Eisteddfods, young people in our community were provided with the opportunity to experience performing as part of the Melbourne Chamber Orchestra concert and Opera Australia's 'The Magic Flute'.
- A partnership between Baw Baw Shire Council, Arts Victoria, Regional Arts Victoria and Wellington Shire Council resulted in bringing a production of Stephen Sondheim's play 'Assassins' to Gippsland for a week in October.
- A production of 'Waiting for Godot' was produced by local company, Off the Leash Theatre. This production went on to be recognised with awards in the Gippsland Associated Theatres annual awards.
- Commercial 'hire-in' concerts by Jimmy Barnes, Dean Ray, Leo Sayer and Play School were well received with full houses.
- The Melbourne Botanic Gardens production of 'Wind in the Willows' was staged in Warragul's Civic Park prior to Christmas.
- Local talent and skills development was evident in the production of 'Ordinary Days' produced by local company Warragul Youth Theatre.
- Successful negotiation for the outstanding concert by Vika Bull highlighting the music of blues legend, Etta James.
- A significant community achievement was the production of 'Better is Peace', commemorating the centenary of the ANZAC landings and featuring the combined talents of Warragul Municipal Band, West Gippsland Chorale and Off the Leash Theatre.
- The presentation of a number of outstanding productions from the national touring circuit, including a concert by the Melbourne Chamber Orchestra, and the presentation of a stage version of the popular children's book, 'Cranky Bear' by theatre company Patch Theatre from South Australia.

Arts, Culture & Events	2014/15	2013/14	% change
Number of ticketed performances	176	145	+21.4
Ticketed attendances	43,824	36,049	+21.5
Non-ticketed attendances (theatre)	15,091	14,161	+6.5
Event, meeting and function attendances	8,034	7,972	+0.7

Outcomes

- A healthier community experiencing an improved quality of life.

Council works to implement a number of policies and practices that contribute to the health and wellbeing of the community.

Advocating and Acting to Improve the Health and Wellbeing of the Community

Council seeks to improve the quality of life of the community by identifying key health and wellbeing priorities, and developing strong partnerships with the community and other authorities to address the conditions that influence and determine health and wellbeing outcomes.

A final report for Healthy Baw Baw was received by Council in 2014/15, signifying the end to the two-and-a-half year, \$566,000 Federal Government-funded project. Healthy Baw Baw primarily focused on physical activity and food, and implemented many initiatives encouraging active, healthy lifestyles. The highlights included the extensive agency partnerships created and committed to working together on an ongoing basis; successful social media and promotional campaigns; identification and commitment of 166 local community champions; new walking groups comprising of 60 members; Butler Park, Drouin redevelopment and community development work for the area; a community garden at Drouin Caravan Park; and, Healthy October calendar events attracting over 2,000 participants, including the popular Healthy Halloween and Tour de Jardin. A number of initiatives still under development include the Baw Baw Trail Traks Mobile App, Warragul Wayfinding Plan, and Baw Baw Bike Towns physical activity campaign.

First year actions from the Being Healthy in Baw Baw – Public Health and Wellbeing Plan commenced in 2014/15. Two new sub-committees – Physical Activity/Healthy Environments, and Aboriginal Health and Wellbeing were established to support the overarching Steering Committee to drive and deliver the actions. The plan comprises 123 actions across 11 key objectives. Four actions have been completed and 59 actions are underway and/or ongoing. Strong partnerships have developed through the planning stages with 12 different agencies now playing a lead role in the delivery of the plan.

2014/15 saw the Food For All Baw Baw Steering Committee determine the priorities for the remainder of the project, with a strategic focus being placed on food security, and embedding actions into the business and

operations of Council. Key achievements for the project included:

- Engaging with local businesses, the primary school and community groups on healthy eating and food security in Longwarry.
- The installation of 'Go for 2 & 5' (2 fruits and 5 vegetables) footpath stickers around the Longwarry township.
- Documenting those food outlets operating in Baw Baw Shire that use healthier oils and encouraging others to make a change to a healthier oil. It was found that around 30 per cent of food outlets were already using a healthier oil alternative, with an increase of five per cent post site visits.
- Costa Georgiadis (host of Gardening Australia) was invited by the Warragul Farmers Market to be the face of efforts to gain support for the notion that everyone has a stake in the food system in one way or another and have a role in securing Baw Baw's food future. Costa visited the Longwarry Primary School, Warragul Secondary School, the Warragul Community Garden, and farms in the area, and was part of a panel at the formal Baw Baw Food Movement Forum, attended by over 160 people.
- A pilot project is being used in Longwarry that will see fruit trees planted in two local parks.
- Food relief at the Longwarry Community Hall has been established with fortnightly food drop offs by food rescue organisation Secondbite. It is intended that a nutritious lunch will be provided regularly with volunteers teaching healthy eating habits, cooking skills and encouraging social interaction amongst people who attend.

Counts on key pedestrian and cycling links across the Shire totalled 257,371 for the year. Counts are taken to assess the overall usage and growth of usage to guide future planning of Council's integrated shared path network, to report to funding bodies, and to attract future investment. This year counters were installed along the Warragul Linear Trail and Neerim South Wetlands.

The Prevention of Men's Violence against Women 'Paving the Way' project in Baw Baw ramped up with the development of a new community committee – 'Our Community Our Watch'. The committee was formed to develop a local community response to the alarming and growing issue of men's violence against women. The Committee consists of representatives from Council, Gippsland Women's Health Service, Police, Warragul Gazette, Gippsport, Quantum, Women in Gippsland, Drouin and Warragul Apex Club, Warragul Community House, Community Church Warragul, and Olivia's Place.

During 2014/15 the Headspace Baw Baw partnership was cemented with the signing of a Memorandum of Understanding for the delivery of FreeZa and Youth Inclusion initiatives. The HYPE youth team was created to guide youth activities in Baw Baw Shire and support the implementation of Headspace programs and services. HYPE is a group of passionate young people coming together to strengthen leadership skills, event options and youth consultation in the Baw Baw area. Some of the highlights for the year included:

- Seven youth events were held throughout the Shire with approximately 6,000 attendees.
- Two leadership training workshops for young people were conducted with specialist facilitators attracting 22 young participants.
- Facilitation of 11 weekly youth reference group meetings, which have attracted 10 young people and provided valuable information and opportunities for authentic youth engagement.
- A large scale youth feedback survey was undertaken obtaining over 350 responses from community members.
- Liaison with existing young leaders and grassroots community groups regarding opportunities for expansion and innovation of youth services, resources and facilities within the context of the local community.
- Nominations submitted in recognition of youth excellence for the Baw Baw Young Citizen of the Year and the Victorian Youth Awards.
- The creation of an online social media platform for young people to discuss issues faced by the local youth population.

Our younger residents attended the Trafalgar Skate Park to participate in the Gippsland Regional Skatepark Series in March. The event was run by YMCA Victoria and supported by Headspace and the Baw Baw FreeZa program. The event provided the opportunity for young people to showcase their expertise and compete in their chosen sport locally.

Improving the Appearance of Baw Baw Shire's Streets, Public and Open Spaces

Council maintains the Shire's streets, public areas, parks and gardens to improve urban amenity, community enjoyment, and health and wellbeing. During 2014/15 the following works were undertaken:

- The Parks and Gardens team completed the landscaping as part of the Warragul railway station carpark upgrades.

- The Urban Maintenance team installed 19 new Christmas banners and flags in Warragul and Neerim South, and decorated four trees with solar bud lights in Warragul for Christmas.
- Line marking in Warragul, Drouin and Yarragon CBDs was completed.
- Drainage works in Weerong Road, Drouin were undertaken.
- The Parks and Gardens team assisted with installation of sculptures for the Neerim South Sculpture Exhibition and prepared the entrance for the launch of the Bower project.
- Garden displays were prepared for the Gardivallia Garden Festival in October.
- The Parks and Gardens team was involved in the landscaping component of the McGregor Park Redevelopment in Trafalgar.
- The Parks and Gardens team prepared Drouin Township for the Ficifolia Festival.
- The Parks and Gardens team completed a major clean-up of the top pond at Civic Park, Warragul.
- Several open space reserves were treated for wasp nests including Burke Street playground, Neerim South Wetlands, Noojee and a number of nature strip trees.
- Urban Operations conducted a Playground Seminar with Play Australia, the national representative body for Playgrounds. The objective of the seminar was to introduce staff to the new Australian Standards for Playgrounds, to ensure the Council is managing its risk in this area.
- Urban Operations staff completed the landscaping of the new playground at Rotary Park, Warragul.
- Upgrades to Hearn Street Park were undertaken to the playground, parking, paths and barbecue facility.
- Development of the Draft Open Space Maintenance Standards including public consultation was undertaken.
- Utilisation of the street sweeper was maximised by increasing hours of operation.

Improving Opportunities for Community Recreation and Leisure

A range of services are provided by Council to improve opportunities for community recreation, arts, and leisure activities. This includes the West Gippsland Arts Centre, public swimming pools and sports facilities, and supporting Committees of Management.

In partnership with the South Eastern Council for Climate Change Alignment (SECCCA), Council launched

a project called 'Save it for the Game' to our top six energy-consuming sporting reserves, to assist them in reducing energy costs during 2014/15. The launch presented the groups with audit findings along with promotional material to promote key energy saving messages. The reserves included Western Park, Logan Park, Buln Buln, Bellbird Park Synthetic and Grass Facilities, Ellinbank and Drouin Recreation Reserves.

Community members who rode to work on National Ride to Work Day were greeted with a free breakfast and live local music at Queen Street Park, Warragul. Ride to Work Day aims to encourage more people to ride to work on a regular basis by providing information on health and other benefits of riding to work and other useful resources.

The official launch of the Baw Baw Trail Trak App was held in May at the Get Moving Baw Baw event. Hundreds of people turned up to enjoy a street party and walk to celebrate. The App is available on the Visit Baw Baw website featuring Baw Baw's best walking, cycling and riding tracks, and there have already been more than 100 downloads. The App will be continually developed replacing the Walk/Cycle Baw Baw booklet with financial and environmental savings.

In conjunction with South Gippsland Shire Council, a turf management workshop was held in July for Committees of Management and sporting clubs who look after grass sporting fields.

All summer pools commenced operations from 1 December, with pools open on days 25 degrees and over. During January, the YMCA partnered with Headspace and Council to deliver 'Dive in Movie' events at each of the Baw Baw summer pools, with a total attendance of 736 people.

Two significant community projects were launched following the culmination of years of strategic land use planning and design, consulting, investment attraction, and construction. The Baw Baw Equestrian Centre at Lardner and the McGregor Park Redevelopment, Trafalgar are now open for business. Three clubs will take up residence at the equestrian site and are delighted with the outcome.

The Warragul Leisure Centre was officially closed on 31 March with work occurring to transition users to other venues during the 15 month closure. Council invested in an upgrade of the Drouin Secondary College Indoor Pool for the Warragul Swimming Club, Underwater Hockey and lap swimmers to use the facility. Other arrangements have been put in place, including transport for the Warragul Arthritis Self Help Group and Aqua Movers participants to travel to Casey RACE in Cranbourne and Cardinia Life in Pakenham on a

weekly basis, along with the preparation of an alternative triathlon course to run in Drouin.

During 2014/15, Former Minister for Sport and Recreation Damien Drum announced \$209,335 in State Government funding for four local sport and recreation projects:

- Buln Buln Recreation Reserve received \$20,000 towards a \$40,000 project to provide male and female umpire amenities that meet AFL standards.
- Drouin Tennis Club will resurface courts 3 and 4 after receiving \$17,336 towards their \$34,671 project.
- Lighting at Leeson Pavilion in Warragul, Trafalgar Tennis Courts and Yarragon Netball/Tennis Courts will meet standards with an injection of \$82,000 towards the \$133,000 initiative.
- Downton Park Oval received a \$90,000 grant towards the total project cost of \$450,000.

The Arts Culture and Events departments were successful in assisting a number of towns to achieve activities during the year, including:

- Supporting the Neerim District Progress Association towards the completion of the 'Inspired by Birds' Neerim Bower public art installation. The project concluded with a community festival in Neerim South, featuring a sculpture show in the streets, various community art exhibitions and workshops, battle of the bands, and a ceremonial opening and handover of the Public Art installation by Arts Minister Heidi Victoria.
- Assisting the Baw Baw Arts Alliance to successfully complete the Yarragon Station Gallery project and opening of the refurbished facility.
- Coordinating and delivering 'The Secrets of Success' skills development workshop for 54 local participants, in partnership with Regional Arts Victoria and Auspicious Arts.
- Working with a local artist and finalised a signwriting design for the Baw Baw Shire Council Events Trailer, to house a range of useful equipment and resources available for use by community groups at their events.
- Providing support for Open Studios West Gippsland on 15 February, resulting in 109 paying visitors and generating over \$10,000 in sales of local art work.
- Coordinating Council's stand at the 2015 Farm World even, which featured information displays, workshops and activities by eight local community organisations and sporting clubs.
- Assisting two local event organisers with establishing Parkrun Warragul, a free weekly 5 kilometre timed run, launched in Brooker Park in April.



Council Leadership and Management

2.1

Financial responsibility and responsible management of Council resources and people.

Outcomes

- Council's financial position is sound and sustainable into the future.
- Council staff are safe, skilled and focused on delivering the Council Plan

Through the operations of the Financial Services, Human Resources, Corporate Planning, Fleet Management, Occupational Health and Safety, Risk Management and Information Technology Teams, employees are skilled and focused on delivering the objectives of the Council Plan.

Improving Council's Long-Term Financial Position

Council actively plans and manages its budget and long-term financial position to ensure its sustainability now and into the future. This includes the management of rates and revenue collection, the annual budget, and the implementation of policy in relation to investments, borrowings and asset management.

The 2013/14 annual financial statements and Victorian Auditor General's Office certification was completed in September, with no outstanding matters raised in their final audit report. The Audit Committee and external auditor both noted the quality of the 2013/14 statements. The Victorian Auditor General's Office 2013/14 Financial Sustainable Assessment of Baw Baw Shire Council highlighted that the organisation is a low risk. This comprises the underlying surplus result, sufficient cash from operations to fund assets, adequate capacity to repay debts and a low risk of insufficient spending on the asset base.

