

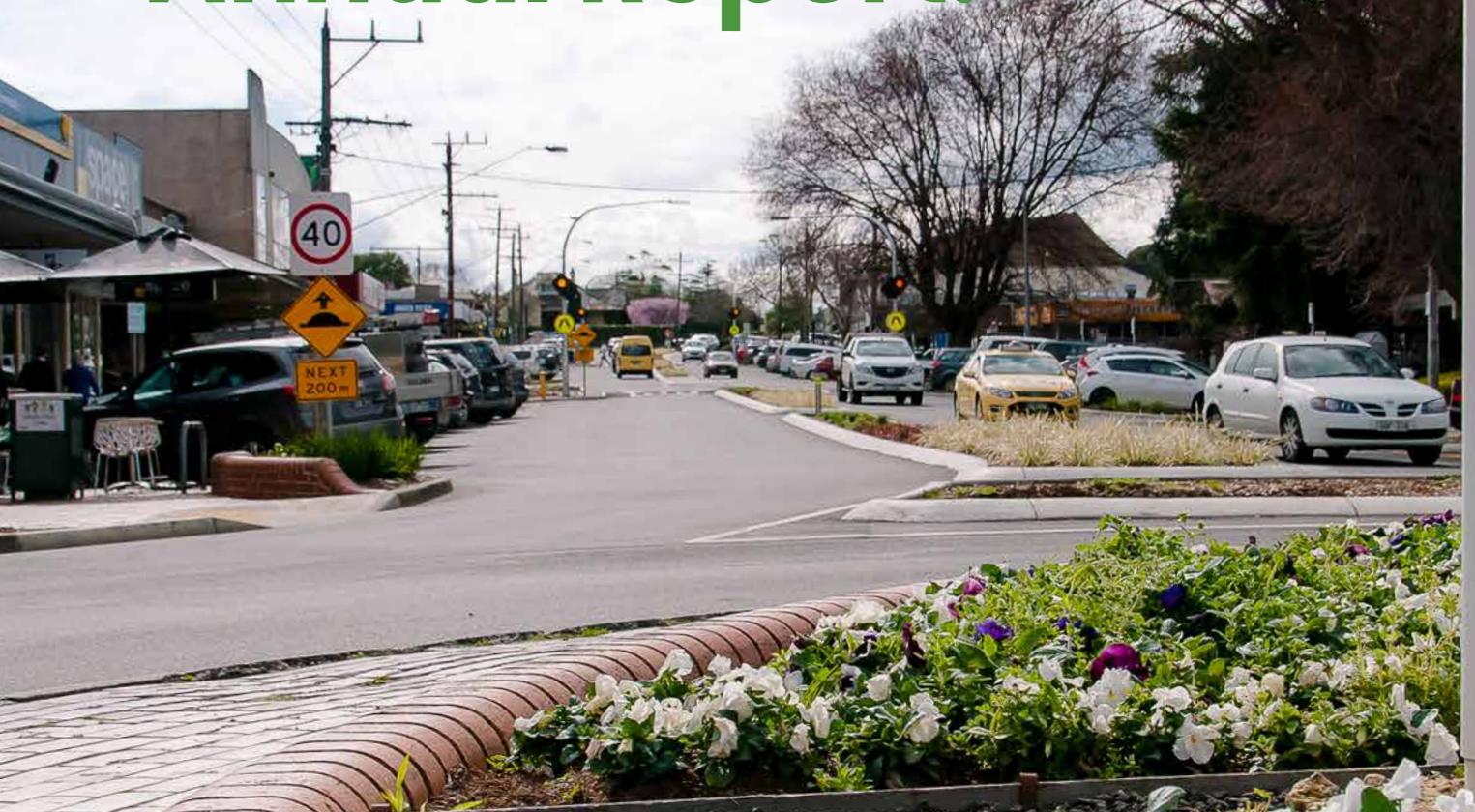


# Baw Baw Shire Council Annual Report.

Report of Operations  
2017/18



# Welcome to the Baw Baw Shire Council Annual Report.



## Customer Service Centres

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[www.facebook.com/bawbawshirecouncil](https://www.facebook.com/bawbawshirecouncil)

Warragul CBD Streetscape Project

Front Cover: Warragul Civic Park play space. Courtesy of Andrew Lloyd Photography

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# Introduction

## About this Report

Baw Baw Shire Council is committed to transparent reporting and accountability to the community. The Report of Operations 2017/18 is the primary means of advising the community about Council's operations and performance during the financial year.

Council is responsible for delivering over 100 services, from family and children's services, traffic regulation, open space, youth services, waste management and community building; to matters concerning business development, capital works projects, planning for appropriate development and ensuring accountability for Council's budget.

This broad range of community services and infrastructure for residents, supports the wellbeing and prosperity of our community. Council's vision, strategic objectives and strategies to further improve services and facilities are described in our Council Plan 2017-2021 and are reported upon in this document. Refer to the section Our Performance for more information about Council services.

The delivery of services, facilities, support and advocacy to achieve the Strategic Objectives is measured by a set of service performance indicators and measures. Council also has a range of responsibilities under the Victorian and Australian legislations.



# Snapshot of Baw Baw Shire

Located adjacent to Victoria's capital city, Melbourne, Baw Baw Shire is one of Victoria's fastest growing municipalities with freeway and V/Line access into Melbourne's CBD and suburbs.

Baw Baw Shire covers approximately 4,027 square kilometres of high quality farmland and woodlands. It also has the closest snow fields to Melbourne.

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

Industry sectors which contribute significantly to Baw Baw Shire's output include manufacturing, construction and agriculture. The healthcare and social assistance, agriculture, education and training industry sectors are the largest employers in the Shire.

The Shire's largest towns are located along the Princes Hwy (M1) transport spine and include Warragul, Drouin, Longwarry, Yarragon and Trafalgar.

Baw Baw Shire's smaller towns are scattered throughout the region and include Drouin South, Drouin West, Jindivick, Noojee, Tanjil Bren, Rawson, Walhalla, Erica, Neerim South, Willow Grove, Thorpdale, and Darnum.

Baw Baw Shire is bordered by South Gippsland, Cardinia, Yarra Ranges, Mansfield, Wellington Shires, and City of Latrobe.

With an estimated population of 50,364 (2017), the municipality is experiencing rapid residential growth.

Population modelling has predicted the Shire will continue growing at an annual rate of 2.3 per cent to reach 60,452 by 2026.



## Our Commitments

Through its vision, mission and values, Council commits to working in an open and transparent manner, delivering outcomes that are community centric.

## 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.

## 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.





# The Year in Review

## Fast Facts



**residential population(2017) 50,364**

20% are youth (0-15)  
20% are seniors (65+)

54% are employed  
40% are families with children



**sealed local roads 1,089 km**

**sealed local road requests received 636**



**planning applications received 442**

**rateable properties 25,985**



**kerbside garbage collection bins 21,460**

**kerbside recyclables collection bins 21,132**



**class 1 and 2 food premises inspected 400**

**food premises registered 781**

**1,408** animal management requests  
**9,797** registered cats and dogs in the Shire



**248,417** visits to indoor aquatic facilities  
**14,443** visits to outdoor aquatic facilities



**11,599** hours worked by Municipal Child Health (MCH) nurses  
**594** first MCH home visits



**170,976** visits to libraries  
**7,504** active library members



**19,902** Meals on Wheels delivered  
**387** council registered volunteers





# Mayor and CEO Overview

Baw Baw Shire Council's 2017/18 was one of new beginnings as evidenced by the appointment of our new CEO Alison Leighton and executive team. With these appointments has come a keen desire to put the community first and to strongly support Council in ensuring that their decisions are strategic, sustainable, swift and incorporate significant community consultation.

Highlights have been many during this past year across our four strategic objectives. As one of the state's fastest growing regions, it goes without saying that ensuring we foster and sustain **'Vibrant Communities'** is a clear focus. To this end, we continued work on the redevelopment of our beloved West Gippsland Arts Centre; conducted significant engagement with local youth in the review of our Youth Charter; completed a further stage of the Warragul CBD Streetscape works and developed a new Municipal Public Health and Wellbeing Plan.

Under our **'Thriving Economy'** objective, we launched an exciting and innovative Economic Development strategy that concentrates on attracting new businesses to the Shire as well as working with emerging and existing businesses. We undertook a major refresh of Council's 'Visit Baw Baw' tourism website featuring the tagline 'Closer Than You Think,' aimed directly at the greater metropolitan Melbourne day trip market. We liaised with State Government agencies including the Latrobe Valley Authority and Visit Victoria to bring future major events to Baw Baw Shire including the Australian Ballet and the state's first ever international jousting tournament.

Our **'Safe and Sustainable Environments'** objective has likewise received much attention with our adoption of a new Environment Sustainability Strategy and four-year action plan. We also implemented Council's Child Safety Standards Action Plan, featuring 30 actions fully completed and seven more either started or in progress.

Similarly, our **'Organisational Excellence'** strategic objective featured delivery of a new Customer Service Strategy, Customer Service Charter and Complaints Policy, delivery of the popular 'Live-Chat' feature on our website and introduction of a Digital Roadmap with the aim of further improving engagement between Council and the community.

On behalf of my colleagues and our CEO, I'd like to thank my fellow Councillors for their unwavering dedication to the Baw Baw Shire community. I have been fortunate to lead this Shire for the past three years and over this time to have worked with Councillors who are committed to ensuring that our working environment is collegiate and constructive. Thanks also go out to our highly-engaged residents, business owners and Shire officers who give so much back to their community. They ensure that Baw Baw Shire truly is the best place to live, work and play.



Cr Joe Gauci  
Mayor



Alison Leighton  
Chief Executive Officer

# Highlights of the Year

## Strategic objective: Vibrant communities

Council seeks to support the vibrancy and character of our local community as it grows and changes, through good planning, provision of its community focused services, facilities and infrastructure, and through support for local communities, health and wellbeing, recreation, youth, arts culture and events.

We will also support smaller and remote communities in meeting their needs for vibrant community life.

