

Council Plan 2013-2017

Baw Baw Shire Council



Revised May 2016



Document History

Date	Explanation
26/06/2013	<i>Council Plan 2013 – 2017 adopted</i>
25/06/2014	<i>Revised Council Plan 2013 – 2017 adopted</i>
24/06/2015	<i>Revised Council Plan 2013 – 2017 adopted</i>
25/05/2016	<i>Revised Council Plan 2013 – 2017 adopted</i>

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Mayor's Introduction

Being elected Mayor for 2016 has been a great privilege and an honour, and I am proud to have the opportunity to lead our group as we strive to continue delivering the objectives of this Council Plan. Entering the final year of our current term as a Council means that now is the time for us to ensure we are meeting the goals that we set when we began this journey in 2012.

Over the past three years, we have worked extremely hard as a group on various policy reviews, undertaking best value reviews across each of the organisation's departments and also working to ensure that we have equality within our community and sporting groups and committees.

Our Council is moving into a whole new environment with the introduction of rate capping by the State Government this year. As a Council we are going to have to further investigate how we can streamline our processes and find further efficiencies to enable us to continue providing quality services, delivering new infrastructure and maintaining our assets. The work that we have done over the past three years reviewing many of our services has put us in a good position moving forward, however there is still more work to be undertaken and we will have to continue advocating and working with both levels of government to assist us in securing additional funds for new projects.

This will be an exciting 12 months for our community. I'm looking forward to seeing the results of the \$1.2 million investment on footpaths, the continuation of the improvement to our local roads, the installation of the watering system at Bellbird Park being completed using recycled water as its supply, and the start of the implementation works associated with the sporting grounds master plan review. All of these things are a small portion of what is still to come.

Come mid-year we will see the unveiling of the Warragul Leisure Centre redevelopment. The redevelopment is Baw Baw Shire Council's largest capital works project ever undertaken and watching the transformation take place over the past months has shown just how remarkable this facility will be. As a group we have put a great deal of effort into planning the redevelopment and listening to the community and it is exciting to be providing both new indoor and outdoor pool facilities to our residents, as well as being in a position to accommodate the population growth we are experiencing as one of the fastest growing municipalities in Victoria.

In 2014 we unanimously endorsed the proposal to seek support to fund the \$13.9 million upgrade we have envisioned for the West Gippsland Regional Arts Centre. We are continuing to advocate strongly to the State and Federal Governments for funding to expand the audience capacity of the centre, upgrade and expand associated audience amenities and foyer spaces, and reconfigure the main foyers and point of arrival to activate and engage with the adjacent Civic Park and its precinct more effectively.

As you can see, 2016 promises to be another big year for us. All of the work we have accomplished to date has been achieved with the help and support of the CEO and staff. I look forward to working with the organisation to find ways to further improve our processes while we strive to deliver vital services and outcomes for our community. I hope this plan clearly highlights our vision and provides a roadmap for the final year of our term.

Cr Joe Gauci
Mayor
Baw Baw Shire Council

Introduction

About this Plan

Baw Baw Shire Council provides a range of services that aim to maintain and improve the quality of life for the Baw Baw Shire community.

The Council Plan represents a four year road map for the Council, and describes the key priorities that Council will focus on between 2013 and 2017.

Across the period 2013 – 2017, Council will continue to build on the foundations laid by this and previous Council Plans.

The Council Plan is based on the key priorities identified by the Council, and the aspirations for the future as expressed by the community representatives who participated in BawBaw 2050.

The Council Plan describes a number of objectives, the outcomes we want to see, the activities we will carry out, and how we will measure our success. This in turn guides Council's financial planning, the annual budget, service delivery priorities and the capital works projects over the four years.

The Council acknowledges its role as custodians and hope that this Council Plan will bring continued growth and prosperity to Baw Baw Shire.

Snapshot of Baw Baw Shire Council

The Baw Baw Shire Council was formed on 2 December 1994 from the former Shires of Buln Buln and Narracan, the City of Warragul and part of the Shire of Yarra Ranges.

Baw Baw Shire is divided into four wards, with two councillors representing each of Mt Worth, North and Drouin, and three councillors representing Warragul.

Baw Baw's nine Councillors are responsible for making decisions about local issues and making strategic decisions that affect the long-term sustainability of the Shire.

Councillors' responsibilities include approving the Council Plan and Council Budget. They have a responsibility, as stewards of community resources, to manage the Council's assets, provide a wide range of services and facilities, and ensure finances are allocated in the best interests of the whole community.

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

The current Council concludes its four-year term in November 2016.

Council’s vision, mission and values

Council’s vision

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

The Council Plan represents this Council’s response to the community vision and how it will play its part to help contribute to the achievement of those objectives between 2013 and 2017.

Council’s mission

Baw Baw Shire Council seeks to be “leaders in delivering quality, innovative and community focused services today that make a difference for tomorrow.”

Council’s values

Community focused	<i>Accessible, responsive (we’re here to help), can do attitude, communicative, empathetic</i>
Integrity	<i>Equitable, honest, ethical, transparent</i>
Respect	<i>Listening, compassionate, open minded, understanding, patient</i>
Pride	<i>Caring, enthusiastic, inspiring, accountable</i>
Innovation	<i>Creative, bold, challenging, flexible</i>
Collaboration	<i>Partnering, building productive relationships, inclusive</i>

Principles for delivering the Council Plan

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.

The Council



L to R: Cr Murray Cook, Cr David Balfour, Cr Tricia Jones, Cr Debbie Brown, Cr Joe Gauci, Cr Peter Kostos, Cr Terry Williamson, Cr Gerard Murphy and Cr Mikaela Power.

Drouin Ward

Cr Tricia Jones (term: 2008 to present)
tricia.jones@bawbawshire.vic.gov.au

Cr Terry Williamson (term: 2012 to present)
terry.williamson@bawbawshire.vic.gov.au

Mount Worth Ward

Cr Murray Cook (term: 2012 to present)
murray.cook@bawbawshire.vic.gov.au

Cr Peter Kostos (terms: 2005 – 2008, Oct 2011 – 2012, and 2013 to present)
peter.kostos@bawbawshire.vic.gov.au

North Ward

Cr David Balfour (term: 2003 to present)
david.balfour@bawbawshire.vic.gov.au

Cr Debbie Brown (term: 2012 to present)
deborah.brown@bawbawshire.vic.gov.au

Warragul Ward

Cr Joe Gauci (term: 2012 to present)
joe.gauci@bawbawshire.vic.gov.au

Cr Gerard Murphy (term: 2012 to present)
gerard.murphy@bawbawshire.vic.gov.au

Cr Mikaela Power (term: 2012 to present)
mikaela.power@bawbawshire.vic.gov.au

The Organisational Structure

Council is made up of three directorates, as well as one unit reporting directly to the CEO.