The 2014/15 Valuation and Rates Notices were distributed in September, with the number of people opting for a payment arrangement increasing by approximately 30 per cent compared to the same time last year. Payment arrangements include fortnightly direct debit, monthly direct debit, instalment direct debit, and Centrelink deductions.

The Finance team developed a draft 2015/16 Long Term Financial Plan based on the draft Budget 2015/16 and Long Term Infrastructure Plan. It demonstrated financial sustainability whilst continuing to fund services and an increased capital program.

Other key achievements for 2014/15 included:

- The implementation of additional rating classifications in response to the creation of the new Precinct Structure Plan.
- Compiling and reviewing all non-rateable properties to assess capacity for rateability.

- Capital Budget monitoring – ongoing review and monitor capital works performance.
- Full Costing Model – developed and implemented a full costing model to provide both direct and indirect costs by service area, and enable unit costing.
- Increased Council revenue from supplementary valuations as a result of a program to review property and valuation data.
- Developed new financial reports after the Core System Upgrade program.
- Completed revaluation of land and building assets for 2014/15 financial statements.

Administering the Development Contributions Plan

The Development Contributions Plan sets out the required community projects and resources essential for the growing Shire. During 2014/15, work commenced on the development of new worksheets, systems and processes to manage the accounting of Development Contribution Plans, as well as the development of new accounting models and procedures to manage existing and new Development Contribution Plans.

Developing and Managing Council's Workforce

Council actively develops and manages its workforce particularly in relation to skills, knowledge and capacity, staff attraction, benefits and retention, and valuing its employees. One of the most significant achievements for 2014/15 was the implementation of Council's Human Resources and Payroll system including the successful implementation of Employee Self Service (ESS). The system allows employees to self-manage their details including personal contact information, such as street and postal addresses; nominate contacts, such as a relative that the organisation can contact in an emergency; and banking instructions for depositing pay. Employees are also able to record and submit timesheets; review pay history, including viewing and printing pay advices; review payment summaries after they are generated during end-of-year processing; and, review leave history, check balances and request periods of leave.

Progress was made with the Paving the Way Program; a joint initiative between Council and Gippsland Women's Health Service to prevent men's violence against women. The project also aims to increase the organisation's capacity to achieve gender equitable access to workplace resources and opportunities, respond to and support employees experiencing family violence, and create a workplace environment that does not tolerate attitudinal support for men's violence against women. A short survey was completed by 197 staff in 2014/15, with the

survey results identifying attitudes to violence towards women similar to those in the National Survey results. Questions relating to the workplace indicated areas for improvement.

Across the year staff undertook and completed 1,320 hours of training as part of the annual employee training calendar, where:

- 37 staff attended One Council Procurement System training
- 23 staff attended Aboriginal Cultural Awareness training
- 16 staff attended ACE Management Skills training sessions
- 12 staff attended Equal Opportunity training
- 141 staff completed Procurement Policy and Assessment training
- 17 staff attended Facilitation training,
- Five staff attended an Introduction to Local Government workshop
- 38 staff attended Mental Health Toolkit workshops
- 55 staff from the Joint Leadership Team attended a Leadership Development forum with a presentation from HR Legal and Performance Management practices
- E-learning courses were completed as part of induction for new staff including:
 - o Baw Baw OHS - Workplace Safety
 - o Baw Baw Shire Council Corporate Induction
 - o Information Privacy at Baw Baw Shire Council
 - o Manual Handling
 - o Procurement Policy and Assessment 2014
 - o The SAFE Files Equal Opportunity in Employment.

The establishment of a new employee Health and Wellbeing program was achieved during 2014/15, delivering more cost-effective programs and improved employee coverage.

Baw Baw Shire Council actively supported local secondary schools, TAFEs, job seekers, and tertiary

educators by hosting work placement opportunities. Throughout the year, work placements were undertaken across a variety of Council departments during 2014/15, including:

- West Gippsland Arts Centre
 - o Community College Gippsland – VCAL student
 - o Warragul Special Development School – VCAL student
 - o Monash University – Marketing student: Industry Placement Program
- Urban Operations
 - o Neerim District Secondary – VCAL student
 - o Trafalgar High School – two Year 10 students
- Natural Environment
 - o Drouin Secondary College – VCAL student
- PAG (Planned Activity Group)
 - o Partners in Training – Cert IV Disability student
 - o CCG – Cert II Community Services student
 - o Federation Training – Cert IV Leisure and Health student
 - o Skills Training Australia – Cert IV Community Services student
- Environmental Sustainability
 - o Melbourne University – Masters of Environment Engineering student
- Communications
 - o Monash University – Bachelor of Professional Communications – Industry Placement Program
- Communications/HR team
 - o Trafalgar High School – Year 10 student
- Community Assets
 - o Monash University – Bachelor of Engineering student
- Environmental Health
 - o Monash University – Bachelor Environmental Health student
- Statutory Planning
 - o Trafalgar High School – Year 10 student
 - o Melbourne University – Masters Urban Planning student

Improving Council's Purchasing and Procurement

A number of initiatives have been implemented during the year to ensure that Council's procurement is aligned with its strategic objectives and achieves value for money, including:

- Reviewing and Council adoption of a new Procurement Policy for 2014/15.
- Implementation of the One Council Procure to Pay (purchasing) system as part of the Core System Upgrade.
- Completion of all staff training and awareness programs regarding the revised procurement practice.
- Completion of extensive testing and development of the new One Council Contract Management System.
- Developed and implemented the Procurement Intranet website page to provide a central location for documentation and help guides.
- The creation of a Tender Register to replace the function performed by an old Contract Management System.
- Implementation of the new One Council Contract Management System.
- Implementation of revised purchase order processes in line with the One Council system.

Improving Council's Business Planning and Performance Management

Council continuously improves its performance monitoring and management, integrated corporate and business planning and reporting, in order to ensure effective performance against the Council Plan objectives. Notable achievements for 2014/15 included:

- In July, the final performance reports and Performance Statements were prepared for the 2013/14 year. The Performance Statements were audited and presented to Council's Audit Committee. These, and reports of Council's performance against its performance measures over the year, were published in the 2013/14 Annual Report.
- A trial of the new Local Government Performance Reporting Framework measures was carried out for the 2013/14 year, to ensure that the organisation was ready for statutory reporting in 2014/15.
- Council's results in the annual Community Satisfaction Survey were reviewed and briefed to Councillors, Executive Leadership Team and service managers; with the decision being made to participate in the next Community Satisfaction Survey in early 2015.

- Business Planning sessions were conducted across all Directorates.
- The Council took the opportunity at its mid-term to reflect on the key achievements of the organisation against the Council Plan.
- The Council undertook its annual review of the Council Plan, as part of a broader conversation about priorities for the remaining two years of the current Council term and annual budget priorities.
- All business units undertook their annual review and update of their business and service planning.
- A trial report for the first quarter of 2014/15 was prepared against the Local Government Performance Reporting Framework, which was submitted to Local Government Victoria (LGV).
- Quarterly reports were prepared and published to the community.
- Council has worked to re-implement the corporate performance reporting system, Interplan. Interplan is a commonly used performance reporting system that will improve Council's business planning, and monitoring and reporting of its key initiatives and performance measures. During 2014/15, Interplan was re-implemented and tested, prior to being rolled out to the organisation early in the 2015/16 year.

Managing Council's Vehicle and Machinery Fleet

Council's current fleet, plant and equipment are a substantial asset, and Council works to improve the efficiency of the fleet, and reduce costs of running and management. To assist in achieving this, the Better Fleet Review Update was endorsed in September 2014, with 11 initiatives aimed at reducing both the size and cost of managing the fleet over the next three years.

To standardise the methodology for the recovery of vehicles and plant, the Fleet Coordinator developed Vehicle Recovery Guidelines, which provides guidelines for safe vehicle recovery. The guidelines were endorsed by the Corporate OH&S Committee, with recovery training conducted by Deca Training in November 2014 for all Depot staff.

Two preventative maintenance programs are also now in place. The first being for trailers, and the most recent being for minor plant with all trimmers, chainsaws and the like, having a preventative maintenance inspection to identify damage and ensure all safety features are fully operational, and that the units function as per specifications.

Fourteen vehicles were disposed of in this financial year, which was higher than the projected eight vehicles outlined in the Better Fleet Review August 2014.

Many of the major items of plant within the fleet reached a point where they required replacement due to changes in technology or simply because of wear and tear. With the constraints on capital expenditure and the current low interest rates the option of leasing was a viable proposition for these high cost items. To this end, a number of items of plant were leased during 2014/15, including a new road sweeper, multi-purpose all terrain loader, broad acre mower and skid steer (bobcat). In addition several other items of plant including a multipurpose tilt tray truck, new dedicated parks and gardens work truck, and a computer controlled spray unit were purchased as part of the Capital Replacement Program.

A report commissioned by Council in 2014 to assess the condition and physical load capability of the Labertouche Bridge indicated a reduction was required in its load carrying capacity from the original design. To avoid a long detour for heavy vehicles and general road users the report recommended realigning the traffic to a single lane over the bridge. Due to difficulties being experienced with the equipment installed, the decision was made in February 2015 to purchase a set of traffic signals and take over management of the traffic management plan. The new traffic lights, which are totally self-contained through sophisticated computer controls and solar panels, were installed in March 2015, along with the appropriate signage and bollards that replaced all the equipment supplied by the external contractor. The savings from the rental and management fees will pay for the cost of the traffic signals in six months.



In May 2015, Council endorsed the new Contract for Supply of Fuel and Fuel Cards for all Shire vehicles, plant and equipment with Shell/Coles Express. At these sites Council receives a discount as stipulated in the new contract, therefore staff are encouraged to seek out these sites and use them where possible. In the case this is not possible, the Fleet Card can however be used across multi-branded sites and is accepted at 95 per cent of all fuel stations across Australia.

Two new Renault Kangoo Vans were purchased in May 2015 for Business Information and IT, providing an efficient and manoeuvrable vehicle with ample storage area and access through the rear and both sides. The vehicles are fitted out with an internal safety barrier, rear collision sensors, and air bags, and the low floor line gives easy loading and unloading.

Delivering Risk Management and Occupational Health and Safety

Council continues to pursue ways to make all workplaces and processes safer for employees by applying risk management principles and practices across all areas of its operations, and incorporating the Corporate Occupational Health and Safety System and Employee Wellbeing Program.

During 2014/15, a new Risk Management Framework was prepared, with the top strategic risks being identified by the Executive Leadership Team, and included a new Strategic Risk Register and accompanying software. The framework was also endorsed by Council's Audit Committee.

Baw Baw Shire Council recorded a further reduction in Workcover insurance premium for the 2014/15 financial year. The Council's premium has moved from just over \$355,000 in 2010/11 to approximately \$170,000 for the financial year ending 30 June 2015, representing a saving of \$185,000.

A Corporate Safety Leadership training program commenced during the year. The program involves staff at various levels within the organisation, working with Occupational Health and Safety (OH&S) staff, directors and managers to develop and deliver safety leadership training. Refresher training was also held across the year for OH&S health and safety representatives.

More thorough Risk Management and OH&S reports for 2014/15 can be found on pages 126 to 127 of this report.

Managing and Maintaining Council Information Systems

Council manages and maintains a range of core corporate business and information systems, with the aim of enabling more efficient process and service delivery to the community. Key achievements in this area for 2014/15 included:

- The successful completion and implementation of One Council Property and Rating, new GIS system 'Intramaps', and an eServices module that includes a range of ePayments, an online planning register, and enhanced GIS services for the community.
- The Information Technology team set up data cabling requirements in the Smith Street Annexe building to accommodate Drouin staff during their temporary relocation. IT also worked alongside the Drouin team and removalists, and relocated all IT equipment to the temporary office to ensure minimum disruption to normal activities.
- Approving the selection of VicTrack to connect Civic Place and Drouin Offices to their Intra-Government Secure Network. This will provide a high speed link between both sites and back to their Melbourne based Data Centre. A great benefit of the new service is the potential for shared services and Cloud-based services.
- Implementation of a new tiered Firewall, which has increased the IT security solution.

Outcomes

- Decision making is transparent and applies common sense.
- The Council is accountable.
- Bureaucracy and red tape is being reduced.
- The community is more satisfied with Baw Baw Shire Council's performance.
- Communication and engagement between Council and the community is clear, effective and productive.

Baw Baw Shire Council is committed to providing transparency when making decisions. Multiple departments work to ensure Council is communicating to residents about decisions, providing accurate information, and working to streamline processes.

Streamlining and Improving Council Processes

Measures to reduce red tape and streamline processes and procedures for Council are an ongoing focus for all service units across the organisation. Throughout 2014/15, a significant number of process changes were implemented, including:

- To reduce the rigorous approval process required for community-based events, the Events Officer worked to guide event organisers through the processes, thus improving the outcomes for them and reducing the administrative burden on other Council departments.
- The introduction of the SmartyGrants online system for the Community Development Grants program, Australia Day Awards, and annual Halls and Reserves allocations, reduced time, improved efficiencies and accountability and afforded an easy-to-use system for the community. The Best of Baw Baw Awards and Baw Baw Business Awards will work toward utilising this system in the near future.
- Delivery of the new Core Systems modules- One Council and Intramaps, will result in greatly improved and more efficient Council processes.
- The implementation of a new payroll and human resource management system, as well as a new online Employee Self Service system deployed to 120 staff.
- The implementation of core system Enterprise Budgeting solution to enable enhanced budgeting for controlling approved salaries and EFT approved staff positions.
- A new initiative from Latrobe City Council creating joint inspection teams from Baw Baw Shire Council's Local Laws and Fire Management teams has allowed for more inspections into the strategic risk areas as indicated by the Victoria Fire Risk Registry (VFRR) assessments, across both the Baw Baw and Latrobe municipalities.
- A revised Program Governance Structure and Program Prioritisation Process was implemented.
- A general building fact sheet was developed for Council's website to address frequently asked questions.
- All planning permits were successfully converted to the One Council system to assist in improving and streamlining timeframes and decision making for applications.
- The Aged and Disability Services unit completed an internal restructure to better align teams that provide similar services, to allow for more sharing of information and resources.
- The Public Health unit updated its information sheets for the public, including information about septic systems, sausage sizzles and food information for sporting clubs.
- Work continued on the review of processes and policies for the kindergarten enrolment scheme. This included substantial benchmarking against other comparable schemes across Victoria.
- A new electronic system for recording intake referrals and internal handover/referrals between all the Home and Community Care (HACC) programs was developed. This reduces the use of paper files and creates a more accurate audit trail of work and time frames.
- Council signed up to the MAV Cloud platform initiative. This is a joint collaborative effort between Victorian Councils to develop cloud-based solutions for Local Government with a view to providing greater business efficiencies to Councils.
- A process for prioritising building capital works and a further process for rating existing public toilets and assessing the feasibility of future toilets was developed.
- An Expression of Interest was issued in August 2014 for the Provision of Salary Packaging and Novated Lease Services to increase the number of service providers. Two additional companies were appointed to a panel in conjunction with the existing incumbent.