### Achievements:

- Commenced the redevelopment and upgrade of the West Gippsland Art Centre, due for completion in 2018/19.
- Developed a draft strategy for community hubs and precincts in the municipality.
- Carried out significant engagement with local youth in the review of Council's Baw Baw Shire Youth Charter.
- Supported Council's clients in the transition to the National Disability Insurance Scheme (NDIS).
- Developed a new Municipal Public Health and Wellbeing Plan 2017-2021, with the aim to improve the quality of life for all people who live, work, learn and visit Baw Baw Shire.
- Carried out developments and improvements to a range of recreation and open space facilities across the Shire, including:
  - Developed a second oval in the Western Park Recreation Precinct
  - Athlone Reserve Ground renewal \$15,000
  - Jindivick Recreation Reserve Cricket net ramp \$21,000
  - Ellinbank Reserve Oval light upgrade \$164,000
  - Drouin Soccer Club facilities expansion and refurbishment \$150,000
- Carried out upgrades to Warragul Civic Park play space.
- Completed a range of improvements in the Warragul CBD, including:
  - Palmerston Streetscape between Victoria and Smith Streets with a project value of \$1.3 million
  - Mason Street improvement between Albert and Queen Streets \$173,500
  - Mason Street/Albert Street Warragul roundabout \$467,000

## Strategic objective: Thriving economy

Council will support local business and industry, and as a result indirectly support local employment opportunities for the Baw Baw community. We will continue to promote the Shire as a place to live work and visit, particularly via the 'Visit Baw Baw' campaign and in working with local businesses in the food and hospitality, culture and events areas which attract visitors and new residents into the Shire.

We will also seek to position ourselves in relation to new and emerging opportunities and technology.

### Achievements:

- Hosted Bernard Salt, one of Australia's leading social commentators. Bernard presented a highly engaging presentation to Councillors and the business community.
- Developed a new Economic Development Strategy concentrating on four key pillars:
  - Business Engagement
  - Business Attraction
  - Business Advocacy
  - Tourism
- As part of the Economic Development Strategy, conducted meetings with more than 75 key stakeholders including Councillors, Business Advisory Board, state parliamentarians, local, state and government agencies, industry groups, tourism operators and community groups.
- Developed a tourism marketing plan to raise awareness within the Melbourne market of key tourism destinations within the Shire.
- Established a collaborative arrangement with Gippsland Shires to establish an online network, designed to keep business to business spending in the region.
- United with four Gippsland Shires to support the establishment of a new incubator aimed at start-up businesses in the region.
- Provided local businesses with access to a range of support services including stamp duty relief, economic modelling, Grant Guru and business support services, funded primarily by the Latrobe Valley Authority.
- Established stronger working relationships with significant exhibition and events situated in the Shire, including Mt Baw Baw Alpine Resort and Lardner Park.
- Developed comprehensive Destination Action Plans for three hero destinations in the Shire, including Walhalla and Mountain Rivers; Yarragon and surrounds; and Noojee and surrounds.
- Undertook a major refresh of Council's 'Visit Baw Baw' tourism website featuring the tagline 'Closer Than You Think,' aimed directly at the greater metropolitan Melbourne day trip market.
- Launched a new RV/Caravan Strategy.
- Entered into a formal agreement with Sports Marketing Australia, a leading national event organising company aimed at bringing a range of exciting future events to the Shire.

## **Strategic objective:**

# **Safe and sustainable environments**

Council will work to manage our natural environment and build our capacity and resilience to unforeseen and sudden events, such as changes in climate, new and emerging technology and changes to the energy market.

We will manage our built environment, including a safe, integrated quality local roads and transport network. This includes advocacy on behalf of the community to the State Government around improved community access to a safe, consistent and well connected public transport network.

We will provide a range of services in relation to community safety and protection including statutory building, planning, local laws and public health services.

## **Achievements:**

- Worked with the Friends of Drouin Trees to complete a geographic registration and description of 258 significant trees in Drouin, for consideration and inclusion on the Baw Baw Significant Tree Register.
- Carried out minor bridge and culvert renewal works at Moores Road Thorpdale, Hazeldean Road Ellinbank, Blackwood Park Road Warragul, Endeavour Street Warragul, Alfred Street Warragul and Parkers Road Cloverlea.
- Adopted a new Environment Sustainability Strategy and four-year action plan. Participated in the Environmental Sustainable Development (ESD) Subdivisions Policy – Proof of Concept for regional Victoria project.
- New footpath works and renewal works to the value of \$753,000.
- Completed an investigation into parking options within the Drouin CBD.
- Drainage works across the Shire, including the Tarwin Street retarding basin wall upgrade and wetland construction, roadside drains and flanking works, and the Burtonwood Court drainage project.
- Implemented Council's Child Safety Standards Action Plan with 30 actions fully complete and seven actions commenced or in progress. This includes training for 345 of Council's staff in Child Safety Standards.

## Strategic objective: Organisational excellence

Council will be innovative and open to new possibilities and opportunities. We will seek continuous improvement in our service delivery to ensure that we are customer focused, and ready to meet the changing needs and expectations of the community.

We will work to ensure there are appropriate opportunities for clear and effective two-way communications and engagement to build shared understanding. This will also enhance our advocacy and lobbying to meet a growing community's needs which are the responsibilities of other levels of Government or other organisations.

We will effectively and sustainably manage our physical infrastructure including roads, bridges, buildings, open spaces, pathways, drainage, and finances on behalf of the community. We plan for the long-term management of our resources, essential to which is engagement and discussion with the community around their priorities and needs for the future.

Underpinning Council's effective service delivery is an innovative, skilled, and safe workforce.

### Achievements:

- Developed a new Customer Service Strategy, Customer Service Charter and Complaints Policy.
- Commenced implementation of the 2018-2021 Digital Roadmap, with the aim of improving engagement between Council and the community. This includes key projects as follows; a new phone system, online statutory planning system, customer/service focused website, and digital engagement platform.
- Introduced the popular "Live-Chat" feature through Council's website.
- Successfully lobbied to the State and Federal Government on behalf of the community for grant funding to support the development of a new Early Learning Centre in Warragul.
- Prepared the Annual Budget 2018/19, Strategic Resource Plan and Long Term Financial Plan.
- Launched the organisation development culture program, #growingculture with the aim of bring Councils' staff together around a refreshed set of organisation culture statements.

WCAC

# Financial Summary



The financial results achieved in 2017/18 are a key component of ensuring the long term financial sustainability of Council. This financial performance also provides Council with the ability to continue its commitment to service provision for the Community. Ongoing investment in renewal of infrastructure assets, such as roads and drainage, and redevelopment of Council buildings and facilities are a key component of Council operations.

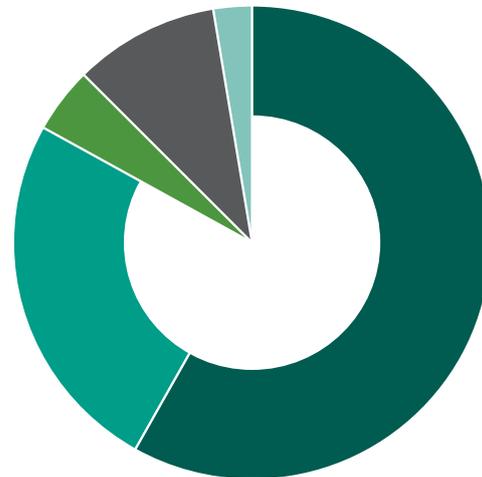
A summary of Council's finance performance is outlined below. Detailed information relating to Council's financial performance is included within the Annual Financial Report.

## Income

Council's total income for 2017/18 was \$93.212 million, (\$90.724 million in 2016/17) including rates and charges income (\$54.257 million), capital and operating grant income (\$23.260 million), fees and charges (\$4.155 million), contributions of monetary assets (\$2.187 million), contributions of non-monetary assets (\$7.077 million) and other income (\$2.276 million).

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

Source of Income



		\$M
58%	Rates and charges	54,257
25%	Grant Income	23,260
4%	Fees and charges	4,155
10%	Contributions	9,264
2%	Other Income	2,276
		<b>93,212</b>

## Expenditure

Council's total expenditure for 2017/18, including depreciation was \$78.004 million (\$74.567 million in 2016/17).

### Categories of Expenditure



	\$M
32% Employee cost	25,131
36% Materials & services	28,323
19% Depreciation	15,131
1% Borrowing costs	572
5% Other expenses	4,142
6% Net loss on disposal	4,705
	<b>78,004</b>

Commentary on the major categories of expenditure are as follows:

**Materials and services (\$28.323 million)** includes the costs associated with major areas of expenditure including:

- Contract payments (\$10.295 million)
- Building maintenance (\$0.610 million)
- General maintenance (\$1.554 million)
- Office administration (\$0.943 million)
- Information technology (\$0.558 million)
- Waste (\$7.671 million)

**Employee costs (\$25.131 million)** include salaries expenditure and oncosts, such as WorkCover premium, annual leave, long service leave and superannuation contributions.

**Depreciation (\$15.131 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 (\$4.142 million)** includes the following expenditures:

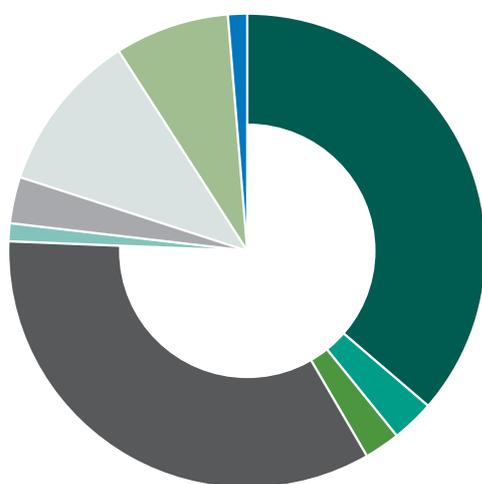
- Operating lease rentals (\$0.489 million)
- Contributions – mainly for the West Gippsland Libraries (\$1.790 million) and Council allocations to the community (\$0.644 million)

**Net loss on disposal of property, infrastructure, plant and equipment (\$4.705 million)** represents sale proceeds of \$0.248 million compared with a written down value of \$4.953 million.

## Capital Expenditure

Council spent \$25.320 million on capital works, and the most significant areas of capital expenditure were buildings and roads.

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



	\$M
36% Land and buildings	9,197
3% Plant, machinery and equipment	738
2% Computers and telecommunications	605
34% Roads	8,618
1% Bridges	347
3% Footpaths and cycleways	783
11% Drainage	2,767
8% Parks, open space & streetscape	1,950
1% Other infrastructure	315
	<b>25,230</b>

Council made a significant investment in renewal expenditure, which represented 48.2 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 2018 was \$20.500 million with a further \$19.112 million for term deposits. This total of \$39.612 million represents an overall increase in cash holdings/ investments of \$2.785 million during the financial year (2016/17 was \$36.827 million comprising \$20.217 million cash plus \$16.610 million term deposits).