Helen Anstis

Chief Executive Officer

Liana Thompson

Director Corporate and Community Services

- Community Services
- Council Business
- Finance
- Library Services
- Organisation Development

Matthew Cripps

Director Planning and Economic Development

- Arts, Culture and Events
- Building and Regulatory Services
- Business and Economic Development
- Sustainable Development

Phil Cantillon

Director Community Assets

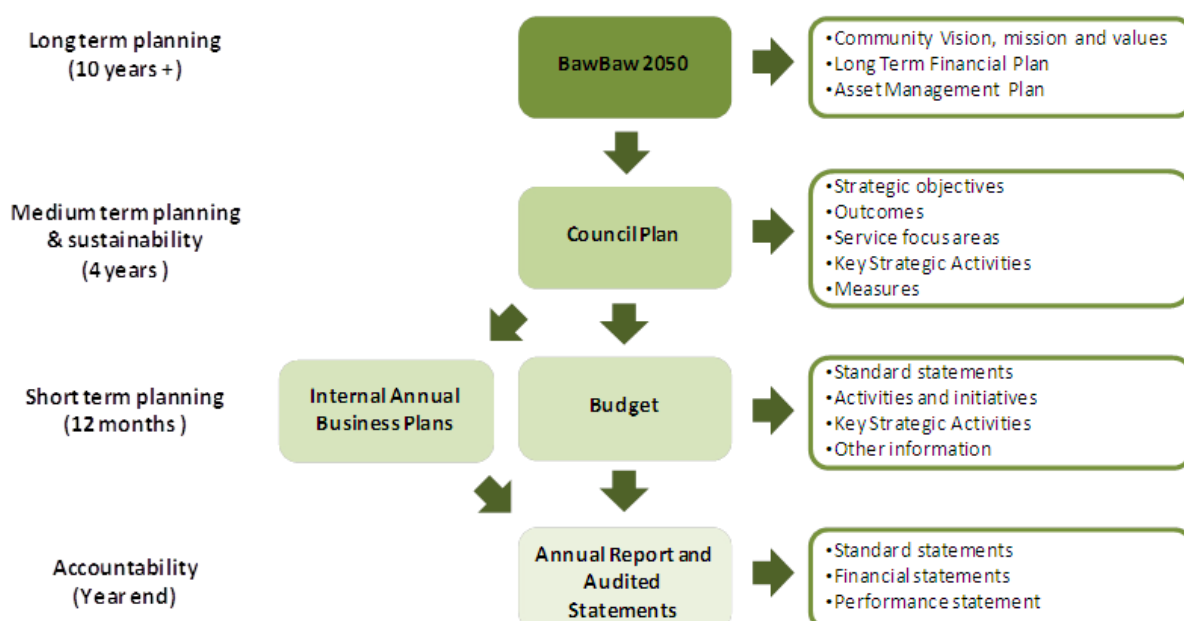
- Assets and Recreation
- Infrastructure Planning, Programs and Waste
- Urban Operations

Jane Oakley

Executive Manager Community Information and Advocacy

- Community Information and Advocacy

Council’s Planning Framework



BawBaw 2050

BawBaw 2050 is the community-developed vision for the future of the Shire, which sets out what the community wants Baw Baw Shire to be in 2050 and how to get there. The community identified six key future directions to achieve the vision:

- Managing growth.
- Lifelong learning, education, skills development and knowledge.
- Vibrant community living.
- Valuing our environment.
- Building responsible leadership.
- Building prosperity.

To achieve these six areas, and the community vision, action needs to be taken by the whole community: everyone has a role to play in achieving the vision.

Council Plan 2013 – 2017

The Council Plan is a high level strategy for the organisation. It identifies the key priorities of the Council, and the objectives and highlight activities that the organisation will carry out.

The Council has identified five themes to help shape the future of Baw Baw Shire:

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

Together these will drive Council’s planning, major projects and service delivery over the four years 2013 - 2017.

Implementing the Council Plan

Council prepares internal annual business plans on how the organisation will deliver against the Council Plan. Performance of the organisation against the Council Plan will be reported at least quarterly in February, May, August and November, in addition to the Annual Report published in approximately September each year.

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.

Measuring performance

Council's performance against the Council Plan and Budget is regularly monitored using the performance indicators contained in the Council Plan and Budget document.

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

Council's performance indicators include 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). Council's results against these measures are published to the State Government website www.knowyourcouncil.vic.gov.au.

Key Emerging Issues

Baw Baw Shire and the Council face a number of issues which affect how we plan for and deliver our services, activities and infrastructure.

In particular the Council has identified the following issues as priority areas:

- Maintaining the rural feel and liveability of the shire and neighbourhoods as it grows.
- The need for upgrades to existing collector and tertiary roads, particularly in Warragul and Drouin.
- Effective drainage solutions and river and stream drainage network maintenance to protect town centre and main connector roads in the Shire.
- Timely delivery of quality social infrastructure such as childcare, kindergartens, schools and open space and recreation facilities.
- The needs of an ageing population in terms of health, social services, leisure and cultural services as well as housing preferences.

Community and social environment

The Shire's population continues to grow, and this creates challenges in terms of pressure on Council assets and services and maintaining the Shire's sense of place and community.

Technology

There is growing emphasis on digital government as an opportunity to reduce costs and standardise business practices across Local Government. This includes cloud computing and doing business online via the internet and mobile devices.

This requires that Council be able to quickly and appropriately respond to advances in technology.

Economic environment

A key challenge is the introduction of rates capping to Victorian Local Government, and the impact this will have on Council's ability to fund community services and infrastructure that are already under pressure as a result of the growth in the community.

Natural environment

The community and Shire continue to face the need to prepare for and recover from extreme events and natural disasters including drought, fire, heat wave, landslips, flood and earthquake, and the impacts of a changing climate.

Political environment

With the recent State elections, a new government brings potential changes in policy and legislation. Key issues presently include the introduction of rates capping and its impacts, cost shifting to local government, and meeting the changing needs for performance reporting.

In addition there is also the ongoing need for advocacy on behalf of the community for State and Federal funding support.

Legal and policy environment

Related to the above, compliance with changing legislation and policy and impacts on both Council and community, for example changes to zoning provisions.

Strategic Objectives

Council's key priorities have been to balance competing needs to fund increased resourcing requirements for roads and drains, improve Council's financial position while delivering affordable rates increases for the community.

To deliver against these priorities and the key issues, Council has identified the following strategic objectives to guide its activities:

Our Community

- 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

- 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

- 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

- 4.1 Planning to meet the needs of the community today and in the future.
- 4.2 Prosperous local business and industry.

The Environment

- 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.

Annual Plan 2016/17

What we do

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

This includes community services to the very youngest residents such as Maternal and Child Health through to residents for older residents such as Home and Community Care (HACC). Council also manages the Shire's local roads infrastructure, parks and gardens, recreation facilities, waste management, West Gippsland Regional Arts Centre and statutory services such as public health, building services and statutory planning.

More information on these services and how they deliver on the Council Plan is contained under each of the strategic objectives of this Council Plan.

Major projects

In addition to its ongoing activities and service delivery, Council will deliver the following major capital projects in 2016/17:

Renewal and upgrades to shire public toilets and amenities

A priority project will be improvements to the public toilets at Eastern Park, Warragul.

Construction of a new shire animal pound facility

The construction of a new animal pound facility will commence subject to community consultation.

Redevelopment of the West Gippsland Regional Arts Centre, Warragul

Council will continue to work towards the redevelopment of the West Gippsland Regional Centre (subject to grant funding and external fundraising).

Completion of the Warragul Leisure Centre redevelopment, Warragul

The Warragul Leisure Centre redevelopment is scheduled to be completed in early 2016/17.

Western Park Recreation Precinct sports field development, Warragul

A new senior sports field including floodlighting for training purposes, will be developed on the western side of Tarwin Street, Warragul (subject to grant funding). This is an on-going two year project to be completed in 2017/18.

Eastern Park Oval training lights, Warragul

Council will install training lights at the Eastern Park Oval (subject to grant funding).

Ellinbank Recreation Reserve improvements

Improvements will be made to the Ellinbank Recreation Reserve, including new change rooms, side track relocation, netball court markings and oval light upgrades (subject to grant funding).

Implement the Road Safety Improvement Program

Council will deliver a range of road safety initiatives across the shire (subject to funding) in the following locations:

- Forest Road, Labertouche
- Labertouche Road, Labertouche
- Stolls Road, Shady Creek
- Beards Track, Shady Creek
- Kitchener Street, Trafalgar
- Jacksons Track, Labertouche,
- Jindivick Moir Road, Trafalgar
- Butlers Track/King Street, Warragul

Annual Road Renewal programs

Council will continue to deliver its annual road renewal programs focused on:

- Road pavement repairs.
- Road reconstruction program
- Gravel roads resheet program
- Road resealing program

Daveys Road Bridge reconstruction, Willowgrove

Council will reconstruct the Daveys Road Bridge, a project which is partially funded through the Federal Bridge Renewal Program.