- To improve the process for weed spraying on hard-to-access locations a specialised vehicle was developed, combining a standard motorised spray unit with boom attachment combined with the ATV that was replaced for Civic Park maintenance. The ATV and a trailer have been modified to enable a drive on-drive off capability. This unit combined with the dedicated weed spraying 4WD vehicle will provide a one stop capability for the majority of locations throughout the Shire.
- The development of a filming application form and webpage on Council's website dedicated to filming in Baw Baw. This was in response to new legislation under the *Filming Approval Act 2014* to standardise the process for obtaining commercial filming permits on public land managed by local Councils and state government agencies in Victoria.
- A review of standard planning permit conditions related to engineering was completed in consultation with Council's Planning team and Infrastructure Design Manual (IDM) technical committee. The completion of this process is likely to result in clear and robust standard planning permit conditions helping improve infrastructure outcomes in the future.
- Implemented Bpay View as additional payment option for rates and charges.
- Developed procedures for the delivery of the Developer Contributions Plan (DCP), which will fund the realisation of the Warragul and Drouin Precinct Structure Plans (PSPs).
- The introduction of vehicle recovery guidelines and associated training of Depot staff.
- Council has prepared draft policy and guidelines for advertisement around the following topics, construction of noise barriers in new developments, waterway management guidelines and interface between residential and low-density residential developments.

Governance

Council seeks to improve transparency in Council processes and decisions through a governance framework that enables decision making in accordance with good governance principles and practices. During 2014/15, the key achievements for this area included:

- Changes to the templates and structures for Council agenda management and the InfoCouncil system were undertaken. A guide explaining these changes was drafted to assist officers in using the new tools and understanding good governance principles.
- A guide on to how to manage Advisory Committees was developed with the assistance of Council officers. The purpose of the guide is to provide consistency in management and review processes, as well as better guidance and support for volunteers who participate in a Council Advisory Committee.
- Council appointed an independent member to the Audit Committee, Dr John Purcell, who will commence from 1 September 2015 until 1 September 2018.
- The Meeting Procedure Local Law is currently being reviewed, taking into consideration proposed legislative changes, and additional guidance required to effectively manage meetings within Council. It is expected that a draft will be made available in November/December 2015.
- The Meeting Procedure Local Law review was completed and adopted by Council on 11 March 2015.
- Council's Community Participation Time Policy was adopted by Council on 11 March 2015 and is consistent with the Meeting Procedure Local Law.

A more detailed overview of Baw Baw Shire Council's governance can be found on pages 116 to 138 of this report.

Improving Community Engagement and Communications

Council seeks to improve the ways in which it communicates and engages with the community, to ensure that the community better understands and contributes to Council planning and action.

In 2014/15, Council actively sought community involvement in its planning and decision making and provided a range of consultation opportunities to discuss issues that will impact on the wider community. Twelve officers participated in an Engagement Fundamentals training session to further build the organisation's capacity and skills around planning for and delivering quality and consistent community engagement. Through the 'Have Your Say Baw Baw' process, Council consulted on the following during the year:

- Amendment C108 – Warragul and Drouin Precinct Structure Plans
- Planning Scheme Amendment C110 – Walhalla Review
- Recreation Master Plan Reviews
- Rural Recreation Reserve Master Plans
- Draft Playground Design Rotary Park Warragul
- Dogs Off Leash
- Traffic and Pedestrian Safety Improvement Works in Drouin CBD
- Reducing Red Tape
- Trafalgar Flood Modelling and Drainage Strategy
- Council News Radio Ads
- Draft Community Local Law
- 2015/16 Baw Baw Shire Council Draft Budget
- Draft Revised Council Plan 2013 – 2017
- Draft Open Space Maintenance Standards
- Draft Warragul Parking Study
- Draft Municipal Early Years Plan 2015 – 2018

The Communications team has the primary task of facilitating effective communication between Council and the community. The team works with all departments across the organisation to produce materials that can be distributed via Council's website, the media, social media platforms, advertising, posters/flyers, and many other formats to communicate with our residents.

The launch of the renewed Council website in January 2015 was a result of an intensive, four month project to comply with the new Web Content Accessibility Guidelines (WCAG) 2.0, as stipulated by the Australian Government National Transitional Strategy. The Communications team began the project by working with the Council's website provider to redevelop

the functionality and design of the website. Whilst the website provider was building the renewed site, Communications staff began auditing the previous website structure and content. This audit process also involved researching other Council and government websites to determine new and improved ways of structuring the website. The audit results indicated there were in excess of 578 live pages, some of which were out-of-date. However, the renewed website has 138 less pages.

Communications staff worked closely with all other teams within Council to create new and update existing content, and to ensure it met AA Accessibility content standards. This required more than 40 staff to attend offsite and onsite training for AA Accessibility website content development, and learning and relearning how to use the website with the renewed design and functionality. Additionally there are further accessibility standards that apply to documents. More than 10 staff attended Vision Australia training to learn how to convert and create documents.

The main changes to the website included:

- Developing a responsive site that allows residents to access the website via desktop, tablet and mobile devices.
- Enhancing navigation capabilities with a new predictive search bar.
- Content pages that provide up-to-date information, with all unnecessary images removed.
- Sensory characteristics so that people are not reliant on sound or visuals to obtain information.
- Providing definitions for jargon and abbreviated terms.
- Providing a text alternative available for all images, Microsoft Word documents, forms and PDF downloads.

The Communications team also undertook an upgrade of Council's intranet from December 2014 to May 2015. The existing software was out-of-date and no longer eligible for technical support from the developer. Ongoing feedback from staff also indicated the need to upgrade the intranet as a matter of priority. The Communications team worked with Council's website provider to design the appearance and functionality of the new system. An audit of the existing intranet found over 300 content pages, many of which were no longer relevant to the organisation. A new content structure was developed in consultation with staff, with a total of 70 content pages created to cover all aspects of Council business.

The new site allows staff to customise their homepage with links to key pages and external websites they use regularly. Staff can update their profile page with details about their role and their availability. The site also features message boards for each Directorate to encourage communication between teams, a user-generated events calendar, and a predictive search bar to quickly locate pages and key documents. The project was completed in May 2015, after being placed on hold during March and April while the organisational restructure was finalised. The new site will be launched to staff in 2015/16, in line with the new structure coming into effect on 1 July 2015.

Council has continued to grow its base of followers on both its Facebook and Twitter pages. These channels have become a regular avenue for residents to communicate directly with Council and to receive information in a public forum. Facebook is the preferred social media channel for residents, with 2,036 people liking the page (as at 30 June 2015). This was an increase of 612 people on the previous financial year. Twitter also grew in popularity with the page having 1,041 followers (as at 30 June 2015), an increase of 409 on 2013/14.

This Annual Report is part of a suite of materials that are tangible examples of Council's commitment to effective reporting and communication. The Communications team liaised with other Council departments to assemble the 2013/14 Annual Report. The report, which was completed and delivered to the Victorian Government by the end of the September deadline, was awarded a silver medal at the 2015 Australasian Reporting Awards.

In addition to the team's daily tasks, the Communications team also delivered a number of additional initiatives and projects during 2014/15, including:

- Revising and designing the new 2014/15 full-colour Rates notice.
- Developed the revised Corporate Style and Writing Guide and conducted training for all staff.
- Established and coordinated a fortnightly schedule of radio advertising on StarFM, 3GG and 3BBR FM.
- Planned and hosted the 2015 Australia Day Award Ceremony, Flag Raising Ceremony and free family barbecue in Civic Park, Warragul.

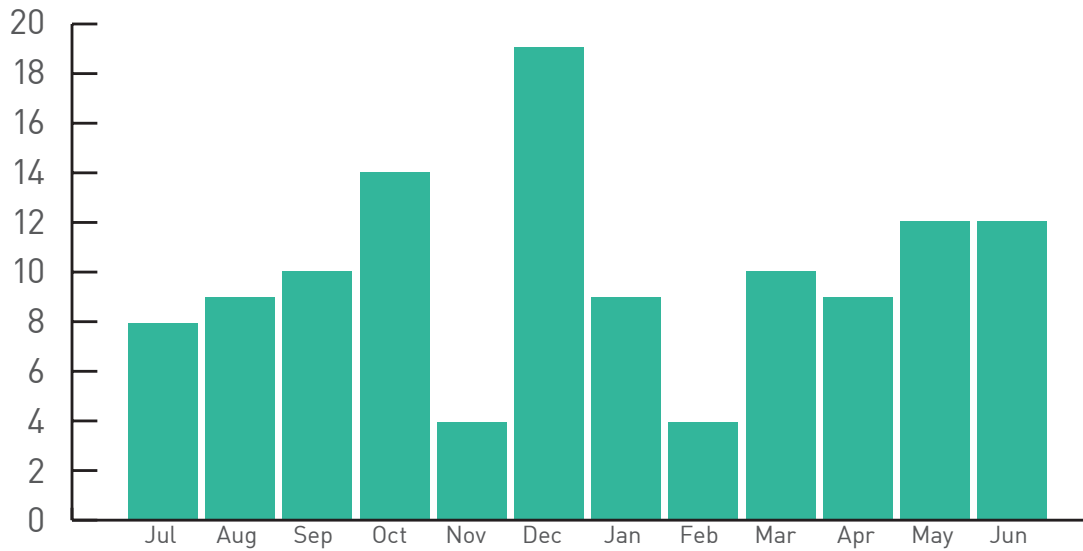
- Worked to recreate website documents in line with the AA Accessibility guidelines.
- In conjunction with the Community Services directorate, developed an online Youth Directory for inclusion on Council's website, which includes local community groups, not-for-profit organisations, and businesses that provide programs and services for youth in Baw Baw Shire.
- Assisted with the planning of the following events and launches:
 - o Warragul Railway Station carpark opening
 - o Visit Baw Baw launch
 - o Seniors Festival
 - o Save It For The Game launch
 - o Baw Baw Skills Centre launch
 - o Official opening of the Family and Children's Services building
 - o Community Development Grants launch
 - o Let's Talk About Food Community Conversation
 - o Howitt Street funding announcement
 - o Downton Park funding announcement
 - o Logan Park funding announcement
 - o Drouin Tennis Club funding announcement
 - o Public Lighting launch
 - o McGregor Park Redevelopment launch
 - o Official Opening Neerim South Wetlands
 - o Baw Baw Equestrian Centre Opening
 - o Opening Warragul Underpass



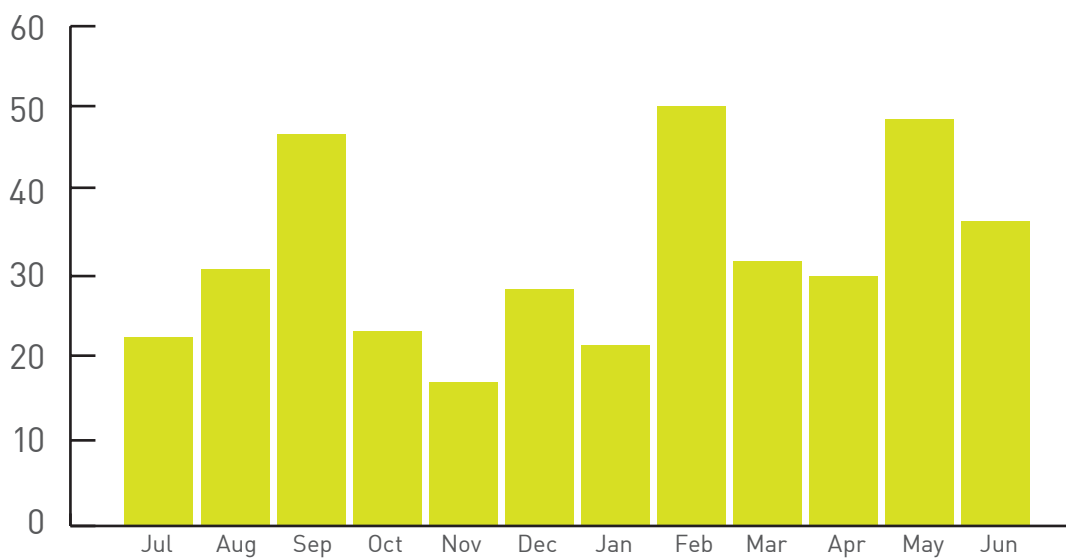
Media releases written	>	120
Speeches written	>	74
Website hits	>	251,209
Media enquiry responses	>	384
Facebook likes	>	2,036
Twitter followers	>	1,041



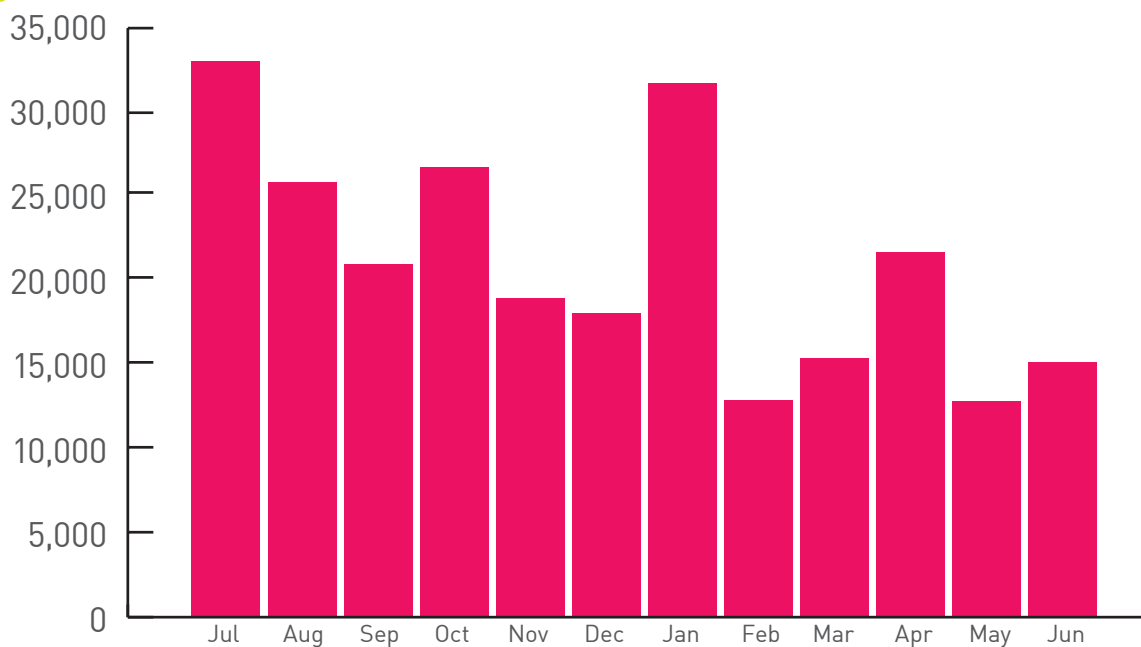
Media Releases 2014/15



Media Enquiries 2014/15



Facebook Reach 2014/15



Providing Customer Services

Council's Customer Service team provides a support service across the organisation through first point of external contact, including acting as a referral service to other organisations. The team had a number of key achievements during 2014/15, including:

- In the lead up to the busy first instalment for rates, the Customer Service team processed 2,287 receipts, which equates to almost the regular monthly average in just seven days.
- To encourage the extension of information provision to customers a range of frequently asked questions was developed to display at the centres and on Council's website.
- To continuously improve Council's after-hours service provision a workshop was conducted with the supplier to provide a more seamless service to customers.
- In a bid to provide a positive service to all callers to the Council, a third phone console was introduced to answer incoming calls in order to reduce waiting times and the abandoned call rate.
- In conjunction with the after-hours telephony provider, Council implemented a service that monitors the safety of Council's Compliance Officers with a structured escalation plan in place, to provide continuous support to those officers working alone.
- The Customer Service team took part in a workshop focussed on Mental Health. The objective of this training was to ensure that as an organisation officers have the knowledge and resources to service all members of the community.
- The Trafalgar Service Centre closed its doors for the final time on the 29 June 2015, which will offer a substantial saving to the organisation into the future.
- Three team members attended a session around communicating with members in the community that present with a language barrier; the session offered information around the process to engage a translation service if required.

Customer Service Statistics

2014/15

Total number of counter enquiries (not including receipting)	31,505
Total number of receipting transactions	24,984
Total number of phone enquiries	48,264
Percentage of counter enquiries resolved at first point of contact	90.36%
Percentage of phone enquiries resolved at first point of contact	79.10%
Percentage of all requests resolved at first point of contact	84.10%



**infrastructure and
community assets**

Outcomes

- Infrastructure management is based on clear priorities, agreed standards and appropriate service levels.
- Council's decisions are based on contemporary asset management practices.

Upgrading, renewing and building new assets for the community is a core function for Baw Baw Shire Council.

Delivering the Asset Renewal Program

Reducing the asset renewal gap, with a particular emphasis on improving the quality of roads and drainage, is a key focus of Council. The completion rate for the 2014/15 capital works program was 94 per cent, exceeding the 90 per cent Council target. The 2014/15 asset renewal expenditure (\$12.87 million) in the capital works program exceeded the previous year's depreciation amount of \$11.67.

Asset renewal projects include gravel road re-sheets, bituminous works, major road works, and natural disaster recovery works. Key achievements for the asset renewal program in 2014/15 included:

- Gravel Road Resheet Program
- Bituminous Sealing Program
- Localised Pavement Repairs Program
- Road Reconstruction Program (at five locations)
- Walhalla Road Reconstruction
- Off-street car parks and street parking rehabilitation program
- Footpath Renewal Program
- Minor Bridge Renewal Program
- Stringers Creek Pedestrian Bridge Replacement, Walhalla
- Sports Courts Lights Renewal Program
- Skate Park and BMX Track Renewal Program
- Open Space Renewal Program
- West Gippsland Arts Centre Toilet Refurbishment Project
- Building Renewal Program
- Bus Shelter Renewal Program

An in depth look at the Capital Works projects completed during 2014/15 can be found on page 24.

Improving Council's Infrastructure and Asset Management

In December 2014, Council attained 'core maturity' asset management status. This is a nationwide framework used to assess an organisation's asset management maturity in terms of processes, governance, skills and strategies. Council has also adopted this framework to monitor and measure its annual asset management and finance management performance.

A consolidated corporate asset register has been established as the source of Council's asset data, and the ongoing condition assessment and revaluation of infrastructure assets is integral to the asset and finance management program.

In addition, during 2014/15 the following work to improve Council's infrastructure and asset management was undertaken:

- The development of asset management plans and associated service plans for buildings and open space; building on the work undertaken in the development of the register during the previous financial year.
- In conjunction with Human Resources, all Position Descriptions were reviewed to include asset management responsibilities during 2014/15. A skills matrix in relation to asset and service management was also endorsed.
- The asset data and financial records currently in the Fixed Asset Register were reviewed to ensure a consistent framework across all asset groups.
- The development of a Council building assets prioritisation process, and a process for rating existing public toilets and assessing future needs.

3.2

Investing in quality and affordable community assets, which are balanced against the growing needs of the community

Outcomes

- Council applies contemporary program and project management practices in delivering its Capital Works Program, including estimation and risk management.
- The quality of existing infrastructure is improved.
- Our approach to infrastructure management is equitable across the Shire.
- Infrastructure management is based on clear priorities and agreed standards.
- Council reports its progress on implementation of the Capital Works Program to the community.

Council dedicated a total of \$23.1 million from the 2014/15 Capital Works Budget towards renewing infrastructure throughout the Shire, with an emphasis on improving the quality and resilience of roads and drainage assets.

Delivering the Capital Works Program to Continue Investment in Baw Baw Shire's Community Assets, Infrastructure and Facilities

The Infrastructure Services and Growth team delivered a number of key capital works projects for roads, footpaths, drainage and culverts during the year, including:

- The completion of the Yarragon Drainage Strategy. The study identified the areas where upgrading of the existing drainage infrastructure is required along with the locations where retardation basins and wetlands are to be constructed to mitigate flood inundation and to manage stormwater runoff from future development works.
- The draft report for the Warragul Parking Study was completed and went on public exhibition in May 2015. Over 60,000 data points relating to the use of car parking across the Warragul CDB was compiled and high quality feedback was received from diverse stakeholders ranging from Council's Parking Enforcement Officers through to the Warragul Business Group. The results of the Warragul Parking Study will inform Council on the patterns of parking supply and demand across the CBD, optimal time restrictions in the different car parks across the CBD area, as well as provide recommendations on how to best cater for the ongoing growth in parking demand.

- Extensive investigation and consultation on the traffic and parking arrangements around Drouin Primary School was completed. The recommendations will be implemented in 2015/16, including approximately 30 additional parking spaces on Grant Street.
- Council purchased a new Variable Message Sign (VMS), fully funded by an external grant from the TAC. The new sign will be used across the Shire to engage with the wider community on various subject matters, display road safety messages, and promote safe driving behaviour.
- Investigations in the ongoing groundwater seepage problem in Drovers Close, Drouin were completed. Proposed rectification works will be included in Council's Long Term Infrastructure Plan for delivery at a future time.
- The Yarragon and Trafalgar Parking Studies reached the scoping stage, with the study areas determined and initial data collection on existing parking conditions now underway.
- Works were completed on Stage 1 of the Tarwin Street DCP wetland and retardation basin adjacent to Waterford Rise. These works form one of the strategically-located basins as per the Warragul Urban Drainage Strategy.
- Memorial Park Redevelopment project, Drouin.
- Neerim South Wetlands, Neerim South.
- Copelands Road Wetlands, Warragul.
- Waterford Wetlands, Warragul.
- Rotary Park Playground, Warragul.
- Commencement of the redevelopment of the Warragul Leisure Centre.
- Commencement of the construction of the shared path between Tarwin and Latrobe Streets, Warragul.

Planning for Community Infrastructure and Assets Needs

Planning for future community needs in terms of facilities and infrastructure is achieved by managing the legal and financial aspects of Council's property portfolio for the most effective use of properties, including the rationalisation of non-essential property and maximising the use of property.

During 2014/15, seven property sales were negotiated and finalised. The most notable being the successful sale at auction of 51 Sutton Street, Warragul. Tenanted Council properties and land continue to be managed via tenancy agreements with ten new lease/licence agreements completed.

Liaison continued with VicRoads in regard to moving to the next stage of the works required to restore the Warragul Railway Goods Shed. Discussions have occurred with interested parties in regard to the future lease and use of the Goods Shed. A Heads of Agreement has been reached with VicTrack in order to lease the building.

Approval was granted on 3 March 2015 by the delegate for the Minister for Environment, Climate Change and Water, for a 21 year lease of the Warragul Gardens Caravan Park.

Development of the Property and Leases module of OneCouncil commenced during the year. The aim of this project is to have all Council leases activated on this module, which will enable appropriate governance and management of leases.

Delivering Development Contribution Plan Projects

Council collects Development Contributions towards the supply of infrastructure required to meet the future needs of the community. During 2014/15 the following projects were undertaken utilising these funds:

- Construction of the Baw Baw Equestrian Centre in Lardner was undertaken and completed.
- Copelands Road Wetland, Warragul.
- Waterford Wetland, Warragul.

Funding was also secured for future projects being:

- \$34,500 from the Safer Roads and Roadside Countermeasure Program 2014/15, to implement road safety works along Lardners Track in Warragul, Lillico Road and Copelands Road intersection in Warragul, and Giles Road in Trafalgar.
- \$30,000 from the Department of Transport, Planning and Local Infrastructure (DTPLI) to provide a shared path along Normanby Street.
- \$25,575 from TAC to purchase new Variable Message Sign (VMS) Trailer.
- \$2.5 million successfully obtained under the Infrastructure Investment Program (Black Spot Funding) for eight sites in Baw Baw Shire.

Delivering Disaster Recovery Programs

Disaster recovery in the Shire can be ongoing throughout the year, depending on the severity of events that take place. During 2014/15, Council worked on one Natural Disaster event in July 2014, in which the Shire was affected by a high wind storm event (i.e.: more than 90 kilometres per hour winds). Reinstatement works comprising tree clean up along roadsides was carried out in the aftermath of the event, totalling \$533,000.

Managing and Maintaining Quality Community Facilities and Infrastructure

Council manages and maintains a range of quality land, facilities and infrastructure to meet the changing needs of the community. This includes the provision of recreation and leisure facilities, community buildings and halls, and working with Committees of Management to manage these assets. Achievements in 2014/15 included:

- Recreation Masterplan Review – The Warragul, Drouin, Trafalgar and Yarragon recreation reserve masterplans were reviewed by Council and opened for public consultation in October. In total 119 community members attended information sessions and 105 public submissions were received. Following feedback, some amendments were made to the plans, with Council adopting the reviews during December.
- Rural Recreation Masterplans – The Athlone, Buln Buln, Erica, Hallora, Jindivick, Neerim South and Rawson communities and sport and recreation user groups worked alongside Council to develop comprehensive masterplans of their recreation facilities to meet current and future needs. The masterplans received 10 public submissions during the consultation period, with the identified projects being referred to Council's Long Term Infrastructure Program.
- Completed the refurbishment of the Normanby Street Children's Services Centre.
- Upgraded stadium lighting at Bellbird Park Indoor Centre and Warragul Leisure Centre.
- Commenced a new maintenance cleaning contract for Council buildings.
- Continued Council's Essential Safety Measures maintenance program for Council buildings.
- Council adopted the 2014/15 Hall and Reserve Maintenance Allocations in November.
- Trafalgar Skate Park had a makeover with the painting of a graffiti mural by local artist John Vukovic and Trafalgar Secondary students.
- The Neerim South and Warragul Skate Parks experienced periods of closure during November and December respectively to allow for scheduled repair works to be carried out before the start of the summer holidays. These works included removing concrete coping and replacing with steel coping (Neerim South), repairing cracks and spalling around the parks, drainage works, installation of new amenities including new seating, bins and bin enclosures.
- Ten priority projects at community halls across Baw Baw Shire received funding from the State Government.
- Work has commenced on the upgrade and renewal of elements of the Bellbird Park Stadium, which included the toilets and showers, and installation of wall padding and a net for indoor soccer.
- The refurbishment of the Drouin Senior Citizens Centre was completed to accommodate the facility requirements for the Veterans Welfare Centre.
- The Drouin Tennis Club completed a replacement of their synthetic surface on Courts 3 and 4 as part of the Victorian Government's Local Facilities for Local Clubs grant program, which provided \$17,336 towards the project.
- Upgrading the squash court at the Robertson Sports Centre in Rawson into a gymnasium was undertaken.
- Rectified building compliance issues at the EC Leeson Badminton Pavilion in Warragul by improving access for people with disabilities among a number of compliance issues that required attention.



**growth and
prosperity**

Outcomes

- Council plans for services, facilities and infrastructure that meet the needs of the community now and in the future.
- Council advocates and forms partnerships with the community, levels of government and other stakeholders.

Baw Baw Shire Council works to strengthen the profile of the Shire as a Peri-Urban Council and to work in partnership with other tiers of government to ensure growth is managed in a sustainable way. Council also works to advocate for social services, jobs and infrastructure to support a growing community.