One of the major areas of cash spending for Council during the year was payments for property, infrastructure, plant and equipment of \$24.644 million, which reflects the cash payment for capital projects. This large cash outflow was mainly funded from the net cash flow from operations of \$29.283 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.*

# Community Satisfaction Survey

The Community Satisfaction Survey is carried out annually, coordinated by the Department of Environment, Land, Water and Planning (DELWP) 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.

The results in the table below show the community perception of Council's performance:

Performance measure	2012	2013	2014	2015	2016	2017	2018
<b>Core performance measures</b>							
Overall performance	45	41	57	54	48	50	50
Community consultation and engagement	47	45	53	52	48	48	50
Lobbying on behalf of the community	47	44	52	53	50	48	49
Decisions made in the interest of the community	n/a	n/a	51	53	47	46	48
Condition of sealed local roads in your area	n/a	n/a	35	36	38	42	42
Contact customer service	61	62	67	64	66	61	61
Overall Council direction	35	42	52	50	46	48	51

# Community Development Grants

The annual Community Development Grants program was undertaken during 2017/18 and finalised with a presentation evening on 30 October 2017. This year Council received 71 eligible applications requesting in excess of \$320,000 for community programs and projects. Over \$247,865 was awarded to 43 successful community groups.



Community Development Grants Presentation  
- Warragul Convention Centre

# Major Capital Works

The 2017/18 financial year saw Council undertake \$25.32 million of works on 124 projects and programs, which included \$8.59 million in external income.

These projects and programs 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.

## Growth and Development

- Design and planning for future works including assessments for funding applications \$232,000

## Waste Management

- CCTV installation to monitor illegal waste dumping \$19,000
- New bin surrounds in township central business district's \$7,500

## Information Technology

- Information Technology Network Infrastructure renewal works \$159,000
- Imagery capture and aerial photography \$8,000

## Drainage

- Completion of the Tarwin Street Retarding Basin Wall upgrade and wetland
- Roadside drains and flanking works \$342,000
- Burtonwood Crescent Neerim South piped drainage improvements \$41,000

## Footpaths

- New footpaths \$595,300
- Footpath replacements \$158,000
- Shire-wide pram crossing/Disability Discrimination Act (DDA) upgrade works \$8,300

## Buildings

- Significant progress on the West Gippsland Arts Centre upgrade (completion 2018/19)
- Drouin Soccer Club player facilities \$150,000
- Initiated a New Early Learning Centre, Warragul (completion (2018/19)
- Toilet upgrades in Noojee and Walhalla \$94,000
- Craig Watts Skate Park toilet upgrade \$120,000

## Recreation Facilities and Open Space

- Western Park Recreation Precinct – oval development (completion 2018/19)
- Shire-wide playground equipment renewal and upgrade \$85,000
- Shire-wide sports court/field renewal works \$167,000
- Athlone Reserve ground renewal \$15,000
- Jindivick Recreation Reserve Cricket net ramp \$21,000
- New Animal Pound works – Longwarry \$407,000
- Emergency access improvements (Helipad Area) Walhalla \$27,500
- Ellinbank Reserve Oval light upgrade \$164,000
- New Skatepark at Howard Park Yarragon (on-going)

## Bridges and Culverts

- Neerim East Road, Labertouche North Road culverts \$255,000
- Shire-wide minor culvert works \$72,000
- Allambee Estate Road, bridge replacements (completion 2018/19)

## Plant Fleet and Machinery

- Plant, Fleet and Machinery replacement program \$737,000

## Roads

- Road reconstruction works \$2.25 million
- Localised pavement repair works (33,624 square metre across 27 locations) \$982,000
- Road resealing works (34 kilometres across 19 locations) \$960,000
- Gravel Road re-sheeting works (32 kilometres in total) \$1.12 million
- Palmerston Streetscape between Victoria and Smith Streets \$1.30 million
- Mason St improvements between Albert and Queen Streets \$173,500
- Mason Street/Albert Street Warragul roundabout \$467,000
- Labertouche North Road reconstruction and upgrade, Labertouche (on going)
- Shire-wide road safety improvements \$70,000
- Shire-wide crack sealing \$21,000
- Pedestrian Operated Signals on Princes Way near Drouin Primary School \$120,000
- Shire-wide works to support subdivisions \$97,000
- Shire-wide guard rail installation \$53,500
- Roadside signages and fittings renewal \$82,000
- Street Tree Planting \$57,000

# Our Councillors

The Council is elected to provide leadership for the good governance of the municipal district and the local community. On 22 October 2016 the Baw Baw Shire community elected this Council for a four-year term.

The municipality is divided into three wards, represented by three Councillors in each

ward. The nine Councillors are the elected representatives of all residents and ratepayers across the municipality. They have responsibility for setting the strategic direction for the municipality, policy development, identifying service standards and monitoring performance across the organisation. The Councillors are listed below.



*Left to right: Cr Peter Kostos, Cr Mikaela Power, Cr Michael Leaney, Cr Joe Gauci (Mayor), Cr Danny Goss (Deputy Mayor), Cr Jessica O'Donnell, Cr Darren Wallace, Cr Tricia Jones and Cr Keith Cook.*

# Central Ward

## Includes Warragul.

### Cr Joe Gauci (Mayor)

Date elected: 2012 - Current

- Audit Committee
- Business Advisory Board
- Towns and Rural Communities Network
- CEO Performance Review Committee
- Gippsland Emergency Relief Fund
- Gippsland Local Government Network
- Municipal Association of Victoria (MAV)
- Peri-Urban Group of Councils

### Cr Danny Goss (Deputy Mayor)

Date elected: 2016 - Current

- Audit Committee
- Towns and Rural Communities Network
- Place Names Advisory Committee

### Cr Mikaela Power

Date elected: 2012 - Current

- Arts and Culture Advisory Committee
- Disability Advisory Committee
- Towns and Rural Communities Network
- CEO Performance Review Committee
- Healthy Baw Baw Advisory Group
- Deputy Chair, Peri-Urban Group of Councils
- Environmental Voice Advisory Committee

# West Ward

**Includes Drouin, Drouin South, Drouin West,  
Longwarry and Jindivick.**

## Cr Tricia Jones

Date elected: 2008 – Current

- Business Advisory Board
- Disability Advisory Committee
- Place Names Advisory Committee
- Towns and Rural Communities Network
- Positive Ageing Advisory Committee
- CEO Performance Review Committee
- Gippsland Regional Waste Management Group
- Timber Towns Victoria
- Executive Member, South East Australian Transport Strategy Inc (SEATS)
- Roadsafe Gippsland Community Road Safety Group

## Cr Jessica O'Donnell

Date elected: 2016 – Current

- Arts and Culture Advisory Committee
- Positive Ageing Advisory Committee
- Healthy Baw Baw Advisory Committee
- Municipal Association of Victoria (MAV)
- Towns and Rural Communities Network

## Cr Keith Cook

Date elected: 2016 – Current

- Place Names Advisory Committee
- Roads and Drainage Advisory Committee
- Gippsland Regional Waste Management Group
- West Gippsland Regional Library Corporation Board
- Executive Member, South East Australian Transport Strategy Inc (SEATS)
- Towns and Rural Communities Network

# East Ward

**Includes Noojee, Tanjil Bren, Rawson, Walhalla, Erica, Neerim South, Willow Grove, Yarragon, Thorpdale, Trafalgar and Darnum.**

## Cr Peter Kostos

Date elected: July 2013 – Current  
Prior terms: 2011-2012, 2005-2008

- Environmental Voice Advisory Committee
- Place Names Advisory Committee
- Roads and Drainage Advisory Committee
- Towns and Rural Communities Network
- Gippsland Emergency Relief Fund
- West Gippsland Catchment Management Authority Northern Community Advisory Committee
- West Gippsland Catchment Management Authority Moe River Drainage Committee

## Cr Darren Wallace

Date elected: 2016 – Current

- Roads and Drainage Advisory Committee
- Towns and Rural Communities Network
- West Gippsland Regional Library Corporation Board
- West Gippsland Catchment Management Authority Northern Community Advisory Committee
- West Gippsland Catchment Management Authority Moe River Drainage Committee

## Cr Michael Leaney

Date elected: 2016 – Current

- Towns and Rural Communities Network
- CEO Performance Review Committee
- Business Advisory Board

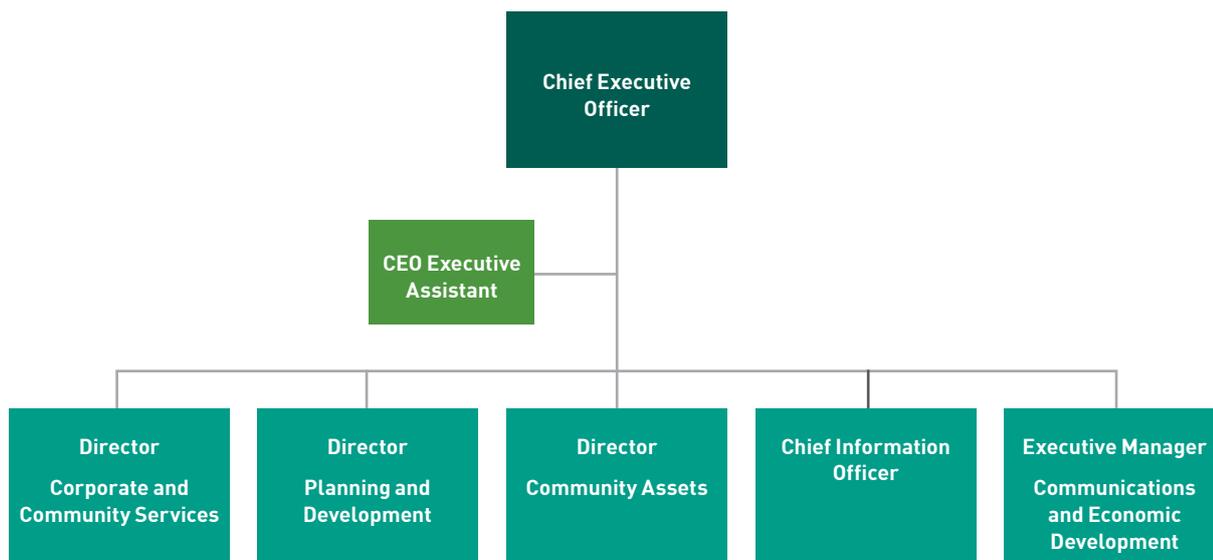
# Our Organisation

Council is the governing body that appoints a Chief Executive Officer (CEO). The CEO has responsibility for the day to day management of operations in accordance with the strategic directions of the Council Plan. Senior Officers (listed below) report directly to the CEO and form the Executive Team.