Allambee Estate Road Bridges reconstruction, Seaview

Reconstruction of three bridges on Allambee Estate Road, subject to funding from the Federal Bridge Renewal Program.

Trafalgar Reserve entry and carpark construction

Relocation of the entrance to the Trafalgar Recreation Reserve from Reserve Street. The project includes car park construction and road widening.

Implement the New Footpath Program

Council will continue to construct new footpaths in identified priority locations throughout the Shire.

Implement the Road Construction Program

Council will implement a new initiative to construct missing sealed links between sealed sections of roads based on identified priorities across the Shire.

Princes Way pedestrian crossing construction, Drouin

Council will construct a new pedestrian crossing on Princes Way, Drouin between Bank Place and main South Road.

Tarwin Street retarding basin wall upgrade, Warragul

Upgrade the existing retarding basin wall to improve its retention capacity and enable provision of a new transport link between the Waterford Rise estate and Sutton Street, Warragul at a future time.

Annual Plan

Council's key initiatives for 2016/17 (including the capital projects above) are listed as follows. Progress against each of these projects will be made in the Quarterly Performance Report and the Annual Report.

Strategic Objective	Action	Responsibility
1.1	Renewal and upgrades to shire public toilets and amenities	Infrastructure Planning, Programs and Waste
1.1	Construction of a new shire animal pound facility	Infrastructure Planning, Programs and Waste
1.1	Review of the Domestic Animal Management Plan	Building and Regulatory Services
1.1	Advocate for additional kindergarten places in Warragul, and work with relevant parties to identify options for alternative kindergarten places	Community Services
1.1	Council business and process reviews	Community Information and Advocacy
1.1	Work with the newly elected Council to develop a new Council Plan 2017 - 2021	Community Information and Advocacy
1.2	Redevelopment of the West Gippsland Regional Arts Centre, Warragul	Infrastructure Planning, Programs and Waste
1.2	Completion of the Warragul Leisure Centre redevelopment, Warragul	Infrastructure Planning, Programs and Waste
1.2	Develop an Arts and Culture Strategy	Arts, Culture and Events
1.3	Western Park Recreation Precinct sports field development, Warragul	Infrastructure Planning, Programs and Waste
1.3	Eastern Park Oval training lights, Warragul	Infrastructure Planning, Programs and Waste
1.3	Ellinbank Recreation Reserve improvements	Infrastructure Planning, Programs and Waste
1.3	Develop a new Municipal Public Health Plan	Sustainable Development
2.1	Introduce an electronic document management system	Council Business
2.1	Introduce a pricing policy for the management of all Council land and buildings	Council Business
2.1	Prepare a revaluation of the shire's property data base	Finance
2.2	Review Council fees and charges	Finance
2.2	Conduct the 2016 local government elections	Council Business
2.2	Review Council's customer charter and service strategy	Community Information and Advocacy
3.1	Implement the Road Safety Improvement Program	Infrastructure Planning, Programs and Waste
3.1	Annual road renewal programs	Assets and Recreation
3.1	Daveys Road Bridge reconstruction, Willowgrove	Infrastructure Planning, Programs and Waste

Strategic Objective	Action	Responsibility
3.1	Allambee Estate Road Bridges reconstruction, Seaview	Infrastructure Planning, Programs and Waste
3.1	Review the Road Management Plan	Assets and Recreation
3.2	Trafalgar Reserve entry and carpark construction	Infrastructure Planning, Programs and Waste
3.2	Implement the New Footpath Program	Infrastructure Planning, Programs and Waste
3.2	Implement the Road Construction Program	Infrastructure Planning, Programs and Waste
4.1	Princes Way Pedestrian crossing construction, Drouin	Infrastructure Planning, Programs and Waste
4.1	Advocate on behalf of the local community and local needs	Community Information and Advocacy
4.2	Continue a program of Baw Baw marketing promotions	Business and Economic Development
5.1	Implement the Domestic Wastewater Management Plan including the compliance program	Building and Regulatory Services
5.2	Tarwin Street retarding basin wall upgrade, Warragul	Infrastructure Planning, Programs and Waste
5.2	Develop a Local Emergency Action Plan for the Neerim South community	Building and Regulatory Services
5.2	Develop a new Environment Strategy	Sustainable Development

OUR COMMUNITY

Strategic Objective 1.1 Delivering affordable and quality services to the community

OUTCOMES

The outcomes of working towards this objective are:

- 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.

SERVICE FOCUS AREAS

The services Council provide in this area include:

Continuously improving Council's services through Best Value

Council continuously reviews its services to ensure services are meeting quality and cost standards, are responsive to community needs and are accessible.

Lead Council Business Unit:

Community Information and Advocacy

Providing family and children's services and programs

Council provides a range of services to families with children from birth to 12 years of age, including family day care, kindergarten enrolments, maternal child and family health, supported playgroups, and support for children with additional needs to access kindergarten.

Lead Council Business Unit:

Community Services

Administering Local Laws

Council creates and administers local laws in order to improve quality of life and amenity in the Shire.

Lead Council Business Unit:

Building and Regulatory Services

Delivering services for residents who are older or have a disability

Council provides services to support frail older people, individuals with moderate to severe disabilities and their carers to improve quality of life, maintain their safety and independence at home and in the community. This includes a range of support services including assessment, home care, personal care, respite care, home maintenance, meals on wheels, planned activity groups and volunteer programs.

Lead Council Business Unit:

Community Services

Providing quality statutory public health, planning and building services

Council facilitates good planning and development and the health and safety of the community by providing statutory planning, building and public health services.

Lead Council Business Units:

Building and Regulatory Services

Sustainable Development

Supporting the delivery of library services

Libraries are located in Warragul, Drouin and Neerim South. In addition, a mobile library service travels to Yarragon, Trafalgar, Longwarry, Rawson, Erica, Thorpdale, Willow Grove and Nyora. Library services are delivered through a service agreement between the West Gippsland Regional Library Corporation, Baw Baw Shire, Bass Coast and South Gippsland Shire Councils.

Lead Council Business Unit:

Library Services

RELEVANT COUNCIL STRATEGIES

- Community Services Strategy
- Municipal Early Years Plan
- Positive Ageing in Baw Baw, Aged Services Plan
- Smoke-Free Outdoor Areas Policy
- Baw Baw Arts and Culture Plan
- Disability Action Plan
- Domestic Animal Management Plan
- Public Arts Policy
- West Gippsland Corporation Library Plan

PERFORMANCE INDICATORS

How Council will measure progress towards the strategic objectives and its services:

Performance Indicator

<i>Best Value</i>	Number of Best Value service reviews completed (target: 2)
<i>Animal management</i>	The number of successful animal management prosecutions
<i>Food safety</i>	The percentage of critical and major non-compliance outcome notifications that are followed up by Council
<i>Home and Community Care</i>	The percentage of the municipal target population that receive a Home and Community Care service
<i>Maternal Child Health</i>	The percentage of the municipal target population in relation to Culturally and Linguistically Diverse (CALD) people who receive a Home and Community Care service
<i>Maternal Child Health</i>	Percentage of children enrolled who participate in the maternal child health service
<i>Maternal Child Health</i>	The percentage of Aboriginal children enrolled who participated in the maternal child health service
<i>Library services</i>	The percentage of the municipal population that are active library members
<i>Statutory Planning</i>	The percentage of planning application decisions subject to review by the Victorian Civil and Administrative Tribunal (VCAT) that were not set aside

**Strategic
Objective**

1.2 Communities which are dynamic, vibrant and inclusive

OUTCOMES

The outcomes of working towards this objective are:

- 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.