Advocating and Grants Seeking for Major Community Projects

Baw Baw Shire Council works with the community to identify projects and advocate to seek funding from other government authorities on behalf of the community. Following the development of the Working Together advocacy plan in 2013/14, this document continued to be the catalyst for many conversations about the Shire's needs and the best ways to meet them during 2014/15. Throughout the year numerous meetings were specifically held to discuss the advocacy plan, with attendees including:

- Peter Ryan – Deputy Premier
- Wendy Lovell – Minister for Children
- Tim Bull – Minister for Local Government
- Louise Asher – Minister for Tourism
- David Davis – Minister for Health
- Gordon Rich-Phillips – Assistant Treasurer
- Jacinta Allan – Minister Regional and Rural Development
- Gavin Jennings – Shadow Minister for Health

Meetings were also held with the following to advocate on behalf of the municipality:

- o The CEO of the Victorian Local Government Association
- o The new VIC SES Eastern Region Director
- o Shanxi (China) Provincial Department of Agriculture Delegation (with Bruce Atkinson MP, President of Legislative Council)
- o The Committee for Gippsland
- o Regional Development Victoria

Additional advocacy opportunities also arose during the following meetings:

- o Rural Councils Victoria Mayors and CEOs Regional Meeting
- o Rural Councils Victoria Executives Meeting
- o MAV Rural Gippsland Regional Meeting
- o MPA Regional Cities Forum Steering Committee
- o Local Government Reform Strategy Reference Group
- o LGPro CEOs Meeting and Forum
- o MAV Rural Gippsland Regional Forum
- o Gippsland Local Government Network (GLGN) CEOs Forum
- o Warragul Railway Precinct Upgrade Reference Group Meeting
- o Pre-School Opening – Gary Blackwood
- o Jindi Cheese Announcement – Gary Blackwood
- o Committee for Gippsland Luncheon with Russell Northe
- o Local Government Ministerial and Mayors Forum
- o Rural Councils Victoria Executive Meeting and Forum with Timber Towns Victoria
- o Gippsland Regional Plan Leadership Group Meeting
- o GLGN Group (CEOs and Mayors) Forum
- o Committee for Gippsland Luncheon with Peter Ryan
- o MAV Rural Gippsland Regional Meeting
- o Royal Melbourne Show Agribusiness Leaders Luncheon

Advocacy works hand-in-hand with grant seeking, and to that end Council was very successful in 2014/15. Council successfully sought more than \$6.8 million for major community projects, including:

- \$400,000 for the Warragul Gateway Transformation project from the Department of State Development, Business and Innovation (DSDBI) Regional Development Victoria
- Federal Government Roads to Recovery funding confirmation:
 - o 2014/15 - \$1,256,43
 - o 2015/16 - \$3,589,628
 - o 2016/17 - \$4,145,740
 - o 2017/18 - \$1,256,435
 - o 2018/19 - \$1,256,435
- \$34,500 for road safety improvements through VicRoads Safer Road and Roadside Program at:
 - o Lardners Track, Lardner
 - o Lillico Road and Copelands Road intersection, Warragul
 - o Giles Road, Trafalgar

- \$30,000 for a shared pathway on Normanby and Albert Streets from DTPLI Transport Investing in Regions
- \$5,000 for Buy Baw Baw promotion from DSDBI Support Small Business Day
- \$150,000 for the West Gippsland Arts Centre through the Victorian Government's Putting Locals First
- \$228,353 to upgrade the Lardner, Trafalgar and Neerim South transfer stations, improve recycling practices, and reduce waste going to landfill through Sustainability Victoria's Rural and Regional Transfer Stations Upgrade Fund program.

Planning For a Growing Baw Baw Shire

The Strategic Planning team continues to build on the work that has been carried out over the past four years via the implementation of the Baw Baw Settlement Management Plan and Precinct Structure Plans. Amendment C108 (Warragul and Drouin Precinct Structure Plans) was gazetted on 30 October 2014. The plans identify land for residential subdivisions to cater for 20,000 new homes and 115 hectares of new parks, sports fields, bike trails and walking paths. The plans also identify 100 hectares of commercial and industrial space expected to create 7,000 new jobs as these areas are developed with expanding local businesses or new businesses.

Amendment C112 (Warragul and Drouin Development Contribution Plans) was approved by the Minister. It is expected that development contributions of \$250 million will be spent on new roads and recreation facilities as growth occurs.

Baw Baw Shire Council and the Metropolitan Planning Authority facilitated a Precinct Structure Plan education session on 27 February 2015. The session was facilitated to discuss the challenges to implement the structure plans, and drew on the learnings from Wyndham City Council and the other experts in the field. The session was open to Gippsland planners and referral authorities.

During 2014/15, the 10 Year Infrastructure Plan was reviewed by the Program Governance Group for new initiatives to align with the Council Plan's vision and objectives, to prepare the 2015/16 Capital Works Budget prior to Council's consideration.

Participating in Regional Planning Initiatives

Baw Baw Shire Council continues to participate in Gippsland regional initiatives to identify synergies and opportunities for efficiencies; to that end Council has formed a working group with Latrobe City Council and South Gippsland Shire Council.

During 2014/15, Council worked with South Gippsland Shire Council to conduct a joint timber harvesting audit, resulting in significant cost savings and a consistent methodology.

Council also participated in discussions around the priority and delivery of action on the Gippsland Regional Growth Plan.

Implementing Council's Strategic Planning

The implementation of strategic plans and policies prepared under the Shaping the Future program continued to be a key focus for Council throughout 2014/15, with work including:

- Amendment C104 Part 1 (Settlement) - gazetted on 27 November 2014. The amendment rewrote the local planning policy framework to implement the objectives of the Baw Baw Settlement Management Plan. The amendment also rezoned land in Drouin, Jindivick, Rokeby, Longwarry, Neerim South, Willow Grove and Trafalgar.
- The Public Open Space Strategy was adopted by Council and forms part of the C108 (Precinct Structure Plan) planning scheme amendment.
- Amendment C110 (Walhalla heritage and bushfire controls) was adopted by Council on 15 April 2015, and referred to the Minister for Planning for approval. The amendment proposes to update and streamline planning scheme controls, with an emphasis on managing the outcomes between bushfire and heritage provisions in the planning scheme.
- A steering committee meeting for the Tanjil Catchment project was held on 3 February. The steering committee endorsed the Terms of Reference and project brief.
- Reports were presented to Council following requests on the following topics – low density residential interface guidelines, rural policy review, C104 Part 2, Yarragon and Trafalgar parking and town centre character, and catchment mapping and permit exemptions.

Outcomes

- Council actively facilitates and supports economic development and growth.
- Local business and industry, including tourism and agriculture, is innovative and expanding.
- Local employment opportunities are growing.

Baw Baw Shire Council supports industries and organisations to encourage and establish a diversity of local businesses within the municipality.

Facilitating the Expansion and Retention of Local Business and Industry

Council actively facilitates and advocates on behalf of the community to help grow local business and industry across the Shire. The establishment of the Business Advisory Board in 2013 has allowed Council to receive advice and recommendations from a wide range of business owners on potential economic development opportunities and issues. During 2014/15, the Business Advisory Board met five times, with the board producing various outcomes including the adoption of the Tourism Plan and discussing the possibility of a new website to replace the current Buy Local website.

The Economic Development unit assisted with a Latrobe Valley Industry and Infrastructure Fund (LVIIF) grant for Park Avenue Industrial Laundry. Approximately \$4 million of grant funding was obtained by Baw Baw Shire businesses throughout the year with the support of the Economic Development unit.

In October, Council undertook an Industry Capability Network workshop, which was attended by 21 people. The workshop was aimed at promoting opportunities for local businesses to obtain information about both Council and other Government related projects, as well as Council's focus on supporting local content in projects that boost the Shire's economy. Three projects with an imminent opportunity for local businesses to tender for work were presented to the workshop; the Drouin Civic Centre upgrade, Warragul Leisure Centre redevelopment, and a \$23 million private development (the Elysium Aged Care facility).

The Economic Development unit continued to deliver the Business Mentoring and Small Business Victoria training programs throughout the year, and worked to connect local businesses and industry groups to relevant programs and opportunities that included funding opportunities, trade fair and missions programs.

Facilitating Major Projects and Developments

Baw Baw Shire Council facilitates and advocates to attract new business and industry to the region through promotion of the Shire to attract investment, the facilitation in growth of existing businesses, and the promotion of export opportunities. Through working with and advocating for local businesses, a total of \$4.14 million was received by Baw Baw Shire businesses throughout the life of the Latrobe Valley Industry and Infrastructure Fund grant program. Closing at the end of June 2014, a further five grant announcements were made between July and September 2015 and included:

- Jindi Cheese water pipe upgrade (\$570,000)
- Alysium Gardens Aged Care project (\$420,000)
- Custom Transport Equipment (\$200,000)
- Park Avenue Laundry (\$150,000)
- Brandy Creek Wines (\$125,000)

The injection of funding into these projects equated to the creation of 150 new jobs and the retention of 42 other positions.

Promoting Business and Development for Baw Baw Shire

Following the development of the Tourism Branding Strategy in 2013/14, Council has continued promotion of business and development activities to attract increased visiting to, and expenditure within, the Shire. The launch of the Visit Baw Baw website in June 2014, has continued to be a key tool in the promotion of the region throughout 2014/15. Businesses are progressively updating their information on the site, and ongoing promotion of the site to businesses has taken place through direct emails and business groups. A mobile application was also launched in association with the website.

In addition to the website, a campaign of Visit Baw Baw TV commercials occurred on Channel 9 (Melbourne), Go, GEM and NineMSN throughout September, October and November. Following this campaign, advertisements commenced on Southern Cross 10 for a period of 12 months. Across the year various advertising campaigns were developed for the Visit Baw Baw outlets, resulting in significant traffic to the website. A Visit Baw Baw YouTube Channel was also launched in August 2014.

A Support Small Business Day campaign was developed with an 18 page lift-out in the Warragul Gazette featuring 55 businesses, as well as a Yarragon TV advertising campaign launched on WIN TV to promote Visit Yarragon as part of Support Small Business Day.

The Baw Baw Business Awards were launched in December for the 2015 Awards, with approximately 100 attendees and a new naming rights sponsor; local business Best Match Recruitment.

Promoting Opportunities for Local Business to do Business with Council

Continuously working to improve the way Council purchases goods and services, and working with local businesses to improve understanding of Council's procurement processes and policies is a key focus for Baw Baw Shire Council. During 2014/15, Council's Procurement Policy identified local business as a part of the key selection criteria for preferred suppliers.

The Economic Development team continued to work with the Contracts and Procurement unit to include all tender notices on the Industry Capability Network.

A number of additional initiatives were also undertaken in 2014/15:

- Association of Southeast Asian Nations (ASEAN) trade delegation visited with nine countries represented.
- Doing Business with China session was held in conjunction with Australia- China Business Council.
- Council continued to work with a number of companies and investors who are interested in the region.





the environment

Outcomes

- The Council and community actively participate in water conservation measures.
- Council's use of natural resources, including power and water, is decreasing.
- Key environmental and landscape attributes are being protected.
- Household and business waste is decreasing, while recycling is increasing

Throughout 2014/15 Council has undertaken a range of activities designed to protect or restore native vegetation and habitat, reduce energy and water usage, and increase recycling initiatives across the Shire.

Managing Baw Baw Shire's Environment

Council delivers a range of environmental management programs including bushland management, weed management, tree planting and various other community programs. Key highlights for the 2014/15 year included:

- Working with contractors, school groups and volunteers to plant 2,700 wetland plants and shrubs around the Neerim South Wetlands.
- With support from school groups and volunteers the planting of 1,278 plants alongside the waterway in Moroka Reserve, Warragul.
- Updating the Roadside Management Plan including remapping Roadside Conservation areas.
- Finalising a new agreement between Trust for Nature and Council including a new Management Plan for Uralla Nature Reserve.
- Spraying noxious weeds on Council-managed roadsides, and to maintain Council wetlands and offset sites.
- Working with members of Friends of Rokeby Crossover and Friends of Uralla Reserve to clear tracks, spray weeds and install signs in Council-managed bushland reserves.
- Liaising with staff and students of St Pauls Anglican Grammar School to confirm locations of walking tracks and interpretive signage in Brooker Park as part of the Communities for Nature Project. Site preparation included ordering plants, spraying, tree work and mulching.
- Clean Up Australia Day was held at Butler Park in Drouin.

- Council's Natural Environment team worked with members from Friends of Nangara to clear tracks, spray weeds and install signs in Council-managed bushland reserves.
- Council's Natural Environment team also worked with the community of Walhalla along sections of Stringers Creek as part of a restoration project.

Managing the Shire's Biodiversity

Baw Baw Shire Council's Native Vegetation Offset Scheme is now up and trading in the new currency (Biodiversity Equivalence Units) at a price of \$500,000/BEU. The scheme continued to trade in the old currency (Habitat Hectares, Large Old Trees, New Recruits) up until 20 December 2014.

A key achievement during 2014/15 was Council's assistance in the recovery of the critically endangered Baw Baw Frog, through the collection of frog eggs and frogs.

This year, Council took on the ownership and management of its first offset site from a subdivision development. The Jacksons View Estate site has a maintenance plan, and funds from the developer have been received to implement that plan over the next eight years.

In partnership with the West Gippsland Catchment Management Authority, Council has drafted Waterway Management Plan Guidelines for use by developers and Council planning and management staff. Exhibition of these Guidelines for community comment is currently underway.

Guidelines for avoiding and mitigating impacts on the threatened Warragul Burrowing Crayfish during the planning and construction of wetlands and retardation basins by Council have been prepared.

Council's Environment team assisted St Pauls Grammar School in preparing and submitting a Communities for Nature Grant to undertake revegetation and restoration works in Hazel Creek, adjacent to the school. The grant was successful and Council's Environment team are now assisting the school with the implementation of works.

In June 2015, Council completed its statutory requirements for 2014/15, auditing timber harvesting practices in Baw Baw Shire during June 2015. A small number of sites (timber harvesting coupes) were audited for compliance with the Code of Forrest Practice for Timber Production.

Reducing Energy Usage and Increased Water Harvesting in Council-Owned and Managed Buildings and Facilities

Baw Baw Shire Council works to actively identify and implement cost efficient energy and water savings measures.

Street lighting energy consumption decreased by 4 per cent as a result of the Street Lighting Changeover Project undertaken during 2014/15. Under the Sustainable Street Lighting Upgrade Program, Council replaced 2,606 old and inefficient 80 watt mercury vapour lighting with the most energy efficient 18 watt LED lighting across the Shire. The project will not only reduce Council's operational costs by approximately 70 per cent per, but also reduce Council's carbon footprint by 1,050 tonne per annum. This project has been – by a significant margin – the largest energy reduction project in Baw Baw Shire's history. In addition to offering lower costs, lower energy consumption and lower greenhouse gas emissions, the new lights provide better lighting outcomes for the community, including a greater uniformity of light across and along Baw Baw Shire's streets, better colour rendering and visibility; and less depreciation of the light output over time and lower glare.