The Executive Team provides high level strategic direction and is responsible for the operational delivery of decisions made by Council as outlined in the Council Plan.

Members of ELT work closely with Council, attend all Council meetings, and present reports and recommendations to Council.

Council's aim is to attract, retain and develop talented and committed employees through the continuous improvement of its people and culture, organisational development and occupational health and safety programs and initiatives. Council is committed to providing a safe and harmonious work environment free from discrimination, bullying and harassment.





## **Alison Leighton** Chief Executive Officer (CEO)

Areas of responsibility:

- Day to day management of operations in accordance with the strategic directions of the Council Plan.



## **Director Corporate and Community Services**

### **Mark Dupe**

Areas of responsibility:

- People and Culture
- Finance
- Community Services
- Corporate Strategy
- Governance



## **Director Planning and Development**

### **Matthew Cripps**

Areas of responsibility:

- Planning and Development
- Building and Regulatory Services
- Arts, Culture and Events



## **Director Community Assets**

### **Cohen Van der Velde**

Areas of responsibility:

- Assets
- Recreation
- Infrastructure Planning
- Programs
- Waste
- Urban Operations
- Natural Reserves



## **Chief Information Officer**

### **Martin Hopley**

Areas of responsibility:

- Information Technology
- Customer Service
- Business Information



## **Executive Manager Communications and Economic Development**

### **Mark Kestigian**

Areas of responsibility:

- Communications
- Grants and Advocacy
- Economic Development
- Tourism

# Council Staff

## Employee Positions (by Gender and Directorate)

A summary of the number of full time equivalent (FTE) staff by organisational structure, employment type and gender.

Employee type/ gender	Chief Executive Officer	Planning and Development	Community Assets	Corporate & Community Services	Customer and Information Services	Communi- cations and Economic Development	Total
Permanent - Full time - Female	2	25	8	38	4	4	81
Permanent - Full time - Male	0	22	65	7	7	3	104
Permanent - Part Time - Female	0	7.1	2.97	50.28	1.07	0	61.42
Permanent - Part Time - Male	0	7.02	0.8	4.81	0	0	12.63
<b>Total</b>	<b>2</b>	<b>61.12</b>	<b>76.77</b>	<b>100.09</b>	<b>12.07</b>	<b>7</b>	<b>259.1</b>

Employment classification	Male	Female
Apprentice	2	
Band 1	2.3	4.10
Band 2	1.4	19.90
Band 3	24.8	13.3
Band 4	18.9	28.2
Band 5	19.1	27.5
Band 6	13.6	18.8
Band 7	21	17.4
Band 8	4.6	1.9
Band not applicable	8.8	11.5

# Equal Opportunity

Baw Baw Shire Council is an equal opportunity employer, committed to ensuring our workplace is free of discrimination and harassment, where all employees can work in a positive, supportive environment. All employees, volunteers and contractors have the right to be treated with dignity and respect while working for Council.

Council embraces workforce diversity and endeavours to ensure in the application of Council policies, practices and procedures, that no discrimination takes place, diversity is encouraged, and all employees are afforded equal access to opportunities.

Council's ongoing equal opportunity initiatives focus on prevention and include:

- Equal opportunity induction for new employees
- Cyclic training for all staff on aspects of equal opportunity
- Applying merit and equity principles in recruitment and succession practices
- Provision for flexible working arrangements and;
- Supporting an organisation culture that does not condone or tolerate acts of discrimination, harassment, bullying or violence.

The principles of Council's equal opportunity program are set out in the employee Code of Conduct and Equal Opportunity Policy and form a standing agenda item for discussion within Council's Employee Consultative Committee.

Ongoing monitoring of Council's equal opportunity program includes annual review of gender diversity at all levels of the organisation and the evaluation of targeted initiatives such as the Gender Equity Action plan adopted in 2016.

Year two actions of the Gender Equity Action Plan, enacted with the stewardship of the Gender Equity Committee include:

- Fostering relationships with relevant external bodies to create partnerships and access to subject matter experts, and;
- Publish articles and resources to staff that encourage identification and reflection on personal gender bias and values and provide guidance for the respectful challenging of negative status quo in the workplace.

Council's commitment to equal opportunity is firmly on the corporate agenda, with ongoing initiatives focused on providing positive, measurable and enduring steps towards equality.



## A Cultural Transformation

Our people and our organisational culture are a key focus of the Executive Team who understand the contribution a positive culture has on delivering outcomes for the community. With significant renewal of leadership positions across the organisation in 2017/18, the time was right to embrace a cultural transformation.

### Values in Action – Full Baw

Council's staff culture working group has been reinvigorated including election of a new name describing the group's intention and approach. The group's membership was reviewed, and along with all original participants, now has representatives from all business units and locations and an improved gender balance. The working group was instrumental in working with the Executive Team to deliver a series of Growing Culture Workshops.

### #GrowingCulture Team Baw Baw

More than 265 staff members participated in the Growing Culture workshops and contributed their views on how we can 'grow' the culture of Council. The workshop outcomes will inform a culture program for implementation in 2018/19. In addition to these activities Council has implemented a Peer Staff Reward and Recognition Program and Consistent Leadership Communication Framework to support the ongoing cultural transformation.

## Professional Learning and Development

Council is committed to providing an environment that supports learning and growth to ensure a highly skilled, competent and flexible workforce. A variety of learning methodologies are used including e-learning, facilitated workshops, personal coaching and accredited education.

In 2017/18 Council developed a Capability Framework that provides an understanding of the fundamental employee capabilities and behaviours required to perform effectively and achieve Council's strategic goals.

The framework identifies 35 capabilities to measure employee effectiveness across five levels. The levels depict a growing set of knowledge, skills and abilities in the capability area. Each level includes behavioural indicators which illustrate the degree of knowledge, skill and ability for effective performance at each level.

The Capability Framework provides a common foundation and a systematic, integrated approach for a range of workforce management and development activities including role design and description, recruitment, performance management, learning and development and strategic workforce planning.



## **Ensuring Child Safety – Statement of commitment**

Council is committed to providing and actively promoting a safe environment for children. Council has zero tolerance towards child abuse, and is committed to protecting the physical, emotional, cultural and social wellbeing of all children. Council has policies and systems to protect children, and all allegations and safety concerns will be treated seriously. Baw Baw Shire Council acknowledges that children's safety is a whole of community responsibility and is everyone's business.

In its commitment to child safety, Council formed a Child Safety Committee and endorsed a Child Safety Standards Action Plan. Implementation of this plan includes development of Council's Child Safety Policy and the delivery of Child Safe training to every employee.

Council also completed an audit of roles across the organisation that may have 'potential and likely interaction with children during the course of work duties' and committed to ensuring employee's in these positions hold a Working with Children Check.

## **Enterprise Bargaining Agreement**

In July 2016, an Enterprise Bargaining Committee comprising management representatives, nominated workplace union delegates and union industrial officers was established to negotiate a new Enterprise Agreement for Council employees. As a result, a new Enterprise Agreement was successfully negotiated and approved by Fair Work Australia, with an operative date of 1 January 2017 for a period until 31 December 2019.

## **Preventing Violence Against Women**

Council continues to promote the Prevention of Violence against Women, primarily through leading gender equity and building respectful and safe relationships and breaking down stereotypes of women. This is a prevention approach consistent with Council's health and wellbeing planning approach. This year the partnership achieved significant liaison with Council staff to promote gender equity within the workplace.

# Occupational Health and Safety

Baw Baw Shire Council's health and safety vision is to provide the safest and most rewarding place to work for the benefit of all our team and the community in which we live and work.

We believe a team that are supported leads to an effective, safe and skilled workplace. This is a core value to underpin the Council plan objectives.

We are committed to improving our safety performance by focusing on safe leaders and planning, safe behaviours and environments, and safe people.

Key improvements and projects undertaken during 2017/18, include:

- Engagement of an external auditor to undertake a health and safety management system audit. This included discussions with various key stakeholders within the organisation to ascertain our understanding of systems, process and team engagement.
- Developed and committed to a workplan to address the auditor's recommendations, where we will:
  - Align our framework to the National Audit Tool for achieving best practice and potential to investigate future savings of insurance premiums.
  - Continue the development of standardised processes and safe work systems providing our team with functional tools to assess the way we operate, report potential hazards and implement robust corrective actions.
  - Improve our reporting, recording and access to information with the procurement of the 'DoneSafe' electronic management system. This will allow in field real time access to health and safety documents and processes.
  - Increase our education and training programs to give practical advice and instructions to our team in areas of hazard and risk management, emergency awareness, conflict management and overall health and wellbeing.

## WorkCover Insurance Premium and Benchmark

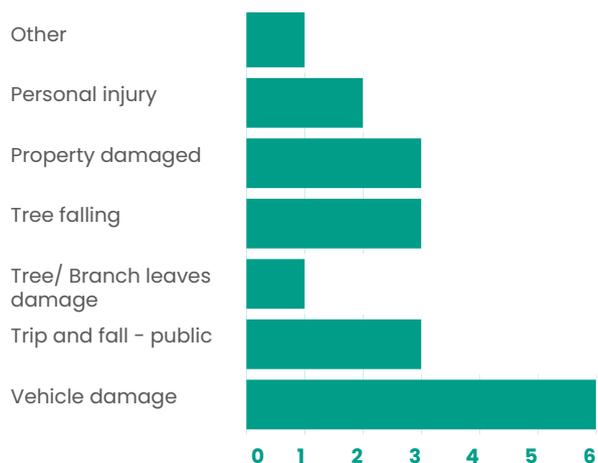
Baw Baw Shire Council's premium costs for 2017/18 were \$305,727.05.

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.

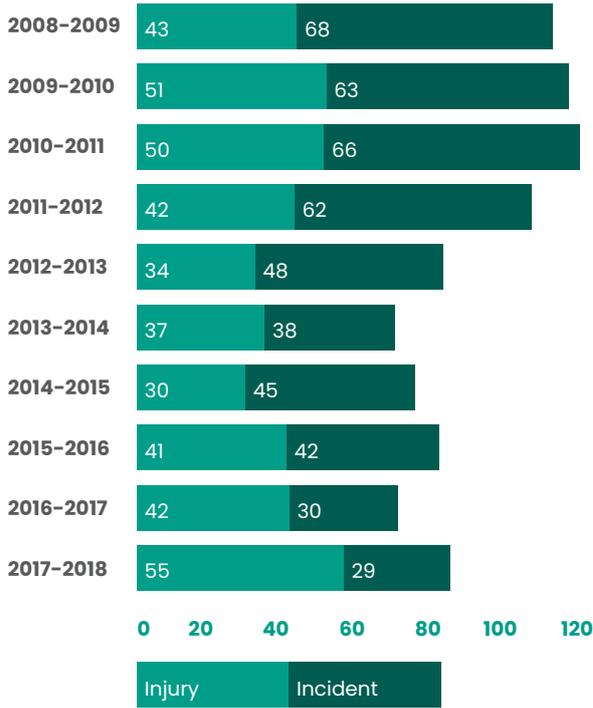
Council's EPR for 2017/18 was 0.70 indicating a 29.3 per cent better than industry average. We have been working hard to get our injured members back to work as quickly as possible by providing meaningful duties to ensure safe and sustainable Return to Work programs are in place.