SERVICE FOCUS AREAS

The services Council provide in this area include:

Facilitating community leadership and participation

Council aims to help establish and build on the strength and capacity of the community to participate in local leadership and achieves this through programs such as community planning, facilitation of a range of Advisory Committees, and events hosted through the Baw Baw Community Conversations program.

Lead Council Business Unit:

Sustainable Development

Delivering the Community Grants program

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

Lead Council Business Unit:

Sustainable Development

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.

Lead Council Business Unit:

Sustainable Development

Providing a vibrant hub for events, performing arts and culture

The West Gippsland Regional Arts Centre delivers a range of professional arts, cultural and events services to the community and encourages access to these opportunities, promoting Baw Baw Shire's reputation as a vibrant centre for arts and cultural activity.

Lead Council Business Unit:

Arts, Culture and Events

RELEVANT COUNCIL STRATEGIES

Baw Baw Arts and Culture Plan
Community Engagement Policy
Communications Strategy
Disability Action Plan
Domestic Animal Management Plan
Domestic Wastewater Management Plan
Municipal Emergency Management Plan
Municipal Public Health and Wellbeing Plan
Public Arts Policy
Responsible Gambling Policy – Electronic
Gaming Machine (under review)
Youth Charter

PERFORMANCE INDICATORS

How Council will measure progress towards the strategic objectives and its services:

Performance Indicator

<i>Community leadership and participation</i>	Number of volunteers registered on Council programs
	Participation in Council Committees and Committees of Management
<i>West Gippsland Regional Arts Centre</i>	Attendance at the West Gippsland Regional Arts Centre as a percentage of seat capacity

**Strategic
Objective**

1.3 Enhanced community quality of life

OUTCOMES

The outcome of working towards this objective is:

- A healthier community experiencing an improved quality of life.

SERVICE FOCUS AREAS

The services Council provide in this area include:

Advocating and acting to improve the health and wellbeing of the community

Council seeks to improve the quality of life of the community. It does this 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.

Lead Council Business Unit:

Sustainable Development

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.

Lead Council Business Unit:

Urban Operations

Improving opportunities for community recreation and leisure

Council provides a range of services which improve the opportunities for community recreation, arts and leisure activities. This includes the West Gippsland Regional Arts Centre, public swimming pools and sports facilities, and supporting Committees of Management.

Lead Council Business Units:

Assets and Recreation

Arts, Culture and Events

RELEVANT STRATEGIES

Affordable Housing Strategy Framework

Active By Design

Domestic Wastewater Management Plan

Drouin Town Centre Master Plan

Drouin Outdoor Recreation Strategy

Municipal Public Health and Wellbeing Plan

Open Space Strategy

Play Baw Baw

Recreation Strategy Plan 2005 – 2015

Skate and BMX Strategy 2012 – 2030

Swimming Pool Strategy

Tennis Strategy

PERFORMANCE INDICATORS

How Council will measure progress towards the strategic objectives and its services:

Performance Indicator

<i>Health and wellbeing</i>	Preparation of an annual report on the implementation of the Municipal Health and Wellbeing Plan
<i>Recreation</i>	Number of users on designated pathways and trails
<i>Aquatic facilities</i>	The number of visits to aquatic facilities per head of municipal population

COUNCIL LEADERSHIP AND MANAGEMENT

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

OUTCOMES

The outcomes of working towards this objective are:

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

SERVICE FOCUS AREAS

The services Council provide in this area include:

Improving Council’s financial position

Council actively plans and manages its budget and long term financial position to ensure sustainability. This includes management of rates and revenue collection, developing an annual budget, and implementation of its policies in relation to Council’s investments, borrowings and asset management.

Lead Council Business Unit:

Finance

Improving Council’s purchasing and procurement

The procurement program aims to improve the way Council purchases goods and services contributes to the financial sustainability of the organisation and delivers more affordable outcomes to the community.

Lead Council Business Unit:

Finance

Improving Council’s business planning and performance management

Council continuously improves its performance monitoring and management, integrated corporate and business planning and reporting, to ensure effective performance against the Council Plan.

Lead Council Business Units:

*Community Information and Advocacy
Organisation Development*

Administering the Development Contributions Plan

The Development Contributions Plan sets out the required community projects and resources required for the growing Baw Baw community.

Lead Council Business Unit:

Finance

Managing and maintaining Council information systems

Council manages and maintains a range of core corporate business and information systems with the aim of improving processes and enabling more efficient service delivery to the community.

Lead Council Business Unit:

Council Business

Delivering Risk Management and Occupational Health and Safety

Council actively identifies and manages its corporate risks and the occupational health and safety of its staff.

Lead Council Business Unit:

Council Business

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.

Lead Council Business Unit:

Organisation Development

RELEVANT STRATEGIES

Annual Budget
 Baw Baw Shire Development Contributions Scheme
 Council Rating Strategy
 Good Governance Framework
 Long Term Financial Plan
 Municipal Emergency Management Plan
 Policy Framework
 Procurement Policy

PERFORMANCE INDICATORS

How Council will measure progress towards the strategic objectives and its services:

Performance Indicator

<i>OHS</i>	Hours lost due to injury
	The underlying surplus (or deficit) as a percentage of adjusted underlying revenue (target: above \$0)
	Current assets as a percentage of current liabilities (target: 110%)
	Unrestricted cash as a percentage of current liabilities
	Interest bearing loans and borrowings as a percentage of rate revenue (target: less than 40%)
	Interest and principal repayments on interest bearing loans and borrowings as a percentage of rate revenue
<i>Financial performance</i>	Non-current liabilities as a percentage of own source revenue
	Asset renewal expenses as a percentage of depreciation
	Rate revenue as a percentage of adjusted underlying revenue
	Rate revenue as a percentage of the capital improved value of rateable properties in the municipality
	Total expenses per property assessment
	Residential rate revenue per residential property assessment
	The number of permanent staff resignations and terminations as a percentage of the average number of permanent staff
	Own source revenue per head of municipal population
<i>Sustainable capacity</i>	Total expenses per head of municipal population
	Value of infrastructure per head of municipal population
	Municipal population per kilometre of local road

Strategic Objective **2.2 Council is community focused, engaged and accountable**

OUTCOMES

The outcomes of working towards this objective are:

- Decision making is transparent and applies common sense.
- The Council is accountable.
- Bureaucracy and red tape are 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.

SERVICE FOCUS AREAS

The services Council provide in this area include:

Streamlining and improving Council processes

Council continuously reviews and seeks to improve its processes and procedures, and reduce red tape both for the Council and the community. This includes through the best value program of service reviews.

Lead Council Business Units:

All Council services

Good governance

Council improves its transparency in processes and decisions via a governance framework that enables decision making in accordance with good governance principles and practices.

Lead Council Business Unit:

Council Business

Improving community engagement and communications

Council's regular community engagement and communications are focused improving community understanding and participation in Council planning and action. This includes regular opportunities for engagement on projects and activities through 'Have your Say' on Council's website.

Lead Council Business Units:

*Community Information and Advocacy
Sustainable Development*

Providing customer services

Council's Community Information and Services team provides a support service across the organisation through first point of external customer contact, including acting as a referral service to other organisations.