During the project implementation, the old inefficient 80 Watt mercury vapour lighting has been recycled in a sustainable manner to retain valuable materials and metals for use in making new resources. The \$1.12 million changeover project was partly funded by the Australian Government and Baw Baw Shire Council. Council also secured a loan from the Clean Energy Finance Corporation. In addition to the Sustainable Street Lighting Upgrade Program, Council is also installing energy efficient lighting in new developments and will continue to look for opportunities to changeover remaining inefficient lighting with most energy efficient lighting in the Shire.

Other significant achievements for the year included:

- Energy consumption for the ten highest energy consuming buildings and facilities was reduced by 21 per cent in 2014/15, compared to 2013/14.
- The greenhouse gas emissions from Council's fuel consumption reduced by 20 per cent in 2014/15 (751 tonne) in comparison to 2013/14 (942 tonne).

- The Drouin Supermarket car park lighting reduced its annual energy cost from \$9,570 in 2013/14 to \$2,178 in 2014/15 representing a 77 per cent reduction. Under this project, 45 (400 watts and 250 watt) metal halide lights have been changed to more energy efficient 18 watts LED lights at a total cost of \$34,620.
- Energy consumption for the Civic Park fountain in Warragul reduced by 65 per cent from 111,521 KWh (Kilo Watt Hour) in 2013/14 to 39,584 KWh in 2014/15 as a result of altering the fountain's hours of operation.
- A 25 KW solar power system (100 x 250 Watts solar panels) has been installed at the Drouin Civic Centre with a total cost of \$30,000. The system is expected to save \$6,570 energy cost per annum and reduce greenhouse gas emissions by 44 tonne per annum.

Managing Baw Baw Shire's Waste

Through the management of a waste collection and disposal service contract, Council aims to reduce the volume of waste reaching Council's transfer stations.

The results of the 2014/15 kerbside waste audit saw a huge drop in contamination rates of recycling bins from 20.1 per cent to 7.8 percent, along with a drop in the amount of recycling found in rubbish bins from 19.5 per cent to 11.7 per cent. The audit was conducted on random bins in Neerim South, Trafalgar, Yarragon, Warragul, Drouin and Darnum.

A \$29,770 grant received from Sustainability Victoria and co-funding from Council, saw the installation of 13 new recycling bins, as part of the Regional Public Place Recycling campaign. The new recycling bins were installed in public spaces across the Shire, including Warragul, Drouin, Trafalgar and Yarragon central business districts and parks. With 40.9 per cent of rubbish in Council's street litter bins being recyclable, the new bins will help our residents recycle when they're out and about.

Council also secured funding under Sustainability Victoria's Rural and Regional Transfer Stations Upgrade Fund program to undertake upgrades to three of Council's transfer stations, with works expected to be completed during 2015/16.

Baw Baw Shire Council recognises the importance of ensuring that our community is prepared in the event of a natural disaster.

5.2

Building resilience and preparedness for climate and environmental impacts

Outcomes

- Council and community are preparing for the impacts of flood, fire, extreme heat.
- Council and community actively participate in water conservation measures.

Preparing for and Responding to Emergencies

Improving the preparation, planning, response and recovery for emergency events for both the organisation and the community is a key focus for Baw Baw Shire Council. To that end, the Emergency and Fire Management unit completed a Best Value Review in 2014/15, to analyse the service in terms of the Best Value Principles, and identify opportunities for improvement to the service.

The Emergency Management team undertook approximately 7,000 fire management inspections during the year. This resulted in the issuing of 915 Fire Prevention Notices (an increase of 300 notices on the previous year), with only 64 notices requiring follow up action by Council to make them compliant and representing a 93 per cent voluntary compliance rate.

The integration of mobile technology (in the form of iPads) into the Municipal Emergency Coordination Centre (MECC), Emergency Response Coordinator (ERC) and Fire Management Operations has been successful and will provide more operational flexibility in municipal emergency and fire management coordinated approaches.

Baw Baw Shire Council also contributed to a number of joint initiatives and training sessions throughout the year. These included:

- Conducting a training and exercise workshop with Victoria Police and support agencies in relation to Evacuation Planning.
- Attending the Victorian Police Academy as part of a panel of emergency management agencies training Senior Sergeants in emergency management protocols.
- Briefing the Township and Rural Communities Network on current emergency management arrangements.

- Working in conjunction with Gippsland Municipal Emergency Management Enhancement Group (MEMEG), on a generic Standard Operating Procedure across six Gippsland Councils for response and recovery operations.
- MECC Central Fire Prevention Module field tested and deployed for 2014/15 fire prevention inspection program.
- Undertaking the first programmed burn of the Longwarry Reserve with Council's Integrated Fire Management Partners, CFA, DELWP and the Council's Environmental teams.
- Participated in two major exercises across the Gippsland Region; 'Priority' in relation to a prolonged heatwave event, and 'Facultas' a severe weather event across all six Councils in Gippsland, which both involved trialling a new process for implementing municipal coordination for emergencies.

Building Community Resilience to Climate and Environmental Impacts

Baw Baw Shire Council is committed to helping the community respond to the challenges and complexities of climate change. The Council's Advisory Committee – Environmental Voice provides advice and recommendations to Council in relation to strategies, education programs, and issues in relation to environment matters. During 2014/15, Environmental Voice focused on climate change, the business food waste survey, coal seam gas policy review, remnant vegetation health assessments and maintenance, reviewed the draft Roadside Conservation Management Plan, and worked to raise the profile of the committee and build on the community's understanding of how the committee functions and its connection with the Council. In November, the committee made a presentation to Council on its annual achievements and future priorities.



governance

governancesystemoverview

Good political governance in local government means good decision-making. There are, of course, a number of key elements that contribute to the Council making good decisions.

The Good Governance Framework brings these components together so we can understand how they relate to each other, and provide the focus required to improve processes, structures and policies that are limiting our ability to make consistently good decisions.

It is recognised that good governance, from its broadest perspective, includes corporate governance as well as political governance.

At the local government level, representative democracy provides a group of local people, who are elected as councillors, with the mandate and the responsibility to faithfully represent the best interests of people in their municipality. While representation is established by election, strong democracies ensure that representation is continuous, refreshed and supported by a representative's understanding of and connections with the local community.

Representative democracy, (which includes Local Government), works effectively when the elected representatives make decisions in the best interest of the community and are seen to be doing so.

The key principles of Good Governance (taken from the Good Governance Framework) are:

- Well Informed Council
 - Community Participation
 - Meeting Structure and Content (Good advice and Transparency)
- Effective Relationships
 - Effective Communication
 - Clear Roles and Responsibilities

In order to support these principles, and with a strong focus on effective governance at all levels within Local Government, a number of internal audit reviews were conducted as part of 2014/15 Internal Risk Plan. Throughout the year, the following internal audit reviews were undertaken by HLB Mann Judd: Upgrade of Core IT Systems, Business Continuity and Disaster Recovery Planning, Review of HR Management and Payroll, and Review of Regulatory Requirements: Wastewater Permits.



local laws

Council reviewed and updated its Community Local Law 2008, with the first round of community consultation as part of this review taking place in April/May 2015. The Community Local Law 2015 will be considered for adoption by Council in 2015/16 following a further round of community consultation.

In 2014/15, Council introduced a 12 month trial of dogs off leash areas in nine parks and reserves across the municipality. The trial will be reviewed in 2015/16 and if successful, will be presented to Council for its consideration to introduce permanently.

Throughout the year, Council also continued to implement the roll-out of the Footpath Trading Policy, with businesses in all major towns now complying with the requirements of the policy.

meeting procedure local law

Pursuant to section 119 of the *Local Government Act 1989* Baw Baw Shire Council, at its ordinary meeting held on Wednesday 11 March 2015, resolved to adopt the revised local law, Meeting Procedure Local Law. Effective from 11 March 2015, the purpose of the Local Law is to:

- Facilitate the good governance of the Baw Baw Shire Council;
- Regulate proceedings of the election of the Mayor;
- Regulate proceedings at all Ordinary and Special Meetings of Council and meetings of Special Committees;
- Regulate the use of confidential information;
- Regulate the use of the Common Seal and Prohibit its unauthorised use;
- Provide for the administration of the Council's powers and functions;
- Revoke Meeting Procedure Local Law 2012.

committees

Committees of Management

Committees of Management are given powers of Council to enact on behalf of Council. These committees are governed by a delegation which describes how they are able to enact their powers. The same rules under the *Local Government Act 1989* (Act) apply to these committees as it does to Councillors and Councils.

In order to comply with legislative requirements, delegations were updated in 2010 and an exemption provided (as allowed under the Act) for the lodgement of primary and ordinary returns. This exemption was endorsed by Council as part of the delegation review at its meeting on 16 October 2013.

Currently, Council has a total of 17 Committees of Management, being:

- Athlone Hall and Recreation Reserve
- Bellbird Park Recreation Reserve
- Bellbird Park Synthetic Sports and Hockey Facility
- Buln Buln Recreation Reserve
- Crossover School Site
- Darnum Memorial Hall
- Downton Park Recreation Reserve
- Ellinbank Public Hall
- Ellinbank Recreation Reserve
- Lardner Hall & Recreation Reserve
- Narracan Public Hall
- Neerim South Recreation Reserve
- Nilma North and Lillico Memorial Hall
- Tetoora Road Community Centre
- Trafalgar Recreation Reserve
- Western Park Recreation Reserve
- Erica Community Facilities

Advisory Committees

Council currently operates advisory committees in various areas of council business. These are formally established with terms of reference. Objectives are set in the terms of reference of the committee, and Council engages with the community members to seek their input and advice. These committees provide advice only, and do not make decisions in relation to expenditure or enact any Council powers.

As an outcome of the delegation review conducted, a project is currently in place which provides for the review of each Committee to update terms of references, improve reporting of their activities and management of the committees. This will continue into the 2015/16 financial year.

Advisory Committee	Description
Arts and Culture Advisory Committee	The Arts and Cultural Advisory Committee is an advisory committee of Council that works in collaboration with Council's Cultural Development Officer and Arts and Culture Manager to provide advice and recommendations to Council on matters pertaining to the arts including actions required to ensure the implementation of the Arts and Cultural Plan. The committee makes recommendations regarding the allocation of the Council's annual acquisition fund.
Audit Committee	The Audit Committee comprises of three independent community members, one Councillor and the Mayor. The committee monitors and advises the Council with regard to accounting, financial reporting and risk management matters.
Business Advisory Board	The objectives of the Business Advisory Board are to: <ul style="list-style-type: none"> • Provide considered advice and recommendations to Council on strategic economic development issues and opportunities. • Discuss and inform Council decisions on key business strategies, projects and programs. • Assist Council in understanding the challenges facing business within the Baw Baw Shire. • Provide an opportunity for creative ideas, positive contributions and solutions to business issues affecting Baw Baw Shire. • To assist Council with the development and implementation of Council's Economic Development Strategy.
CEO Performance Review Committee	To review the performance of the CEO against measures set by the Council.
Disability Advisory Committee	Provide strategic advice to Council on access and inclusion of people with a disability.
Early Years Advisory Committee	The purpose of the Committee is to: <ul style="list-style-type: none"> • Work in collaboration with Council's Family and Children's Services Officers to provide advice and recommendations to Council on matters relating to the early years. • Collaborate with key stakeholders on the development of an Early Years Strategy to articulate a vision for our young children and an Action Plan to meet their needs into the future.
Environment Voice Advisory Committee	Provide advice and recommendations in relation to strategies, education programs and issues.
Place Names Advisory Committee	Provide appropriate advice and recommendations on place naming matters in order to facilitate decision making by the Council in relation to the discharge of its responsibilities.
Red Tape Reduction Committee	This committee, which involves people from the different Directorates across the Shires operations and a Councillor, focuses on identifying and eliminating any nonessential local government procedures, processes, forms and other compliance obligations that add to the cost of running a business or running community activities in Baw Baw Shire. The committee reports three times a year to Council.

Advisory Committee	Description
Roads and Drainage Advisory Committee	<p>The purpose of the Committee is to:</p> <ul style="list-style-type: none"> • Gain an understanding of the current year's roads and drainage activities that are planned and underway. • Share ideas and knowledge about how the management of roads and drainage network within the Shire can be improved. • Support the Council in engaging with the community on the activities of the Roads and Drainage Advisory Committee and the annual works program.
Towns and Rural Communities Network	<p>The Baw Baw Shire Town and Rural Communities Network is a meeting of representatives of various town and rural community associations that meet to discuss and find resolutions to issues affecting towns and communities across Baw Baw Shire. Whilst Council facilitates the meetings, the intent is not for Council to run the meeting or set the goals, agenda and aims of the group.</p>

Audit Committee

Baw Baw Shire Council's Audit Committee is an independent Advisory Committee to Council that was first established in 1996. The primary objective of the Audit Committee is to assist Council in the effective conduct of its responsibilities for financial reporting, management of risks, maintaining a reliable system of internal controls and facilitating the organisation's ethical development.

The Audit Committee is established to assist the coordination of relevant activities of management, the internal audit function and the external auditor to facilitate achieving overall organisational objectives in an efficient and effective manner.

As part of Council's governance obligations to its community, the Committee facilitates:

- The enhancement of the credibility and objectivity of internal and external financial reporting.
- The enhancement of the credibility and objectivity of performance reporting.
- Effective management of financial and other risks, including the protection of Council's assets.
- Compliance with laws and regulations, including contribution to the development of accounting policies, practices and disclosures.
- The effectiveness of the internal audit function.
- The provision of an effective means of communication between the external auditor, internal audit, management and Council.

The Committee is currently chaired by one of the three appointed independent members, Mr Tony Duff. Mr Duff was supported in 2014/15 on the committee by Mr Mike Said and Ms Teresa Glab. Ms Glab resigned and attended her last Audit Committee Meeting on Monday 25 May. Dr John Purcell has recently been appointed to replace Ms Glab. Councillors D.Brown, J.Gauci and M.Cook are the Council representatives on the Committee.

Councillor Code of Conduct and Conflict of Interest

Under Section 76C (2) of the *Local Government Act 1989*, the Councillor Code of Conduct must be reviewed within 12 months of a general election.

The Councillor Code of Conduct provides the opportunity for Councillors to articulate what it means by good conduct and to create the behavioural standards required for the position of Councillor.