This work projects an improved result for 2018/19 (using data available at time of report publication). The projected outcome of a \$35,000 premium reduction from last year and an EPR improvement of .60 (39.13 per cent above industry average).

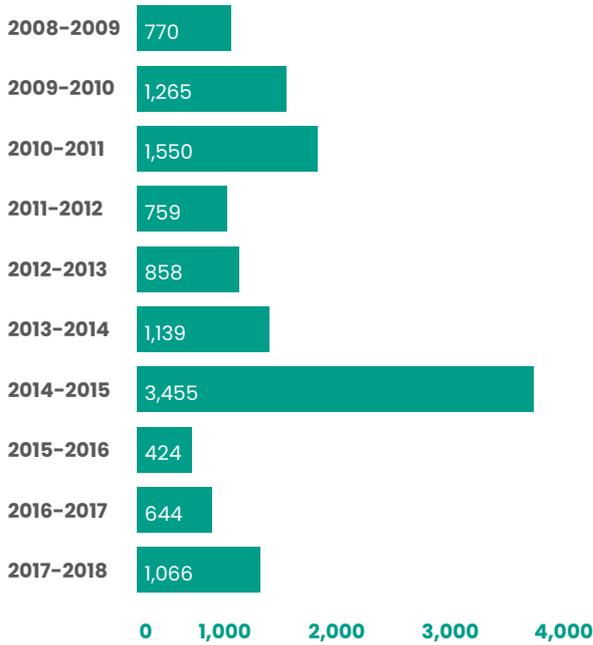
## Insurance Claims by Title



## Injury and Incident Reports



## Hours Lost



# Volunteers



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 support the vibrancy and character of our local community as it grows and changes, through good planning and provision of its community focused services. We also support smaller and remote communities in meeting their needs for vibrant community life.

A notable measure is the number of volunteers registered with Council programs.

Council's Aged and Disability team includes 387 dedicated volunteers. Many of the volunteers assist by transporting 19,902 meals to 274 people, driving or supporting people on the community shopping bus, and assisting 259 people within our Social Support groups.

Council's Community Transport Program is invaluable; volunteers support clients to and from medical appointments using their own vehicles. 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.

During 2017/18 this service transported 156 clients to 639 medical appointments, providing 2,183 hours of assistance.

Other volunteer programs include:

- 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.
- Visiting isolated clients in their own home through our friendly visiting program.

Council values and recognises volunteers by holding two volunteer recognition events. The first event on 17 November 2017 saw 56 volunteers entertained by Alan Tatlow at the Exhibition Hall in Warragul.

The second event was during National Volunteer Week, 22 May 2018, where volunteers were invited to an appreciation movie 'The Crooked House' at the Warragul cinemas. Over 110 volunteers attended this event, who were thanked for their service by the Mayor and CEO. All volunteers also received a certificate of appreciation.

# Our Performance

## Planning and Accountability Framework

The Planning and Accountability Framework is found in part 6 of the *Local Government Act 1989* (the Act). The Act requires councils to prepare the following planning and reporting documents:

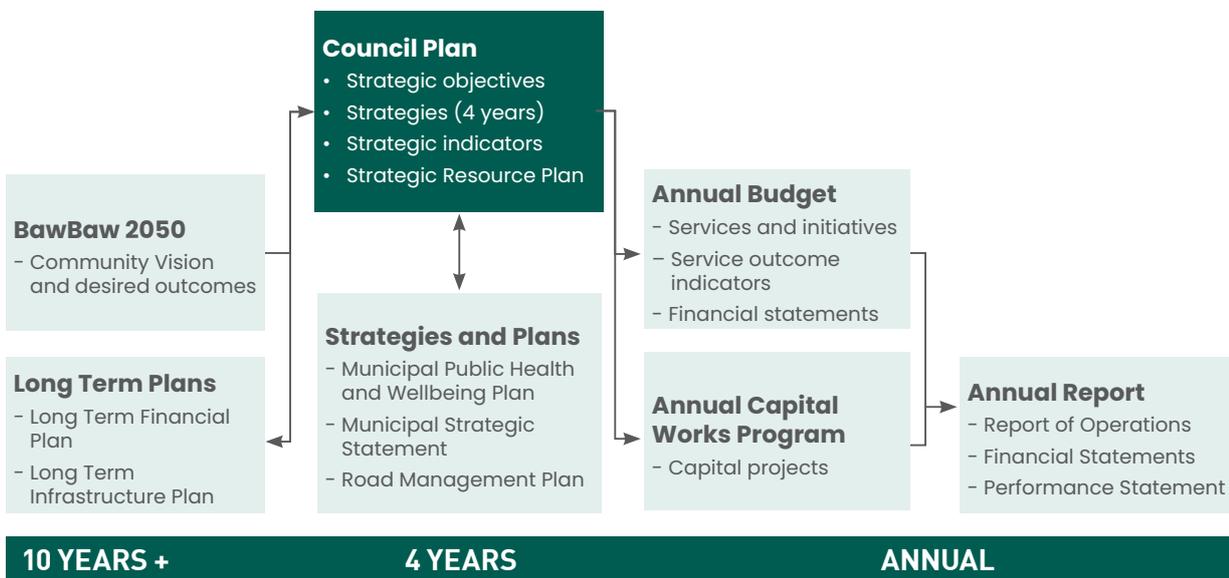
- A Council Plan within the six months after each general election or by 30 June, whichever is later.
- A Strategic Resource Plan for a period of at least four years and include this in the Council Plan.
- A budget for each financial year.
- An Annual Report in respect of each financial year.

### Council's Planning Framework

Council's planning framework aligns Council's daily activities and projects with the longer term 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 the Council wishes to achieve during its four year term. This is resourced by the Budget and reported in this Annual Report and the audited statements.

The following diagram shows the relationship between the key planning and reporting documents that make up Council's planning framework.



# Council Plan 2017–2021

The Council Plan is the four-year strategy for the organisation and identifies:

- the key priorities of Council;
- its objectives; and
- highlights activities that the organisation will carry out.

It is a statutory requirement under the *Local Government Act 1989* for Council to prepare a new Council Plan following general election, and then review the plan once each year. The current Council Plan was prepared immediately following the Council elections in 2016.



## Strategic Objectives

The Council Plan identifies a number of strategic objectives, or goals for the organisation. The objectives are reviewed annually to ensure they remain the priority of Council and will best meet the community's needs.

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 affordable rates increase for the community.

Council's current strategic objectives include:

Strategic Objective	Outcomes
<b>1. Vibrant Communities</b>	<ul style="list-style-type: none"> <li>Quality community focused services, facilities and infrastructure to support a growing community.</li> <li>Managing Baw Baw's growth and development.</li> <li>A vibrant, healthy and inclusive community.</li> <li>Thriving town centres, rural and remote communities.</li> </ul>
<b>2. Thriving Economy</b>	<ul style="list-style-type: none"> <li>Supporting innovative, thriving and sustainable local business and industry providing local employment.</li> </ul>
<b>3. Safe and Sustainable Environments</b>	<ul style="list-style-type: none"> <li>Protecting and sustainably managing Baw Baw's environment.</li> <li>Efficient roads, transport and parking.</li> <li>Community safety and protection.</li> <li>Preparing for the impacts and consequences of climate change and extreme events.</li> </ul>
<b>4. Organisational Excellence</b>	<ul style="list-style-type: none"> <li>Innovative, community focused and future ready.</li> <li>Positive leadership, advocacy and decision making around shared goals.</li> <li>Providing community benefit by effectively managing Council's resources and finances.</li> <li>Staff who are supported to ensure they are effective, safe and skilled in the workplace.</li> </ul>

The objectives are implemented by Council's business activities, services and annual initiatives.

Council has identified a number of principles it will strive to meet in delivering the Council Plan:

- Being 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.
- Being transparent and accountable.

## Indicators

Council's performance is regularly monitored using the indicators contained in the Council Plan and Budget. This includes those developed by the State Government for all Victorian Councils as a consistent measure of service performance (the Local Government Performance Reporting Framework). These are used by Council to measure progress toward its strategic objectives and effectiveness of its services.