Lead Council Business Unit:

Community Information and Advocacy

RELEVANT STRATEGIES

Baw Baw Shire Development Contributions Scheme

Council Rating Strategy

Communications Policy

Customer Service Policy

Good Governance Framework

Municipal Emergency Management Plan

PERFORMANCE INDICATORS

How Council will measure progress towards the strategic objectives and its services:

Performance Indicator

<i>Customer service</i>	Percentage of community requests resolved within 10 business days (target: 80%)
	Percentage of customer enquiries resolved at first point of contact with Council's Customer Services (target: 70%)
<i>Community engagement and communications</i>	Percentage of community requests received which have been resolved
	Number of opportunities advertised on 'Have Your Say Baw Baw'
	Number of submissions received by Council (including S.223 submissions)
	Number of media releases issued by Council
<i>Governance</i>	Number of people reached via social media channels
	Community satisfaction rating out of 100 with how council has performed in making decisions in the interests of the community

INFRASTRUCTURE AND COMMUNITY ASSETS

Strategic Objective

3.1 Continuing to reduce the asset renewal gap

OUTCOMES

The outcomes of working towards this objective are:

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

SERVICE FOCUS AREAS

The services Council provide in this area include:

Delivering the Asset Renewal Program

A key focus for Council is the improvement of its assets, in particular reducing the asset renewal gap, with a focus on improving the quality of Baw Baw Shire roads and drainage. Asset renewal projects include gravel roads re-sheets, bituminous works, major road works, and natural disaster recovery works.

Lead Council Business Units:

Infrastructure Planning, Programs and Waste Assets and Recreation

Improving Council’s infrastructure and asset management

Council is improving the planning, management and maintenance of its infrastructure and assets. An ongoing focus is the implementation of an Asset Management system and working with the Roads and Drainage Committee to help advise Council on project priorities.

Lead Council Business Unit:

Assets and Recreation

RELEVANT STRATEGIES

- Advocacy Strategy
- Asset Management Strategy
- Asset Management Policy
- Drainage Strategy for Drouin
- Drainage Strategy for Longwarry
- Infrastructure Design Manual
- Integrated Transport Plan
- Municipal Early Years Infrastructure Plan
- Palmerston Street Streetscape Improvement Plan
- Public Halls Strategy
- Road Framework Plan

- Road Management Plan
- Road Strategy Plan
- Trafalgar Traffic Management Plan
- Trafalgar Urban Drainage Strategy
- Traffic and Shared Space Presentation
- Urban Stormwater Management Plan
- Warragul and Drouin Traffic Model
- Warragul CBD Traffic Management Strategic Plan
- Warragul Drainage Plan
- Warragul Transit Precinct Study
- Yarragon Drainage Strategy
- Water Sensitive Urban Design Guidelines

PERFORMANCE INDICATORS

How Council will measure progress towards the strategic objectives and its services:

Performance Indicator

<i>Capital renewal</i>	Asset renewal expenses as a percentage of depreciation (target: above 100%)
	Percentage of adopted capital renewal projects completed by end of financial year (target: 90%)

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

OUTCOMES

The outcomes of working towards this objective are:

- 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.

SERVICE FOCUS AREAS

The services Council provide in this area include:

Delivering the Capital Works program to continue investment in Baw Baw Shire’s community assets, infrastructure and facilities

Council allocates a significant percentage of its budget to new and upgraded capital investment annually. Areas of expenditure include major and minor road works, drainage programs, new and upgraded information technology, open space and buildings programs.

Lead Council Business Unit:

Infrastructure Planning, Programs and Waste

Managing Council’s property portfolio

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 Council’s use of property.

Lead Council Business Unit:

Council Business

Delivering Development Contribution Plan projects

Council collects development contributions towards the supply of infrastructure required to meet the future needs of the community. Levies are raised through a Development Contribution Plan for a range of infrastructure including roads, drainage, open space and community facilities.

Lead Council Business Unit:

Infrastructure Planning, Programs and Waste

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 community assets.

Lead Council Business Units:

*Infrastructure Planning, Programs and Waste
Assets and Recreation*

RELEVANT STRATEGIES

Advocacy Strategy
 Asset Management Strategy
 Asset Management Policy
 Cycling Safety Issues in Baw Baw Study
 Implementation Plan
 Dowton Park Master Plan
 Drainage Strategy for Drouin
 Drainage Strategy for Longwarry
 Drouin Recreation Plan
 Equestrian Facilities Plan
 Equestrian Masterplan
 Gippsland Hockey Facilities Strategic Plan
 Infrastructure Design Manual
 Integrated Transport Plan
 Municipal Emergency Management Plan
 Municipal Early Years Infrastructure Plan
 Palmerston Street Streetscape
 Improvement Plan

Public Halls Strategy
 Road Framework
 Road Management Plan
 Road Strategy Plan
 Trafalgar Recreation Precinct Master Plan
 Trafalgar Traffic Management Plan
 Trafalgar Urban Drainage Strategy
 Traffic and Shared Space Presentation
 Urban Stormwater Management Plan
 Warragul and Drouin Traffic Model
 Warragul CBD Traffic Management
 Strategic Plan
 Warragul Drainage Plan
 Warragul Third Rail Crossing
 Warragul Transit Precinct Study
 Yarragon Drainage Strategy
 Water Sensitive Urban Design Guidelines
 Warragul Outdoor Recreation Plan
 Warragul Leisure Centre Masterplan

PERFORMANCE INDICATORS

How Council will measure progress towards the strategic objectives and its services:

Performance Indicator

	Percentage of adopted capital works projects completed by end of financial year (target: 90%)
<i>Roads and Capital works</i>	Square metres of sealed local roads resealed
	Square metres of sealed local roads re-sheeted
	Square metres of sealed local roads reconstructed
	Value of drains projects (\$)
	Length of footpath projects (km)
<i>Roads</i>	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads

GROWTH AND PROSPERITY

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

OUTCOMES

The outcomes of working towards this objective are:

- 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.

SERVICE FOCUS AREAS

The services Council provide in this area include:

Advocating and grants seeking for major community projects

Council works with the community to identify priority projects, and advocates to and seek funding from other government authorities on behalf of the community. Council's key advocacy priorities relate to infrastructure upgrades including roads and drainage, quality social infrastructure such as for health and education, and maintaining the rural feel and liveability of the shire.

Lead Council Business Units:

Community Information and Advocacy

Planning for a growing Baw Baw Shire

Council carries out strategic planning to guide the future development of the shire, such as the recently adopted Baw Baw Settlement Management Plan and Precinct Structure Plans for major towns. Implementation of these plans will help Council provide for the needs of the current and future community.

Lead Council Business Unit:

*Sustainable Development
Infrastructure Planning, Programs and Waste*

Participating in regional planning initiatives

Council continues to participate in Gippsland regional initiatives including the Gippsland Integrated Land Use Plan and the Gippsland Regional Plan.

Lead Council Business Unit:

Sustainable Development

RELEVANT STRATEGIES

Baw Baw Heritage Study
Design Kit for Industrial and Commercial Development
Design Kit for Residential Subdivision
Domestic Wastewater Management Plan
Drouin Town Centre Strategy
Gippsland Integrated Land Use Plan
Gippsland Regional Plan (GLGN)
Growth Management Plan (Warragul and Drouin)
Municipal Emergency Management Plan
Baw Baw Settlement Management Plan
Trafalgar 2030 (Trafalgar Land Use Strategy)
Walhalla: Review of Planning Scheme Overlays including Bushfire and Heritage
Warragul Town Centre Master Plan
Warragul Town Centre Urban Design Framework and Station Precinct Masterplan
Yarragon 2030 Land Use Strategy Plan
Yarragon Structure Plan

PERFORMANCE INDICATORS

How Council will measure progress towards the strategic objectives and its services:

Performance Indicator

<i>Grants and advocacy</i>	Non-recurrent grants received as a result of Council applications for funding
	Recurrent grants per head of municipal population

**Strategic
Objective**

4.2 Prosperous local business and industry

OUTCOMES

The outcomes of working towards this objective are:

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

SERVICE FOCUS AREAS

The services Council provide in this area include:

Facilitating the expansion and retention of local business and industry

Council actively facilitates and advocates on behalf of the Baw Baw community to help grow local business and industry. This includes Council's Business Advisory Board, facilitation of tourism and business networks and business related workshops, the Annual Baw Baw Business Awards and programs such as 'Buy Local'.

Lead Council Business Unit:

Business and Economic Development

Facilitating major projects and developments

Council facilitates and advocates to attract new business and industry to the Baw Baw Shire area. This includes promotion of the Shire to attract investment, facilitation in growth of existing businesses, and promotion of export opportunities.