Council adopted the current Code of Conduct on 27 March 2013 and it is available to be viewed on our website. It is next scheduled for review in the 2015/16 financial year in order to take in proposed amendments to the *Local Government Act 1989*.

councillor allowances

Councillor Expense and Entitlements Policy

At its meeting of 11 June 2014, Council adopted a new Councillor and Audit Committee Expenses and Entitlements Policy, which became effective from 1 July 2014. Council endorsed the Policy for community consultation purposes at the Council meeting of 12 March 2014 and in accordance with the *Local Government Act 1989*, the proposed Policy was submitted through a Section 223 consultation process. Advertisements were placed in local newspapers as well as the Policy being made available on our website through the "Have Your Say" page. No submissions were received on the Policy.

Amendments were included in the new policy to address issues in relation to the Audit Committee allowances. These issues related to the Municipal Association of Victoria (MAV) ceasing the release of Local Government CPI data, which prevented calculation of increases in allowances for members which the previous Policy was based on. This has now been changed to reflect the increases Councillors receive.

A minor clarification in the Policy also was made to clarify the dollar limits for the purchase card supplied to the Mayor for use.

Councillor and Audit Committee Member Expenses

Councillor allowances are paid monthly and in accordance with the *Local Government Act 1989*. The Minister for Local Government increased the rates applicable to Councillors from 24 December 2013, making the Mayoral allowance \$71,058 and the Councillor allowance \$22,965 per annum.

In accordance with the Council's Councillor Expenses and Entitlements Policy, Audit Committee members also receive reimbursement and honorarium payments which are published with Councillors' expense information.

\$ Allowances		
Mayor		\$77,698.19
Councillors		\$207,453.05
Audit Committee		\$10,925.50
\$ Expenses		
Travelling Expenses		\$22,724.97
Professional Development		\$23,797.75
Child Care/Carer Expenses		\$0.00
Communication Facilities & Equipment		\$10,357.77
Other Expenses		\$245.95
\$ Total Cost		\$353,203.18

council meetings and assembly of councillors

Council held a total of 24 Council and Special meetings in the 2014/15 year, with a total of 159 officer reports, seven notices of motions and 15 general business motions considered.

At these meetings, Council also:

- Answered 34 Questions on Notice
- Heard 144 submissions
- Made 35 decisions in Confidential Council with 26 being released to the public
- Presentation of six civic ceremonies in the meeting

Councillor Attendance at Council Meetings

Cr Brown	>	23 out of 24 meetings
Cr Balfour	>	21 out of 24 meetings
Cr Cook	>	23 out of 24 meetings
Cr Murphy	>	22 out of 24 meetings
Cr Gauci	>	22 out of 24 meetings
Cr Jones	>	22 out of 24 meetings
Cr Kostos	>	22 out of 24 meetings
Cr Williamson	>	23 out of 24 meetings
Cr Power	>	22 out of 24 meetings

Assembly of Councillors

An Assembly of Councillors is a meeting at which matters are considered that are intended or likely to be the subject of a Council decision or the exercise of a delegated authority and which is either one of the following:

- A meeting of an advisory committee where at least one Councillor is present.
- A planned or scheduled meeting that includes at least half the Councillors and at least one Council officer.

Meetings that are classified as assembly of councillors do not have delegated powers and therefore cannot make decisions. The Assembly of Councillor records were tabled at each Ordinary Council meeting.

community briefings and special council meetings

Council engaged directly with members of the community and gave them a voice through facilitating and providing community briefings and Special Council Meetings to hear submissions.

The following community briefings were held in the 2014/15 financial year:

- Community Planning Program
- L2P Program
- Warragul Community House
- Warragul Parking Study Draft Report Presentation
- Central West Gippsland Primary Care Partnership presentation on the Municipal Public Health and Wellbeing Plan

Four Special Council meetings were held in the financial year, which heard submissions from members of the community on topics such as:

- Planning Scheme Amendment C108 (Drouin and Warragul Precinct Structure Plans)
- Planning Scheme Amendment C104 – Settlement
- Revised Council Plan 2013-2017
- Proposed Annual Budget 2015-2016
- Proposed Long Term Financial Strategy
- Proposed Long Term Financial Infrastructure Plan (2015-2016 to 2024-2025)
- Proposed Rating Strategy 2015-2016

delegation of powers

In line with requirements set in the Local Government Act, Council finalised its review of delegations on 16 October 2013. The review commenced in June 2013 and various recommendations were endorsed by Council in relation to issues identified throughout the review.

In the context of Local Government, Delegation is the giving of decision making power by Council or the Chief Executive Officer to members of staff or to a committee.

Delegation is not:

- The performance of an administrative task e.g. a function under a position description.
- An action of an Authorised Officer (under Section 224 of the Local Government Act 1989) e.g. prosecuting an offender.
- Decision making under a Statutory Appointment e.g. making a decision to allow or refuse access to documents as an appointed officer under the *Freedom of Information Act 1982*.

It is not practical for Council and the Chief Executive Officer alone to exercise the many statutory powers bestowed on Baw Baw Shire Council.

Delegation facilitates the achievement of good governance for the community by empowering appropriate members of staff to make decisions on behalf of the Council and the Chief Executive Officer.

Delegations are only exercised when the decisions align with adopted policy. When utilised correctly, red tape and processing time can be reduced.

We also use delegation to manage some of our recreation reserves and halls to community volunteers – these are referred to as Section 86 Committees.

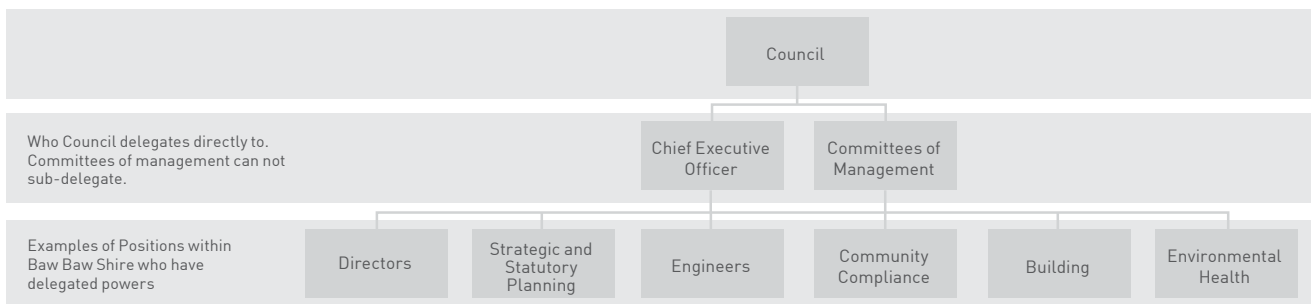
The granting of Delegation is discretionary and can be revoked at any time, and both Council and the Chief Executive Officer can continue to exercise the power even if it is the subject of any delegation. The Delegate is also not compelled to act under delegation (e.g. where they have a Conflict of Interest or where something is considered politically sensitive).

A decision of a delegate is for all legal purposes, a decision of the Council or the Chief Executive Officer.

The current model used at Baw Baw is ‘sub-delegation’ and ‘broadly enabling’ which is cost effective for Council as it is not labour intensive to manage. Sub-delegation means that Council delegates all powers (within their prescribed limits) to the Chief Executive Officer, who then delegates specific powers to appropriate staff.

‘Broadly enabling’ describes the way the delegation is written. Instead of specifying every component of the legislation that is to be delegated, the delegation is written broadly and then those explicit powers that are not to be delegated are excluded.

Broadly Enabling and Sub-Delegation Model



Council currently has three tiers of committees in its Governance Framework to support community input into Council decision-making and projects, being:

1. Section 86 Committees
2. Advisory Committees
3. Friends Groups

It is important to recognise that within these three tiers the community members who participate are volunteers and need to be supported accordingly.

risk management

It is Council’s policy to embed and apply risk management principles and practices across all areas of its operations to:

- deliver quality services;
- identify opportunities;
- improve decision making;
- set priorities for competing demands/ resources;
- minimise the impact of adversity and loss;
- ensure regulatory compliance; and
- support the achievement of Council’s objectives.

Council is also committed to;

- ensuring all decisions made within Council include the consideration of risk;
- embedding risk management processes into Council’s business processes;
- promoting and monitoring the application of risk management processes within Council.

Risk Management Framework/ Strategy

Council’s risk management framework aligns with the principles outlined in AS/NZS ISO Standard 31000:2009 “Risk Management”. The cornerstone of the framework is the Corporate Risk Assessment Register, which enables all work groups to apply a risk assessment process to all activities, tasks and processes being undertaken and to provide a record of the risk assessment in a corporate risk register. The risk register is utilised to monitor Council’s risk management performance as well as producing:

- Risk Profiles (Corporate, Directorate, Business unit and Service unit);
- Progress reports on Risk Treatment Action Plans;
- Risk Reviews; and
- Changes in the status of risks.

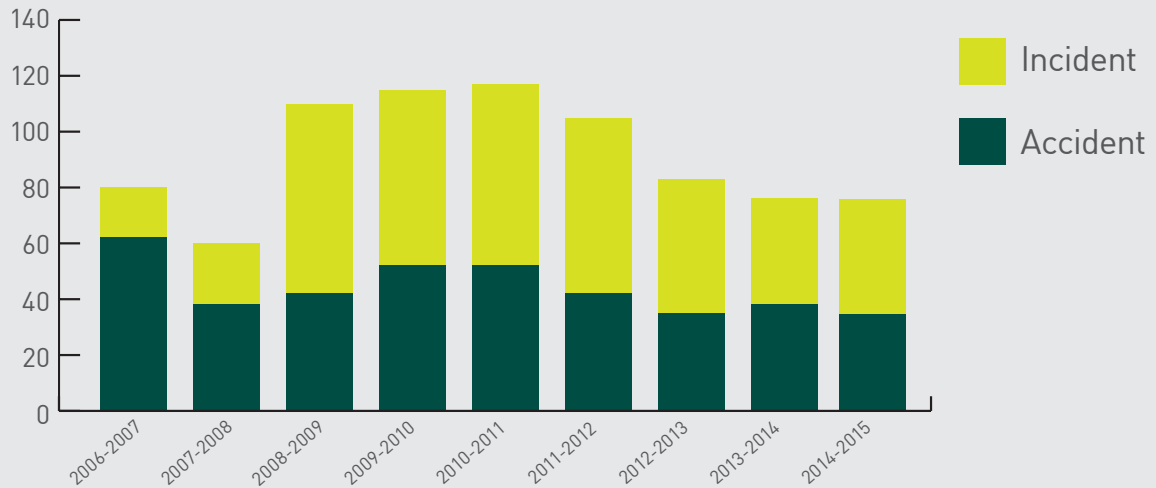
Risks are also identified in the risk register as Strategic and Operational as well as project, procurement, event or tender related. While Council’s risk appetite will vary depending on particular risk impact areas; its approach is to manage risks to an optimum level that is as low as is reasonably practicable.



occupational health and safety

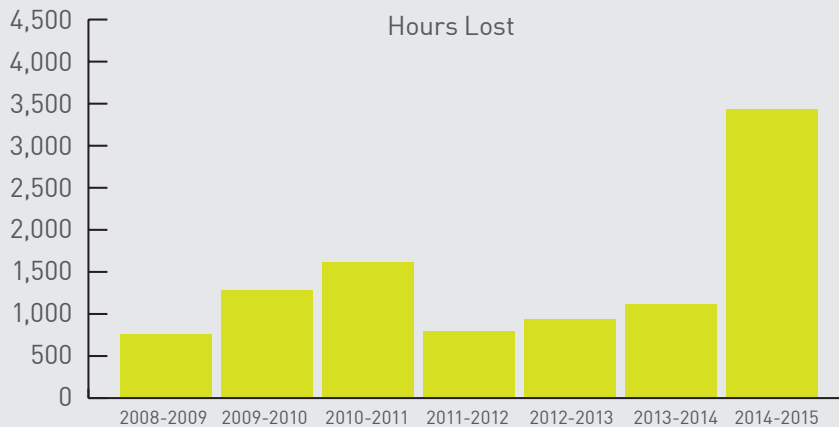
The safety and wellbeing of staff is extremely important at Baw Baw Shire Council. Council continues to pursue ways to make all workplaces and processes safer for employees through its Corporate Occupational Health and Safety System and Employee Wellbeing Program.

Incident Reports Received



Number of incidents reported within the workplace. A workplace incident includes accident, injury and near miss. This graph represents the total incidents reported throughout the reporting period, divided between the reported injuries (red) and other incidents (blue). Other incidents can include vehicle accidents, and or near miss.

Work Cover Hours Paid



Leave taken attributed to a workplace injury claim.

Workcover Insurance Premium

Baw Baw Shire Council recorded a further reduction in Workcover insurance premium for the 2014/15 financial year. The Council's premium has moved from just over \$355,000 in 2010/11 to approximately \$170,000 for the financial year ending 30 June 2015, representing a saving of \$185,000.

Public Liability Insurance Claims

For 2014/15 Baw Baw Shire Council received a total of 10 written claims.

Council received an additional five incident reports, with no claim attached. These reports have been forwarded for action to assets services.

Workcover Benchmark

The Employer Performance Rating (EPR) compares premiums across an industry sector. An EPR of 1 is the benchmark. An EPR greater than 1 is below par performance and an EPR less than 1 is above par performance. Baw Baw Shire Council's EPR for 2014/15 was at 0.89 indicating exceptional performance.



Governance and Management Checklist

The following table shows the results, in the prescribed form of Council's assessment, against the prescribed governance and management checklist.