## 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

# Financing the Council Plan

## 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.

## Strategic Resource Plan

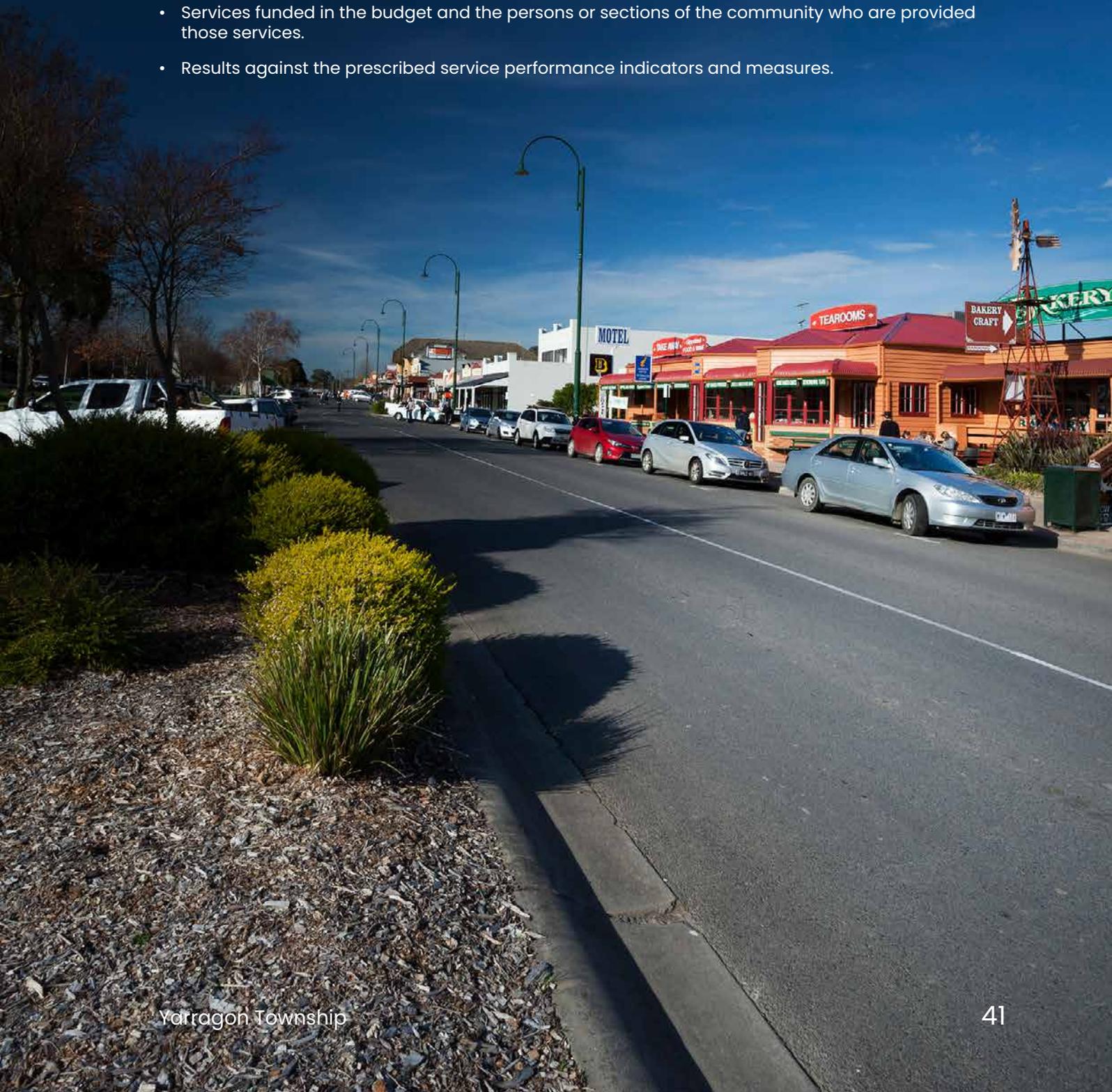
The Strategic Resource Plan identifies the resources that will be required over the next four years to achieve the Council Plan objectives.



# Performance

Council's performance for the 2017/18 year has been reported against each strategic objective to demonstrate how Council is performing in achieving the Council Plan, and includes:

- Results achieved in relation to the strategic indicators in the Council Plan.
- Progress in relation to the major initiatives identified in the budget.
- Services funded in the budget and the persons or sections of the community who are provided those services.
- Results against the prescribed service performance indicators and measures.



# Vibrant Communities





# Vibrant Communities

Council seeks to support the vibrancy and character of our local community as it grows and changes, through good planning, provision of its community focused services, facilities and infrastructure, and through support for local communities, health and wellbeing, recreation, youth, arts culture and events. We will also support smaller and remote communities in meeting their needs for vibrant community life.

## Strategic Indicators

The following statement reviews the performance of Council against the Council Plan including results achieved in relation to the strategic indicators included in the Council Plan.

Performance Measure	Result	Comments
Number of volunteers registered on Council programs.	387	There are currently 387 active and fully registered volunteers on Council's aged and disability programs. 77 new volunteers joined the team in 2017/18.
Participation in Council Committees and Committees of Management.	643	Participation in Council Committees and Committees of Management remains high, with 643 participants in 2017/18.
Attendance at the West Gippsland Arts Centre as a percentage of seat capacity.	69.2%	Although closed for redevelopment, Council has continued to monitor attendance at Council's 'Outside the Walls', of programs and events held in a variety of halls and facilities across the Shire.
Number of users on designated pathways and trails as a percentage of the municipal population.	30.1%	Counters are currently in place on the Nilma-Warragul Trail, Two Towns Trail, Warragul Linear Trail, and Neerim South Wetland. During 2017/18, there were 167,411 people who used these trails.

## Initiatives

The following statement reviews the progress of Council in relation to initiatives identified in the 2017/18 Budget for the year.

Initiative	Progress
Support eligible residents to transition to the National Disability Insurance Scheme (NDIS).	Completed. Council continues to support its eligible clients transition to the National Disability Insurance Scheme (NDIS).
Develop a strategy for community hubs and precincts in the municipality.	Completed. Council has developed a draft strategy in relation to community hubs and precincts in the municipality, which will be completed in 2018/19.  This initiative is 95 per cent completed at the end of the year. The delay in completion of this project is due to some additional analysis on the current and future agricultural opportunities to assist in supporting future land use planning decisions, as recommended following a peer review of the study.
Finalise the Rural Land Use Review for Council decision.	The State Government has also flagged changes through Smart Planning and Planning for Sustainable Animal Industries that needs to be integrated into the Rural Land Use Review. This initiative is now scheduled for completion in 2018/19.
Commence a review of the current Baw Baw Shire Youth Charter.	Completed. The review of the Baw Baw Youth Charter was completed and was adopted by Council at the Ordinary 27 June 2018 Council Meeting.

Initiative	Progress
Redevelop the West Gippsland Art Centre into a regional performing arts facility.	The redevelopment of the West Gippsland Art Centre project is progressing however it has not been completed as scheduled. The delay in completion is the result of unforeseen issues such as the requirement for additional fire protection requirements as well as delays resulting from working in a building where the structure varies from the original building plans. This initiative will be completed in 2018/19.
Implement Council's new Arts, Culture & Events Strategy.	Completed. The Arts Culture and Events Strategic Plan 2017-2021 was adopted by Council on 22 November 2017 and is now being implemented.
Develop a new Municipal Public Health and Wellbeing Plan.	Completed. The Municipal Public Health & Wellbeing Plan was presented to Council for consideration and adopted at the 13 December 2017 Council meeting.
Continue to work with the Central West Gippsland Primary Care Partnership to support food security in Baw Baw Shire.	Completed. Council continues to review and update the Food Security Action Plan as part of its work with the Central West Gippsland Primary Care Partnership.
Continue developing the partnership between Council and the local Aboriginal community around key events and activities.	Completed. Council continues to work with the local Aboriginal community, particularly around events during Reconciliation Week and National Aboriginal and Islander Day Observance Committee (NAIDOC) Week.
Develop a new Recreation Strategy 2017-2027.	Completed. A draft Recreation Strategy 2017-2027 has been prepared and was presented to the Council meeting 13 June 2018. Following public exhibition, the strategy will be completed in the 2018/19.
Finalise the Baw Baw Shire indoor stadium feasibility study.	Completed. The final draft report received and noted by Council at the 27 June 2018 Council meeting.
Develop the second oval at Western Park.	Completed. Works have been completed on the oval playing surface enabling project handover to Council in preparation for the summer Cricket season.
Implement Master Plans for Warragul and Drouin Civic Parks.	The initiative is 50 per cent completed, with the Warragul Civic Park upgrade being completed in October 2017. At this stage Council has endorsed that the upgrade for Civic Park Drouin be undertaken, and detail design and costings be finalised by June 2018. The construction of the upgrade for Civic Park Drouin will be subject to Council funding in future budgets.
Commence a review of the Community Planning process with small towns and rural communities.	Completed. The review of the Community Planning process has commenced with officers identifying the scope and timeframes of delivery.
Continued Warragul CBD streetscape improvement works.	Completed. Work has continued CBD improvements this year, including the Palmerston Street improvements and roundabout works at Mason/Palmerston/Albert Streets, and at Mason/Williams Streets. Warragul CBD improvements will continue in 2018/19.
Investigate opportunities for improving accessibility to Council services for all community members.	<p>Completed. Key improvements this year include:</p> <ul style="list-style-type: none"> <li>• Review of community engagement, in an effort to hear from underrepresented groups and to consider accessibility.</li> <li>• Introduction of a "Live-Chat" feature through the Council Website.</li> <li>• Review of Level AA Accessibility for the Council website.</li> <li>• Continued work in the 'Good Access is Good Business' space to improve the accessibility of local businesses goods and services.</li> <li>• Audit of disabled access parking bays throughout the Shire.</li> </ul>

# Vibrant Communities

## Services

The following table provides information in relation to the services funded in the 2017/18 budget.

Service	Description	Net Cost Actual Budget Variance \$000
Arts	The Arts service manages, administers and programs Baw Baw Shire's iconic West Gippsland Arts Centre as a major regional arts facility.	(971) <u>(982)</u> 11
<i>Aged and Disability Assessment</i> <i>(Assessment &amp; Care Planning)</i>	Responsible for assessing the needs of individuals, and their carer's, for support services. Aged and Disability Assessment Provides assessment services to Council's Home and Community Care programs and the Regional Assessment Service (RAS).	35 <u>(50)</u> 85
<i>Community Cultural Development</i>	Community Cultural Development supports and encourages community-based groups and individuals in the arts, by providing networks, assisting with skills development initiatives and ensuring a high level of communication about initiatives and opportunities.	9 <u>(169)</u> 178
<i>Family and Children's Services</i>	Supports families and their children (from birth to 12 years) to become happy, healthy and confident, through direct service provision, and by supporting external children's services and advocating on their behalf.	(753) <u>(1,036)</u> 283
<i>Aged and Disability Services (Home Based Services)</i>	Supports frail aged people, people with a disability and their carers to maximise their independence through the provision of planned, quality, innovative and flexible community-based services. Services are predominantly provided within the client's home.	(813) <u>(980)</u> 167
Events	Promotes access to events opportunities for the broad community and promotes Baw Baw Shire's reputation as a vibrant centre and create benefits for social and community well-being, and economic development.	(186) <u>(152)</u> (34)
Libraries	The library service is delivered through a service agreement between the West Gippsland Libraries (WGL), Baw Baw, Bass Coast and South Gippsland Councils.	(1,773) <u>(1,958)</u> 185
<i>Facilities Management</i>	The Facilities Management function is responsible for the overall maintenance of Council's facilities, including buildings and public structures.	(570) <u>(663)</u> 93
<i>Parks, Gardens and Sports Fields</i>	Parks, Gardens and Sports Fields are responsible for the management of Council's urban parks and gardens, including planting, oval and sports field maintenance.	(4,028) <u>(3,844)</u> (184)
<i>Property Management</i>	Responsible for managing the legal and financial aspects of Council's property portfolio. Focusing on the most efficient and effective use of properties including the rationalisation of non-essential property and maximising the use of Council property.	(83) <u>(67)</u> (16)

Service	Description	Net Cost Actual Budget Variance \$'000
<i>Recreation</i>	Recreation is responsible for the management of Council's Leisure and pool facilities which are delivered via the Baw Baw Aquatic and Leisure Services contracts, support for committees of management of public halls and recreation reserves, and the planning and delivery of recreation services and facilities to the community.	(2,161) <u>(2,550)</u> 389
<i>Social Support Services</i>	Social Support Services provides support to aged and disability residents in the Shire; to improve and or maintain their independence through the provision of planned quality, innovative and flexible community-based support services. This includes volunteer programs, centre and community-based group activities, and community transport.	(173) <u>(462)</u> 289
<i>Statutory Planning</i>	Statutory Planning undertakes Council's statutory functions and obligations under the <i>Planning and Environment Act 1987</i> , (the <i>Subdivision Act 1988</i> ) and associated legislation. The unit processes planning permit applications and provides technical advice on land use and development.	(598) <u>(798)</u> 200
<i>Strategic and Community Planning</i>	The Strategic and Community Planning unit provides strategic direction and planning for future land use for the municipality. It also carries out functions in relation to community and social planning including municipal public health planning.	(1,623) <u>(1,543)</u> (80)
<i>Urban Maintenance</i>	Urban Maintenance is responsible for the maintenance of Council's urban infrastructure and cleansing in town areas, including public toilets, signage, drainage, street sweeping and street tree maintenance.	(1,866) <u>(1,814)</u> (52)

# Vibrant Communities

## Service Performance Indicators

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.