Lead Council Business Unit:

Business and Economic Development

Promoting opportunities for local business to do business with Council

Council is actively improving the way it purchases goods and services, and the way it works with local businesses wanting to provide goods or services to Council, such as through Council's recently introduced e-tendering system.

Lead Council Business Unit:

Finance

RELEVANT STRATEGIES

Baw Baw Branding Strategy

Economic Development Strategy

Nature Based Tourism Development
Strategy

Tourism Implementation Plan 2012 – 2015

PERFORMANCE INDICATORS

How Council will measure progress towards the strategic objectives and its services:

Performance Indicator

<i>Building</i>	Total number of building permits issued by building surveyors in Baw Baw Shire
	Total value of buildings for which building permits are issued by building surveyors in Baw Baw Shire
<i>Tourism</i>	Number of visitors to the 'Visit Baw Baw' website

THE ENVIRONMENT

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

OUTCOMES

The outcomes of working towards this objective are:

- 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.

SERVICE FOCUS AREAS

The services Council provide in this area include:

Managing Baw Baw Shire’s environment

Council delivers a range of environmental management programs including bushland management, weed management, tree planting and other community programs.

Lead Council Business Unit:

Sustainable Development

Managing the Shire’s biodiversity

Council seeks to protect the natural environment, and manage the Shire’s urban growth, landscapes and farming land through initiatives such as the Bush Broker and strategic planning programs.

Lead Council Business Unit:

Sustainable Development

Reducing energy usage and increased water harvesting in Council-owned and managed buildings and facilities

Council actively identifies and implements cost efficient energy and water savings measures.

Lead Council Business Unit:

Sustainable Development

Managing Baw Baw Shire’s Waste

Council manages the contract for waste collection and disposal services in the Shire, and the four waste transfer stations. Council aims to reduce the volume of waste reaching Council’s transfer stations, through the implementation of the Waste Management Plan.

Lead Council Business Unit:

Infrastructure Planning, Programs and Waste

RELEVANT STRATEGIES

Domestic Wastewater Management Plan
Environment and Climate Change Strategy
Hazel Creek Waterway Management Plan
Public Lighting Strategy Implementation Plan
Waste Management Plan 2020
Weed Management Strategy 2011 – 2015

PERFORMANCE INDICATORS

How Council will measure progress towards the strategic objectives and its services:

Performance Indicator

	Total energy consumption in kWh at the designated Council top 10 energy consuming sites for each six month period
<i>Energy use</i>	Benefit cost ratio of energy efficiency programs carried out during the financial year at the top designated Council energy consuming sites
	Total equivalent CO2 emissions as measured at the designated Council top energy consuming sites, public lighting and Council's fleet for each six month period
<i>Waste management</i>	Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill

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

OUTCOMES

The outcomes of working towards this objective are:

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

SERVICE FOCUS AREAS

The services Council provide in this area include:

Building community resilience to climate and environmental impacts

Council is helping the community respond to the challenges and complexities of climate change by facilitating and monitoring action on the implementation of the Baw Baw Environment and Climate Change Strategy and Action Plan. Council also facilitates Environment Voice, an advisory committee to Council.

Lead Council Business Unit:
Sustainable Development

Preparing for and responding to emergencies

Council is working with the community to improve the shire’s preparation, planning, response and recovery to emergency events through Council’s Fire and Emergency Management program and the Municipal Emergency Management Plan and its sub-plans.

Lead Council Business Unit:
Building and Regulatory Services

RELEVANT STRATEGIES

Environment and Climate Change Strategy
Municipal Emergency Management Plan

PERFORMANCE INDICATORS

How Council will measure progress towards the strategic objectives and its services:

Performance Indicator

<i>Water use</i>	Total potable water consumption in mL at Council's top 10 potable water consuming sites
<i>Emergency management</i>	Voluntary land owner compliance with Fire Prevention Notices issued to properties identified as potential fire hazards (target: 90%)

Strategic Resource Plan

This section includes an extract of the adopted Strategic Resource Plan (SRP) to provide information on the long term financial projections of the Council.

Plan development

The Act requires a SRP to be prepared describing both financial and non-financial resources (including human resources) for at least the next four financial years to achieve the strategic objectives in the Council Plan. In preparing the SRP, Council must take into account all other plans and strategies in regard to services and initiatives which commit financial and non-financial resources for the period of the SRP.

Council has prepared a SRP for the four years 2016/17 to 2019/20 as part of its ongoing financial planning to assist in adopting a budget within a longer term framework. The SRP takes the strategic objectives and strategies as specified in the Council Plan and expresses them in financial terms for the next four years.

The key objective, which underlines the development of the SRP, is financial sustainability in the medium to long term, while still achieving Council's strategic objectives as specified in the Council Plan. The key financial objectives, which underpin the SRP, are:

- Maintain a surplus result from operations.
- Maintain existing service levels.
- Achieve a balanced budget on a cash basis.
- Achieve a major investment in infrastructure to meet ongoing needs within the Community.

In preparing the SRP, Council has also been mindful of the need to comply with the following Principles of Sound Financial Management as contained in the Act:

- Prudently manage financial risks relating to debt, assets and liabilities.
- Provide reasonable stability in the level of rate burden.
- Consider the financial effects of Council decisions on future generations.
- Provide full, accurate and timely disclosure of financial information.

The SRP is updated annually through a rigorous process of consultation with Council service providers followed by a detailed sensitivity analysis to achieve the key financial objectives.

Financial resources

The following table summarises the key financial results for the next four years as set out in the SRP for years 2016/17 to 2019/20. The Financial Statements includes a more detailed analysis of the financial resources to be used over the four year period.

Indicator	Forecast	Budget	Strategic Resource Plan			Trend
	Actual		Projections			
	2015/16	2016/17	2017/18	2018/19	2019/20	+/-
	\$'000	\$'000	\$'000	\$'000	\$'000	
Surplus/(deficit) for the year	17,147	21,586	20,360	18,114	24,614	+
Adjusted underlying result	695	6,499	3,124	648	1,981	o
Cash and investments balance	16,494	14,369	16,281	18,439	21,216	+
Cash flows from operations	21,030	25,162	25,180	24,006	30,457	+
Capital works expenditure	34,299	29,725	21,562	20,588	26,842	o

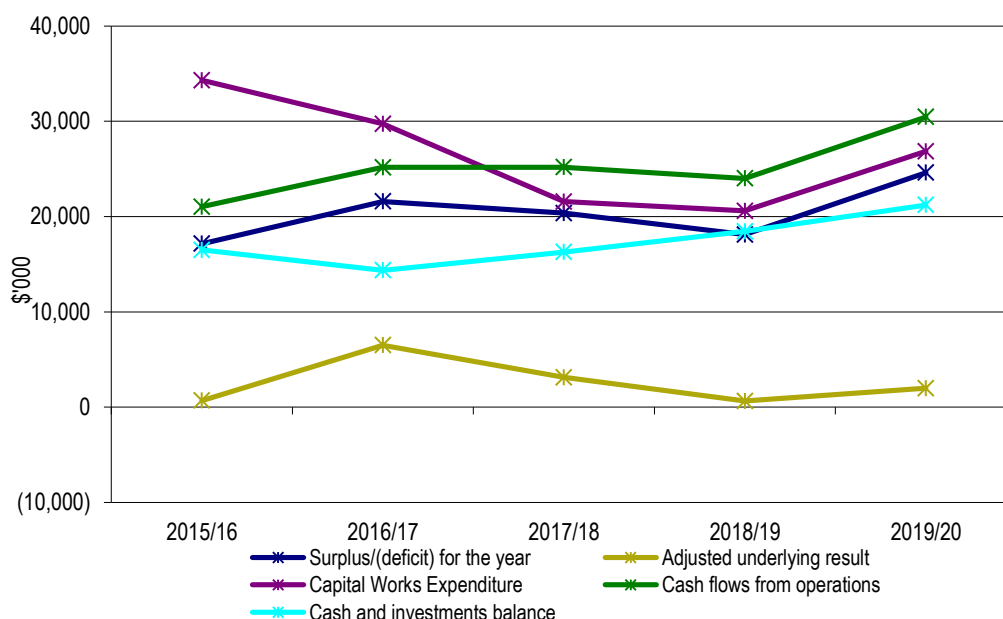
Key to Forecast Trend:

+ Forecasts improvement in Council's financial performance/financial position indicator

o Forecasts that Council's financial performance/financial position indicator will be steady

- Forecasts deterioration in Council's financial performance/financial position indicator

The following graph shows the general financial indicators over the four year period.