Governance and Management Items		Assessment
1	Community Engagement Policy (policy outlining Council's commitment to engaging with the community on matters of public interest)	Policy Date of operation of current policy: 28 May 2014
2	Community Engagement Guidelines (guidelines to assist staff to determine when and how to engage with the community)	Guidelines Date of operation of current guidelines: 28 May 2014
3	Strategic Resource Plan (plan under section 126 of the Act outlining the financial and non-financial resources required for at least the next 4 financial years)	Adopted in accordance with section 126 of the Act Date of adoption: 25 June 2015
4	Annual Budget (plan under section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	Adopted in accordance with section 130 of the Act Date of adoption: 25 June 2015
5	Asset Management Plans (plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Plans Date of operation of current plans: Roads 28 July 2014 Bridges & Major Culverts: 28 July 2014 Stormwater Drainage: 28 July 2014 Pathways 28 July 2014 Transport Infrastructure: 28 July 2014 Drainage: 28 July 2014
6	Rating Strategy (strategy setting out the rating structure of Council to levy rates and charges)	Strategy Date of operation of current strategy: 25 June 2015
7	Risk Policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Policy Date of operation of current policy: 25 February 2015
8	Fraud Policy (policy outlining Council's commitment and approach to minimising the risk of fraud)	Policy Date of operation of current policy: 23 June 2010
9	Municipal Emergency Management Plan (plan under section 20 of the <i>Emergency Management Act 1986</i> for emergency prevention, response and recovery)	Prepared and maintained in accordance with section 20 of the <i>Emergency Management Act 1986</i> Date of preparation: 11 February 2015

Governance and Management Items		Assessment
10	Procurement Policy (policy under section 186A of the <i>Local Government Act 1989</i> outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)	Prepared and approved in accordance with section 186A of the <i>Local Government Act 1989</i> Date of approval: 13 August 2014
11	Business Continuity Plan (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	Plan Date of operation of current plan: 11 March 2014
12	Disaster Recovery Plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Plan Date of operation of current plan: 1 May 2015
13	Risk Management Framework (framework outlining Council's approach to managing risks to the Council's operations)	Framework Date of operation of current framework: 25 February 2014
14	Audit Committee (advisory committee of Council under section 139 of the Act whose role is to oversee the integrity of a Council's financial reporting, processes to manage risks to the Council's operations and for compliance with applicable legal, ethical, and regulatory requirements)	Established in accordance with section 139 of the Act Date of establishment: 7 November 1996
15	Internal Audit (independent accounting professionals engaged by the Council to provide analysis and recommendations aimed at improving Council's governance, risk and management controls)	Engaged Date of engagement of current provider: 2 November 2012
16	Performance Reporting Framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the Act)	Framework Date of operation of current framework: 25 June 2014
17	Council Plan Reporting (report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)	Report Date of reports: 13 August 2014 26 November 2014 11 February 2015 13 May 2015
18	Financial Reporting (quarterly statements to Council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)	Statements presented to Council in accordance with section 138(1) of the Act Date statements presented: 13 August 2014 26 November 2014 11 February 2015 13 May 2015
19	Risk Reporting (six-monthly reports of strategic risks to council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Reports Date of reports: 24 November 2014 25 February 2015 2 March 2015 25 May 2015

Governance and Management Items		Assessment
20	<p>Performance Reporting (six monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 131 of the Act)</p>	<p>Reports Date of reports: 13 August 2014 26 November 2014 11 February 2015 13 May 2015</p>
21	<p>Annual Report (annual report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial and performance statements)</p>	<p>Considered at a meeting of council in accordance with section 134 of the Act Date statements presented: 22 October 2014</p>
22	<p>Councillor Code of Conduct (Code under section 76C of the Act setting out the conduct principles and the dispute resolution processes to be followed by Councillors)</p>	<p>Reviewed in accordance with section 76C of the Act Date reviewed: 27 March 2013</p>
23	<p>Delegations (a document setting out the powers, duties and functions of council and the Chief Executive Officer that have been delegated to members of staff)</p>	<p>Reviewed in accordance with section 98(6) of the Act Date of review: 16 October 2013</p>
24	<p>Meeting Procedures (a local law governing the conduct of meetings of council and special committees)</p>	<p>Meeting procedures local law made in accordance with section 91(1) of the Act Date local law made: 11 March 2015</p>





Engagement

Council utilises a number of tools to engage with the community.

Technique	Description
Advertisements	<p>Council regularly advertises engagement opportunities and information through the following outlets:</p> <ul style="list-style-type: none"> • Warragul and Drouin Gazette • Warragul and Baw Baw Citizen • 3GG, 3BBR-FM and StarFM radio stations <p>Community newsletters in the following towns (Darnum, Drouin West, Erica, Hill End, Jindivick, Longwarry, Narracan, Noojee, Rawson, Shady Creek, Thorpdale, Trafalgar and Yarragon).</p>
Brochures	<p>Brochure holders are installed at each of our Customer Service Centres and host a range of flyers containing a range of information for our residents.</p>
E-newsletters	<p>Departments across the organisation distribute a range of e-newsletters for residents to subscribe to including:</p> <ul style="list-style-type: none"> • Recreation • Business and Tourism • Maternal and Child Health • Rural Access
Have Your Say	<p>'Have Your Say Baw Baw' is a part of our Engagement Policy and includes a standard consultation pack that provides the opportunity for the community to be involved in decision making and to help shape Baw Baw Shire. The pack is available to be completed online or in hard copy for a range of consultation opportunities throughout the year.</p>
Letters	<p>Letters are regularly distributed to residents from departments across the organisation to provide information on a range of topics.</p>
Media Releases	<p>Regular media releases are issued to both local and metropolitan media outlets.</p>
Newsletters	<p>The Home and Community Care team distributes variety of newsletters to their clients.</p>
Rates News Page	<p>An A4 double sided news page is included quarterly with every rates notice to provide information and notify residents of engagement opportunities.</p>
Social Media	<p>Council has both a Facebook page and a Twitter feed that allows Council to advise of information and engagement opportunities available, as well as allowing residents to comment and engage in conversations with Council.</p>
Submissions	<p>The community is invited to present submissions on a range of consultation opportunities throughout the year.</p>
Website	<p>All media releases, advertisements and Council news pages, public notices, events and major publications are uploaded to Council's website for residents to access.</p>

Citizenship

During 2014/15, 85 people received Australian Citizenship in six group ceremonies organised by Baw Baw Shire Council. Ceremonies were conducted at the West Gippsland Arts Centre. A special ceremony was held as part of the Australia Day celebrations at Warragul Civic Park.

The ceremonies were conducted by Baw Baw Shire Council's Mayor, whom formally conferred citizenship on the new citizens. Baw Baw Shire Councillors and local members of federal and state government were in attendance at the ceremonies. Family and friends of the citizens were also invited to join in the celebrations.

Citizenship Ceremonies are coordinated by the Executive Assistant to the Chief Executive Officer on behalf of the Department of Immigration and Border Protection. As part of the citizenship ceremony process, electoral enrolment forms are collected on behalf of the Australian Electoral Commission.

Asset Management

Baw Baw Shire Council is responsible for the management of \$732 million worth of infrastructure assets, which includes roads, bridges, drains, footpaths, buildings parks and sportsgrounds.

The asset portfolio includes over 1,900 kilometres of roads, 570 kilometres of footpaths and cycle ways, 170 bridges and major culverts, 3,500 kilometres of drains, 160 buildings, and 400 hectares of reserves and open spaces.

Baw Baw Shire Council's asset management vision is "a fit for purpose portfolio that supports the provision of best value services at the optimised whole of life costs, while meeting the present and future service needs of the community."

Asset management is an ongoing process and is based on continuous improvement. The establishment of a sound asset base is a first step and will underpin the future service delivery requirements of our community needs.

Prudent management of our assets is a core business function and is critical to maximising the quality of life for our community to utilise, now and into the future.

Asset Management Program

In December 2014, Council attained "core maturity" asset management status. This is a nationwide framework used to assess an organisation's asset management maturity in terms of processes, governance, skills and strategies. Council has also adopted this framework to monitor and measure its annual asset management and finance management performance.

A consolidated corporate asset register has been established as the source of Council's asset data, and the ongoing condition assessment and revaluation of infrastructure assets is integral to the asset and finance management program.

Life cycle management of all asset groups is being integrated into Council's capital works and maintenance programs. This ensures that the costs associated with providing services and maintaining Council's assets are factored into decision making.

These achievements are the culmination of the two-year corporate service and asset management program embarked on in 2012 to implement the framework needed to manage Council-owned and/or managed assets.

Statutory Information

Protected Disclosures

Baw Baw Shire Council is committed to the aims and objectives of the *Protected Disclosures Act 2012* (the Act). It does not tolerate improper conduct by its employees, officers or members, nor the taking of reprisals against those who come forward to disclose such conduct.

The procedures that relate to Protected Disclosures may be found on Council's website under the Protected Disclosure Information tab.

Disclosures of improper conduct or detrimental action by Council, its employees or a person acting on behalf of Council may be made to:

Protected Disclosure Coordinator

- In Person: at Civic Place Warragul
- By Phone: on (03) 5624 2500
- By Mail (marked Confidential): PO Box 304 Warragul VIC 3820
- By Email (marked Confidential): protected.disclosure@bawbawshire.vic.gov.au

During 2014/15 there were:

- No disclosures notified to the Independent Broadbased Anti-corruption Commission (IBAC) under section 21(2) or 22.
- No protected disclosure complaints referred to Council by IBAC.
- No protected disclosure complaints investigated by Council.
- No protected disclosure complaints dismissed by Council.
- No applications for an injunction made by the Council under Section 50 of the Act during the financial year.

Freedom of Information

The *Freedom of Information Act 1982* (the FOI Act) gives the community a legally enforceable right to apply for access to documents held by Council. This access is limited only by the application of exceptions and exemptions provided for under the legislation.

A valid request for access must be in writing, be accompanied by payment of the application fee and must provide enough information to enable the documents to be identified.

Council's Freedom of Information Officer, who also assists the applicant in accordance with the provisions of the FOI Act, handles all requests for FOI access. There were 12 FOI applications received during 2014/15. Of these applications, 11 were finalised during 2014/15, with one carrying over into 2015/16.

Human Rights Charter

The Human Rights Charter is embedded into reporting and review mechanisms throughout Council. This is achieved by the inclusion of Human Rights on our Council report templates as well as part of our policy writing guidelines.

Carers Recognition Act

The *Carers Recognition Act 2012* promotes and values the role of people in care relationships and formally recognises the contribution that carers and people in care relationships make to the social and economic fabric of the Victorian community. Baw Baw Shire Council has taken all practicable measures to comply with its obligations under the Act.

Baw Baw Shire Council has promoted the principles of the Act to people in care relationships who receive our services and to the wider community by:

- Distributing printed material about the Act at service points.
- Facilitating a Carers forum on 25 November at the West Gippsland Arts Centre.

Some of the ways Baw Baw Shire Council supports carers is through our Carer Support Groups, information sessions and other activities such as our Carers Week event held in partnership with Latrobe Community Health Services, which included afternoon tea and entertainment with Brian Muldoon.

Information Available For Inspection

The following information and documents are available for inspection at Civic Place, Warragul, or where indicated, are available on our website. For further details, please contact the Council's Governance Coordinator on 5624 2411. The Act referred to on the following pages is the *Local Government Act 1989*.

Document	Reference	Available on Website
Agendas and Minutes	Agendas for and minutes of ordinary and special meetings held in the previous 12 months kept under section 93 of the Act except if the minutes relate to parts of meetings which have been closed to members of the public under section 89 of the Act.	Yes
Authorised Officers	A register of authorised officers appointed under section 224 of the Act.	No
Contracts	A list of contracts that Council entered into during the financial year without first engaging in a competitive process and which are not contracts referred to in Section 186(5) or (5A) of the Act that were valued at or in excess of: <ul style="list-style-type: none"> • \$150,000 (including GST) for the purchase of goods or services; or • \$200,000 (including GST) for the carrying out of works. 	No
Councillor Allowances	Details of current allowances fixed for the Mayor, Lord Mayor (if any) and Councillors under section 74 or 74A of the Act.	Yes
Delegations	A register of delegations kept under sections 87 and 98 of the Act, including the dates on which the last reviews under sections 86(6) and 98(6) of the Act took place.	No
Election Campaign Donation Return	A copy of an election campaign donation return is available for inspection at the office of the Council during normal office hours for a period of 4 years from the date that it is given under section 62.	A summary is available on the Council website
Grants	A list of donations and grants made by the Council during the financial year, including the names of persons or bodies which have received a donation or grant and the amount of each donation or grant.	Yes
Leases	Details of all property, finance and operating leases involving land, buildings, plant, computer equipment or vehicles entered into by the Council as lessor or lessee, including the name of the other party to the lease and the terms and the value of the lease.	No
Library Agreement	Agreements to establish regional libraries under section 196 of the Act.	No
Memberships	A list of the names of the organisations of which the Council was a member during the financial year and details of all membership fees and other amounts and services provided during that year to each organisation by the Council.	No

Document	Reference	Available on Website
Register of Interests	Names of Council officers and Councillors who were required to submit a return of interest during the financial year and the dates the returns were submitted.	No
Senior Officers	The total annual remuneration for all senior officers in respect of the current financial year and the previous financial year set out in a list that states ranges of remuneration of senior officers, where the difference between the lower amount and the higher amount in each range must not exceed \$10,000; and the number of senior officers whose total annual remuneration falls within those ranges.	No
Special Committee Minutes	Minutes of meetings of special committees established under section 86 of the Act and held in the previous 12 months except if the minutes relate to parts of meetings which have been closed to members of the public under section 89 of the Act.	No
Special Committees	A list of all special committees established by Council and the purpose for which each committee was established and a list of all special committees established by the Council which were abolished or ceased to function during the financial year.	No
Submissions	Submissions received in accordance with section 223 of the Act during the previous 12 months.	No
Travel	Details of overseas or interstate travel (with the exception of interstate travel by land for less than three days) undertaken in an official capacity by Councillors or any member of Council staff in the previous 12 months, including the names of the Councillors or members of Council staff and the date, destination, purpose and total cost to the Council of the overseas or interstate travel, including accommodation costs.	No

The following documents are also available for viewing.

Further Documents	Available on Website
Adopted budget or revised budget 130(9)	Yes
Annual report 131(11)	Yes
Auditor's report (on annual report) 131(12)	Yes
Council Plan 125(11)	Yes
Councillor Code of Conduct	Yes
Councillor Expenses	Yes
Details of reappointed CEO's total remuneration 94(6)	No
Differential rate information 161(3)	Yes
Documents incorporated by local laws 120(3)	Yes (If applicable)
Electoral representation review final report 219F(11)	Yes (If applicable)
Electoral representation review preliminary report 219F(8)	Yes (If applicable)
Exhibition Roll (unless Electoral Commission engaged) 23A(6)	No
Local laws 120(2)	Yes
Procurement Policy 186A(8)	Yes
Proposed budget or revised budget 129(3)	Yes
Proposed local law 119(2A)	Yes (If applicable)
Proposed special rate/charge declaration 163(1B)	No
Public Notices 82A(2)	Yes (If applicable)
Quality or cost standards adopted under Best Value 208F No	No
Register of interests returns 81(11) Yes	Yes
Strategic Resource Plan 126(4) Yes	Yes
Voters' Roll (period from certification to 30 days past election) 24B	No



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