SERVICE/indicator/ measure/[calculation]	Results				Comments/ Material Variations
	2015	2016	2017	2018	
<b>ANIMAL MANAGEMENT</b>					
<b>Timeliness</b>					
<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]	1.1	1.5	1.4	1.1	Response times have improved this year, with the majority of animal management requests being responded to on the same day they are received. Council's performance is quicker than the average performance of other Councils in the 2016/17 year.
<b>Service standard</b>					
<i>Animals reclaimed</i> [Number of animals reclaimed / Number of animals collected] x100	59.6%	69.7%	55.0%	57.5%	There was a small increase in the percentage of impounded domestic animals which were returned to their owners this year. Out of a total of 576 animals collected, 331 were reclaimed. More animals are being reclaimed in Baw Baw Shire when compared to the average result in other municipalities in the 2016/17 year.
<b>Service cost</b>					
<i>Cost of animal management service</i> [Direct cost of the animal management service / Number of registered animals]	\$19	\$17	\$17	\$48	<p>The cost of the animal management service includes pound management, collection of wandering animals, barking dog and dog attack investigations, veterinary fees, fees associated with the holding of seized animals, and legal costs of animal related prosecutions.</p> <p>There has been an increase in the cost of the animal management service in 2017/18. Animal management service levels and standards have increased with the opening of the new Shire pound facility, which is able to hold more animals rather than those animals being retained by vet clinics or animal rescue groups as previously.</p> <p>In 2017/18 Council reviewed how it was calculating the cost of the animal management service for the current and previous years. This review has resulted in a more robust costing methodology that will now more accurately reflect the cost of service delivery. Cost of the animal management service for previous years is now estimated to be: 2014/15 \$25; 2015/16 \$33; and 2016/17 \$34 per registered animal.</p> <p>Although the cost of the animal management service has increased this year, it remains significantly lower than the average cost of services in other municipalities as of the 2016/17 year.</p>

SERVICE/indicator/ measure/[calculation]	Results				Comments/ Material Variations
	2015	2016	2017	2018	
<b>Health and safety</b> <i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	1	7	9	3	Council conducted a total of three successful animal management prosecutions in 2017/18, lower than the previous two years. Prosecutions are conducted in relation to dog attacks, dog rushes and dog's at large offences, and are conducted on an as needs basis or when required under the Domestic Animals Act 1994. However, Council's primary strategy remains focused on communication and education of pet owners.

## AQUATIC FACILITIES

<b>Service standard</b> <i>Health inspections of aquatic facilities</i> [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]	2.5	1.6	1.0	1.0	All of Council aquatic facilities were inspected by an authorised officer under the <i>Public Health and Wellbeing Act 2008</i> .
<b>Service standard</b> <i>Reportable safety incidents at aquatic facilities</i> [Number of WorkSafe reportable aquatic facility safety incidents]	0	0	0	0	There were no significant incidents received by either employees or visitors to Council aquatic centres during the year.
<b>Service cost</b> <i>Cost of indoor aquatic facilities</i> [Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities]	\$6	\$10	\$5	\$3	There has been a significant growth in visits to indoor aquatic facilities, particularly with the re-opening of the Warragul Leisure Centre following its redevelopment during the 2015/16 year. There have been just over 248,000 visits to the Warragul Leisure Centre this year. This has resulted in a significant decrease in the cost per visit for indoor aquatic facilities.
<b>Service cost</b> <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	\$15	\$21*	\$28	Over the past four years, the results of this measure have been influenced by the cost of the pools contract and changes in use of indoor and outdoor pools. The Warragul Leisure Centre closed for redevelopment in the 2015/16 year, which resulted in an increase in visits to outdoor pools and decrease in the cost per visit. The contract for pools management was re-tendered and increased in March 2017. There was also a variation to the contracted hours of operation of the Rawson facility. During the year visitation to outdoor pools also decreased, resulting in an increase in the cost of outdoor aquatic facilities per visit.

# Vibrant Communities

SERVICE/indicator/ measure/[calculation]	Results				Comments/ Material Variations
	2015	2016	2017	2018	
<b>Utilisation</b> <i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Municipal population]	1.9	1.4	4.7	5.2	Council aquatic facilities include those at Drouin, Neerim South, Rawson, Trafalgar, Thorpdale and the Warragul Leisure Centre. The result for this performance measure has been increasing since 2016/17 with the re-opening of the Warragul Leisure Centre following its redevelopment.

\* To ensure comparability of indicators, these comparative figures for previous years have been amended. The restated results are disclosed in the table below.

SERVICE/indicator/ measure/[calculation]	Previously reported	Restated results	Comments/ Material Variations
	2017	2017	

## AQUATIC FACILITIES

<b>Service standard</b> <i>Health inspections of aquatic facilities</i> [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]	\$24	\$21*	The result for 2016/17 incorrectly included GST in the calculation of direct cost to Council.
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SERVICE/indicator/ measure/[calculation]	Results				Comments/ Material Variations
	2015	2016	2017	2018	

## FOOD SAFETY

<p><b>Timeliness</b></p> <p><i>Time taken to action food complaints</i></p> <p>[Number of days between receipt and first response action for all food complaints / Number of food complaints]</p>	1.0	1.0	1.8	1.0	All food complaints received were actioned within one day. This is quicker than the average performance for other Councils in the 2016/17 year.
<p><b>Service standard</b></p> <p><i>Food safety assessments</i></p> <p>[Number of registered Class 1 and 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984 / Number of registered Class 1 and 2 food premises that require an annual food safety assessment under the Food Act 1984] x100</p>	60.6%	50.0%	55.6%	100.0%	Council's performance has significantly improved and is currently ahead of schedule, with focus being applied to annual food safety assessments required under the Food Act.
<p><b>Service cost</b></p> <p><i>Cost of food safety service</i></p> <p>[Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984]</p>	\$84	\$95	\$257	\$252	<p>The cost of the food safety program remains consistent with the 2016/17 year, at \$252 per registered food premises.</p> <p>During 2017/18, there were 781 food businesses operating under the Food Act in Baw Baw Shire, which includes businesses that were registered or businesses which notified Council they were trading temporarily (such as market stalls). Council's food safety service is provided as part of a larger public health service.</p> <p>Council's food safety service continues to be delivered at a significantly lower cost than the average for other Councils as at 2016/17 year.</p>
<p><b>Health and safety</b></p> <p><i>Critical and major non-compliance notifications</i></p> <p>[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</p>	46.5%	40.9%	58.9%	76.7%	<p>During the 2017/18 year, Council carried out a review of its food safety performance and benchmarked against other local government authorities. Following this, Council reviewed its procedures relating to inspections of food safety premises to ensure consistency of approach within Council's food safety team and with other municipalities in Victoria, to the identification of critical and major non-compliances.</p> <p>As a result, and consistent with other municipalities, there have been fewer critical and major non-compliances identified during the year. Of the 43 critical and major non-compliance notifications received, 33 were followed up.</p>

# Vibrant Communities

SERVICE/indicator/ measure/[calculation]	Results				Comments/ Material Variations
	2015	2016	2017	2018	
<b>LIBRARIES</b>					
<b>Utilisation</b> <i>Library collection usage</i> [Number of library collection item loans / Number of library collection items]	5.7	6.6	6.2	6.5	There were 44,422 printed items, audio-visual and digital materials, and games available in Baw Baw public libraries during the year. There were 289,019 loans made and at 6.5 loans per collection item, this represents an increase on last year. Baw Baw public libraries are also performing higher than average loans per item compared to the average for other municipalities (as at 2016/17).
<b>Resource standard</b> <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%	68.3%	75.6%	79.3%	
<b>Service cost</b> <i>Cost of library service</i> [Direct cost to Council of the library service / Number of visits]	\$9	\$8	\$9	\$10	During the year, over 170,000 visits were made to Baw Baw public libraries, resulting in a cost of \$9.61 per visit to deliver the service. There was an increase in Council's contribution to the service, consistent with the rate cap of 2 per cent, however there was also a slight reduction (3 per cent) in the number of visits to Baw Baw libraries this year. As a result, the cost per visit increased. It remains consistent with previous years.
<b>Participation</b> <i>Active library members</i> [Number of active library members / Municipal population] x100	13.3%*	15.4%*	15.0%*	14.9%	During the year 7,504 library members borrowed a library collection item. The percentage of the Shire population who are active library members remains consistent with previous years at 14.9 per cent. This is slightly lower than the average for other municipalities (as at 2016/17). It is highlighted that Baw Baw libraries also have significant usage of public computer use and free Wi-Fi for members who do not loan books. If these users were included in the active members, Baw Baw libraries would be at 17.9 per cent. It is also recognised that the population growth in Baw Baw is increasing faster than new members at Baw Baw Libraries.

\* To ensure comparability of indicators, these comparative figures for previous years have been amended. The restated results are disclosed in the table below.