The key outcomes of the SRP are as follows:

- **Financial sustainability** - Cash and investments is forecast to increase over the four year period from \$14.37 million to \$21.22 million, which indicates a balanced budget on a cash basis in each year.
- **Rating levels** – Modest rate increases are forecast over the four years at an average of 2.5%.
- **Service delivery strategy** – Service levels have been maintained throughout the four year period. Despite this, operating surpluses are forecast in all years, as a result of significant capital grant revenue being received to fund the annual capital works program. However, excluding the effects of capital items such as capital grants and contributions, the adjusted underlying result is a surplus over the four year period. The adjusted underlying result is a measure of financial sustainability and is an important measure as once-off capital items can often mask the operating result.
- **Borrowing strategy** – Borrowings are forecast to reduce from \$13.89 million to \$11.17 million over the four year period. This includes new borrowings of \$4.00 million in 2016/17.
- **Infrastructure strategy** - Capital expenditure over the four year period will total \$98.72 million at an average of \$24.68 million.

Financial performance indicators

The following table highlights Council's current and projected performance across a range of key financial performance indicators. These indicators provide a useful analysis of Council's

financial position and performance and should be interpreted in the context of the organisation's objectives.

Indicator	Measure	Notes	Forecast			Strategic Resource Plan Projections			Trend +/-
			Actual 2014/15	Actual 2015/16	Budget 2016/17	2017/18	2018/19	2019/20	
Operating position									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	7.2%	1.0%	9.0%	4.4%	0.9%	2.6%	o
Liquidity									
Working Capital	Current assets / current liabilities	2	206.0%	140.0%	128.5%	143.9%	155.4%	179.3%	+
Unrestricted cash	Unrestricted cash / current liabilities		82.1%	75.7%	62.3%	76.6%	81.0%	93.5%	o
Obligations									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	3	20.1%	22.8%	27.2%	23.6 %	21.4%	20.0%	o
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		4.0%	4.1%	3.9%	4.1%	2.6%	1.8%	o
Indebtedness	Non-current liabilities / own source revenue		24.4%	25.9%	30.0%	27.6%	26.2%	25.4%	o
Asset renewal	Asset renewal expenditure / depreciation	4	110.3%	136.6%	116.9%	76.9%	63.9%	66.5%	-
Stability									
Rates concentration	Rate revenue / adjusted underlying revenue	5	67.6%	73.9%	70.4%	73.4%	73.6%	73.6%	o
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.5%	0.5%	0.5%	0.5%	0.6%	0.6%	o
Efficiency									
Expenditure level	Total expenditure / no. of property assessments		\$2,722	\$2,694	\$2,660	\$2,742	\$2,895	\$2,911	o
Revenue level	Residential rate revenue / No. of residential property assessments		\$1,643	\$1,672	\$1,717	\$1,750	\$1,785	\$1,820	+
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year		16.7%	19.0%	11.6%	11.6%	11.9%	12.3%	o

Key to Forecast Trend:

+ Forecasts improvement in Council's financial performance/financial position indicator

o Forecasts that Council's financial performance/financial position indicator will be steady

- Forecasts deterioration in Council's financial performance/financial position indicator

Notes to indicators:

1 Adjusted underlying result – An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. There is some variation in the result between the years, however there continues to be an underlying surplus.

2 Working Capital – The proportion of current liabilities represented by current assets. Working capital is forecast to decrease in 2016/17 year due to a run down in cash reserves to fund the capital program. The trend in later years is for marginal increases to fund capital works and repayment of interest only loans.

3 Debt compared to rates - Trend indicates that Council is reducing reliance on debt against its annual rate revenue through redemption of long term debt. The only borrowings budgeted over this period are a \$4.0 million loan for the redevelopment of the West Gippsland Arts Centre in 2016/17.

4 Asset renewal - This percentage indicates the extent of Council's renewal of assets against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is

maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets.

5 Rates concentration - Reflects extent of reliance on rate revenues to fund all of Council's on-going services. Trend indicates that Council has a consistent level of reliance on rate revenue compared to all other revenue sources.

Financial statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the years 2017/18 to 2019/20 has been extracted from the Strategic Resource Plan.

This section includes the following financial statements in accordance with the Local Government Act 1989 and the Local Government Model Financial Report:

- Comprehensive Income Statement
- Balance Sheet
- Statement of Changes in Equity
- Statement of Cash Flows
- Statement of Capital Works
- Statement of Human Resources

Comprehensive Income Statement

For the four years ending 30 June 2020

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2015/16	2016/17	2017/18	2018/19	2019/20
	\$'000	\$'000	\$'000	\$'000	\$'000
Income					
Rates and charges	49,320	51,015	52,582	54,198	55,864
Statutory fees and fines	1,160	1,196	1,234	1,274	1,315
User fees	3,384	3,025	3,151	3,280	3,413
Grants - Operating	9,019	13,254	13,426	13,829	14,244
Grants - Capital	8,353	6,796	6,017	3,156	2,500
Contributions - monetary	1,161	1,791	1,975	5,066	10,927
Contributions - non-monetary	10,692	10,500	10,500	10,500	10,500
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	(968)	(1,038)	(1,034)	(1,330)	(1,325)
Share of net profits/(losses) of associates and joint ventures	30	30	32	33	34
Other income	1,035	992	1,022	1,053	1,084
Total income	83,186	87,561	88,905	91,059	98,556
Expenses					
Employee costs	23,522	23,667	24,500	25,234	25,990
Materials and services	29,089	28,934	29,976	31,055	32,639
Depreciation and amortisation	12,860	12,741	13,379	14,047	14,750
Borrowing costs	568	633	690	609	563
Other expenses				2,000	
Total expenses	66,039	65,975	68,545	72,945	73,942
Surplus/(deficit) for the year	17,147	21,586	20,360	18,114	24,614
Other comprehensive income					
Items that will not be reclassified to surplus or deficit in future periods:					
Net asset revaluation increment /(decrement)	-	-	-	-	-
Total comprehensive result	17,147	21,586	20,360	18,114	24,614

Balance Sheet

For the four years ending 30 June 2020

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2015/16	2016/17	2017/18	2018/19	2019/20
	\$'000	\$'000	\$'000	\$'000	\$'000
Assets					
Current assets					
Cash and cash equivalents	16,494	14,369	16,281	18,439	21,216
Trade and other receivables	5,487	5,707	5,830	6,006	6,531
Other assets	709	709	709	709	709
Total current assets	22,690	20,785	22,820	25,154	28,456
Non-current assets					
Trade and other receivables					
Investments in associates and joint ventures	1,019	1,049	1,081	1,114	1,148
Property, infrastructure, plant & equipment	633,450	659,434	676,618	692,159	713,251
Intangible assets	2,231	2,231	2,231	2,231	2,231
Total non-current assets	636,700	662,714	679,930	695,504	716,630
Total assets	659,390	683,499	702,750	720,658	745,086
Liabilities					
Current liabilities					
Trade and other payables	6,600	6,330	6,520	6,951	7,027
Trust funds and deposits	1,572	1,619	1,668	1,718	1,769
Provisions	6,655	6,757	6,861	6,967	7,076
Interest-bearing loans and borrowings	1,375	1,469	812	442	-
Total current liabilities	16,202	16,175	15,861	16,078	15,872
Non-current liabilities					
Provisions	4101	4,120	4,138	4,157	4,177
Interest-bearing loans and borrowings	9,891	12,423	11,610	11,168	11,168
Total non-current liabilities	13,992	16,543	15,748	15,325	15,345
Total liabilities	30,194	32,718	31,609	31,403	31,217
Net assets	629,196	650,781	671,141	689,255	713,869
Equity					
Accumulated surplus	322,198	344,128	363,114	379,393	401,808
Reserves	306,998	306,653	308,027	309,862	312,061
Total equity	629,196	650,781	671,141	689,255	713,869

Statement of Changes in Equity

For the four years ending 30 June 2020

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2017				
Balance at beginning of the financial year	629,195	322,198	301,333	5,664
Surplus/(deficit) for the year	21,586	21,586	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer to other reserves	-	(2,397)	-	2,397
Transfer from other reserves	-	2,741	-	(2,741)
Balance at end of the financial year	650,781	344,128	301,333	5,320
2018				
Balance at beginning of the financial year	650,781	344,128	301,333	5,320
Surplus/(deficit) for the year	20,360	20,360	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer to other reserves	-	(3,622)	-	3,622
Transfer from other reserves	-	2,248	-	(2,248)
Balance at end of the financial year	671,141	363,114	301,333	6,694
2019				
Balance at beginning of the financial year	671,141	363,114	301,333	6,694
Surplus/(deficit) for the year	18,114	18,114	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer to other reserves	-	(6,526)	-	6,526
Transfer from other reserves	-	4,691	-	(4,691)
Balance at end of the financial year	689,255	379,393	301,333	8,529
2020				
Balance at beginning of the financial year	689,255	379,393	301,333	8,529
Surplus/(deficit) for the year	24,614	24,614	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer to other reserves	-	(12,454)	-	12,454
Transfer from other reserves	-	10,255	-	(10,255)
Balance at end of the financial year	713,869	401,808	301,333	10,728

Statement of Cash Flows

For the four years ending 30 June 2020

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2015/16	2016/17	2017/18	2018/19	2019/20
	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows	Inflows	Inflows	Inflows	Inflows
	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)
Cash flows from operating activities					
Rates and charges	50,123	50,871	52,501	54,082	55,535
Statutory fees and fines	1,178	1,192	1,234	1,271	1,307
User fees	3,458	3,013	3,144	3,270	3,386
Grants - operating	9,166	13,217	13,406	13,799	14,160
Grants - capital	8,489	6,777	6,008	3,150	2,485
Contributions - monetary	1,161	1,791	1,975	5,066	10,927
Interest received	612	698	721	741	760
Trust funds and deposits taken/repaid	46	47	49	50	52
Other receipts	439	289	299	301	260
Employee costs	(23,983)	(23,726)	(24,289)	(24,919)	(25,824)
Materials and services	(29,659)	(29,007)	(29,868)	(30,820)	(32,591)
Other payments	-	-	-	(1,985)	-
Net cash provided by/(used in) operating activities	21,030	25,162	25,180	24,006	30,457
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(34,299)	(29,723)	(21,567)	(20,589)	(26,841)
Proceeds from sale of property, infrastructure, plant and equipment	532	462	458	162	166
Net cash provided by/ (used in) investing activities	(33,767)	(29,261)	(21,109)	(20,427)	(26,675)
Cash flows from financing activities					
Finance costs	(568)	(651)	(690)	(609)	(563)
Proceeds from borrowings	3,279	4,000			
Repayment of borrowings	(1,469)	(1,375)	(1,469)	(812)	(442)
Net cash provided by/(used in) financing activities	1,242	1,974	(2,159)	(1,421)	(1,005)
Net increase/(decrease) in cash & cash equivalents	(11,495)	(2,125)	1,912	2,158	2,777
Cash and cash equivalents at the beginning of the financial year	27,989	16,494	14,369	16,281	18,439
Cash and cash equivalents at the end of the financial year	16,494	14,369	16,281	18,439	21,216

Statement of Capital Works

For the four years ending 30 June 2020

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2015/16	2016/17	2017/18	2018/19	2019/20
	\$'000	\$'000	\$'000	\$'000	\$'000
Property					
Land	371	880	754	281	404
Land improvements	-	-	-	-	-
Total land	371	880	754	281	404
Buildings	14,347	9,717	7,414	2,084	2,137
Building improvements					
Leasehold improvements					
Total buildings	14,347	9,717	7,414	2,084	2,137
Total property	14,718	10,597	8,168	2,365	2,541
Plant and equipment					
Plant, machinery and equipment	480	495	533	550	568
Fixtures, fittings and furniture	-	-	-	-	-
Computers and telecommunications	1,254	355	235	238	241
Total plant and equipment	1,734	850	768	788	809
Infrastructure					
Roads	9,661	9,983	7,063	10,526	15,617
Bridges	1,463	2,185	232	627	550
Footpaths and cycleways	1,242	1,076	874	572	580
Drainage	1,004	2,577	1,811	4,444	3,984
Recreational, leisure and community facilities	2,535	1,935	2,434	1,047	2,478
Waste management	1,862	322	10	10	169
Parks, open space and streetscapes	-	-	-	-	-
Other infrastructure	80	200	202	209	114
Total infrastructure	17,847	18,278	12,626	17,435	23,492
Total capital works expenditure	34,299	29,725	21,562	20,588	26,842
Represented by:					
New asset expenditure	-	-	-	-	-
Asset renewal expenditure	17,567	14,899	10,282	8,972	9,802
Asset expansion expenditure	5,073	6,710	4,827	7,878	13,207
Asset upgrade expenditure	11,659	8,116	6,453	3,738	3,833
Total capital works expenditure	34,299	29,725	21,562	20,588	26,842

Statement of Human Resources

For the four years ending 30 June 2020


	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000
Staff expenditure					
Employee costs - operating	23,522	23,667	24,500	25,234	25,990
Employee costs - capital	113	117	-	-	-
Total staff expenditure	23,635	23,784	24,500	25,234	25,990
	FTE	FTE	FTE	FTE	FTE
Staff numbers					
Employees	263.8	259.5	261.5	263.5	265.5
Total staff numbers	263.8	259.5	261.5	263.5	265.5

A summary of human resources expenditure categorised according to the organisational structure of Council is included below:

Directorate	Budget		
	2016/17 \$'000	Full Time \$'000	Part Time \$'000
Chief Executive	1,479	1,442	37
Corporate and Community Services	8,326	4,899	3,427
Community Assets	6,987	6,112	875
Planning and Economic Development	5,583	4,455	1,128
Total permanent staff expenditure	22,375	16,908	5,467
Casuals and other expenditure (including allowances and Fringe Benefits Tax)	1,292		
Subtotal	23,667		
Capitalised labour costs	117		
Total expenditure	23,784		

A summary of the number of full time equivalent (FTE) Council staff in relation to the above expenditure is included below:

Directorate	Budget		
	FTE	Full Time	Part Time
Chief Executive	14.5	14.0	0.5
Corporate and Community Services	101.5	48.0	53.5
Community Assets	80.0	69.0	11.0
Planning and Economic Development	59.1	44.0	15.1
Total	255.1	175.0	80.1
Casuals and other	3.4		
Capitalised labour costs	1.0		
Total staff	259.5		



Baw Baw Shire Council

PO Box 304
Warragul, Victoria 3820

03 5624 2411
bawbaw@bawbawshire.vic.gov.au
www.bawbawshire.vic.gov.au
www.facebook.com/bawbawshirecouncil