SERVICE/indicator/ measure/[calculation]	Previously reported			Restated results			Comments/ Material Variations
	2015	2016	2017	2015	2016	2017	
<b>LIBRARIES</b>							
<b>Participation</b> <i>Active library members</i> [Number of active library members / Municipal population] x100	20.8%	19.0%	18.7%	13.3%	15.4%	15.0%	An active library member is defined as a member who has borrowed a library collection item.  A reporting review by West Gippsland Libraries found that reporting for this measure had previously incorrectly included library members who had used public computers and Wi-Fi but not borrowed an item.



# Vibrant Communities

SERVICE/indicator/ measure/[calculation]	Results				Comments/ Material Variations
	2015	2016	2017	2018	
<b>MATERNAL AND CHILD HEALTH (MCH)</b>					
<b>Satisfaction</b>					
<i>Participation in first Maternal and Child Health home visit</i> [Number of first MCH home visits / Number of birth notifications received]	98.6%	97.8%	100.7%	98.7%	Council's Maternal and Child Health service received 602 birth notices during the year and made 594 first Maternal Child Health home visits. This is a high result and is consistent with previous year's results.
<b>Service standard</b> <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%	97.1%	101.3%	101.2%	During 2017/18, 609 infants were enrolled in Council's Maternal and Child Health service. Infant enrolment in the service remains high, consistent with previous year's results.  Since 2015, Baw Baw Shire Council and many other Councils have migrated to a new record system. Difficulties in transitioning to this system has affected the reporting of enrolment data in a number of Local Government Areas. As such, caution should be taken when analysing data and making comparisons for this indicator.
<b>Service cost</b> <i>Cost of Maternal Child Health service</i> [Cost of the Maternal Child Health service / Hours worked by Maternal Child Health nurses]	n/a	\$67	\$57	\$72	Council provided over 11,500 hours of Maternal and Child Health services for families during the year, resulting in a cost of \$71.89 per hour of service. Although the cost of service increased this year, it remains lower than the average result for other Councils as at 2016/17.
<b>Participation</b> <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%	76.1%	71.2%	72.1%	During the year, 2,552 children were enrolled in the Maternal and Child Health service and 1,841 of those children attended the service at least once during the year. This result is consistent with 2016/17, however is lower than previous years.
<b>Participation</b> <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%	53.1%	65.5%	81.5%	Participation in the Maternal and Child Health service by Aboriginal children has significantly improved. Fifty-four Aboriginal children were enrolled in the Maternal and Child Health service and of those, 44 children attended the service at least once during the year. The improved result for the 2017/18 year is higher than the average for other municipalities as at 2016/17.

SERVICE/indicator/ measure/[calculation]	Results				Comments/ Material Variations
	2015	2016	2017	2018	

### STATUTORY PLANNING

<b>Timeliness</b> <i>Time taken to decide planning applications</i> [Median number of days between receipt of planning applications and a decision on the planning application]	78	96	88	90	The time taken to decide planning applications remains consistent with previous years. The median number of days to process a planning application was 90 days for the 2017/18 year.
<b>Service standard</b> <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%	51.7%	67.1%	56.5%	The number of applications decided within 60 days has decreased compared to the previous year's results, with 56.5 per cent of planning applications decided within required timeframes.
<b>Service cost</b> <i>Cost of statutory planning service</i> [Direct cost of the statutory planning service / Number of planning applications received]	\$1,652	\$1,832	\$1,471*	\$1,613	The cost of the Statutory Planning service remains consistent with the longer term average for this performance measure. During 2016/17 the cost of the service was lower than expected due to unexpected staff vacancies.
<b>Decision making</b> <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%	62.5%	57.1%	90.0%	Ten of Council's planning decisions were appealed to VCAT during the 2017/18 year. Nine out of those ten applications were upheld by VCAT, supporting Council's consistency with the Planning Scheme and quality of decision making.

\* To ensure comparability of indicators, these comparative figures for previous years have been amended. The restated results are disclosed in the table below.

SERVICE/indicator/ measure/[calculation]	Previously reported	Restated results	Comments/ Material Variations
	2017	2017	

### STATUTORY PLANNING

<b>Service cost</b> <i>Cost of statutory planning service</i> [Direct cost of the statutory planning service / Number of planning applications received]	\$1,273	\$1,471*	The result for 2016/17 incorrectly excluded a number of costs related to the delivery of the service.
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# Thriving Economy





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# Thriving Economy

Council will support local business and industry, and as a result indirectly support local employment opportunities for the Baw Baw community. We will continue to promote the Shire as a place to live, work and visit, particularly via the 'Visit Baw Baw' campaign. We will also seek to position ourselves in relation to new and emerging opportunities and technology.

## Strategic Indicators

The following statement reviews the performance of Council against the Council Plan including results achieved in relation to the strategic indicators included in the Council Plan.

Performance Measure	Result	Comments
Number of visitors to 'Visit Baw Baw'	47,861	A total of 47,861 visits were recorded on the Visit Baw Baw website, which is an increase on the previous year. Advertising of the Shire in conjunction with Destination Gippsland and eMagazine Australia resulted in higher level of visits to the site. A redevelopment of the website commenced in January 2018.

## Initiatives

The following statement reviews the progress of Council in relation to initiatives identified in the 2017/18 Budget for the year.

Initiative	Progress
Develop a new Economic Development Strategy for the Shire.	Completed. A draft Economic Development Strategy has been prepared and presented to Council's Business Advisory Board (BAB). This initiative will be completed in 2018/19.
Develop a Visit Baw Baw marketing strategy.	Completed. A tourism marketing plan has been developed to focus on raising awareness within the Melbourne market of key destinations within the Shire.

## Services

The following table provides information in relation to the services funded in the 2017/18 budget.

Service	Description	Net Cost Actual Budget Variance \$000
<i>Business and Economic Development</i>	The Business and Economic Development unit is primarily responsible for facilitating business growth, investment and visitation. The unit also promotes the key attributes of the municipality by positioning Baw Baw Shire as a great place to live, work and play.	(608) <u>(749)</u> 141

## Service Performance Indicators

There are no prescribed service performance indicators for this objective.



# Safe and Sustainable Environments





EMERGENCY MANAGEMENT

# Safe and Sustainable Environments

Council will work to manage our natural environment and build our capacity and resilience to unforeseen and sudden events, such as changes in climate, new and emerging technology and changes to the energy market.

We will manage our built environment, including a safe, integrated quality local roads and transport network. This includes advocacy on behalf of the community to the State Government around improved community access to a safe, consistent and well connected public transport network.

We will provide a range of services in relation to community safety and protection including statutory building, planning, local laws and public health services.

## Strategic Indicators

The following statement reviews the performance of Council against the Council Plan including results achieved in relation to the strategic indicators included in the Council Plan.

Performance Measure	Result	Comments
Asset renewal expenses as a percentage of depreciation.	89.2%	Investment in asset renewal reports a decreasing trend due to a reduction in the total pool of funding available for allocation to capital works. This reduction to total available funding is impacted by rate capping as well as a projected decrease in capital grant funding.
Percentage of adopted capital works projects completed by end of financial year (target: 90%).	73.8%	Council completed 76 of 103 projects in the adopted Capital Works Program due for completion in the 2018/19 year. Council's Community Assets team experienced significant staff turnover during the year which affected program delivery.
Length of sealed local roads resealed.	33.4 km	A detailed description of Council's Capital Works Program and major drain projects is provided on page 20.
Length of sealed local roads re-sheeted.	29.5 km	
Square metres of sealed local roads reconstructed.	33,624 m <sup>2</sup>	
Value of drains projects (\$).	\$3,618,000	
Length of footpath projects (km).	5.2 km	
Total number of building permits issued by building surveyors in Baw Baw Shire.	1,508	This represents the number of permits issued by private building surveyors for buildings in Baw Baw Shire (Council does not currently issue building permits).
Total value of buildings for which building permits are issued by building surveyors in Baw Baw Shire.	\$285,384,488	This is the value of buildings for which building permits were issued during the year.
Council energy consumption.	3,020 MWh	Energy consumption by Council's 10 largest sites and public lighting remains consistent with the previous year.
Council CO <sub>2</sub> emissions.	4,912 T	Greenhouse gas emissions from Council's 10 largest sites, public lighting and fuel consumption remains consistent with the previous year.
Council potable water consumption.	84,082.00	There was an increase of 7,020 kilolitres recorded at the Warragul Leisure Centre.

## Initiatives

The following statement reviews the progress of Council in relation to initiatives identified in the 2017/18 Budget for the year.

Initiative	Progress
Finalise and commence the implementation of Council's new Environment Sustainability Strategy and four-year action plan.	Completed. Council's Environmental Sustainability Strategy was approved by Council on the 27 June 2018 and implementation has commenced.
Manage and encourage the use of Council's Baw Baw Significant Tree Register.	Completed. The key achievement in 2017/18 was the completion of geographic registration and descriptions for 258 significant trees in Drouin by the Friends of Drouin Trees and Council. This initiative is ongoing and will continue in 2018/19 and following years.
Continued implementation of Baw Baw's Waste Management Strategy and action plan.	Completed. The key achievement in 2017/18 was the introduction of recycling in Walhalla and monitoring of illegal dumping hot spots around the Shire.
Continue to monitor and improve Council's energy and water-use efficiency and reduce its carbon footprint.	Completed. Council continues to monitor energy, greenhouse gas and water consumption at its buildings, facilities and street lights. Overall, the energy consumption and greenhouse gas emissions for the top 10 highest energy consuming sites and public street lighting has decreased by 3 per cent compared to 2016/17.
Participate in the Environmental Sustainable Development (ESD) Subdivisions Policy – Proof of Concept for regional Victoria project.	Completed. The Environmental Sustainable Development (ESD) Subdivisions Policy – Proof of Concept for Regional Victoria project was successfully completed in May 2018, in partnership with seven other regional Victorian Councils.
Develop and implement the Road Management Plan.	Completed. The Road Management Plan (version 6.0) was adopted by Council in May 2017 and implementation is ongoing.
Manage the Shire's roads management contracts and programs.	Completed. Council continues to manage key roads management contracts and programs, including Routine Road Maintenance Services Contract and Minor Works Contract. 136 maintenance projects to the value of \$1.395 million have been let this financial year.
Commence implementing the recommendations of town centre car parking strategies for Warragul, Drouin, Trafalgar and Yarragon.	Completed. A key focus for the 2017/18 year was investigating parking options within the Drouin CBD, which has been completed and presented to a project reference group. This initiative is ongoing and will continue in 2018/19 and following years.
Implement Council's Footpath Renewal program.	Completed. Over \$158,000 of footpath renewal works were completed at multiple sites across the Shire during the 2017/18 year.
Implement Council's New Footpath program.	Completed. Construction of all the new scheduled footpaths for 2017/18 have been completed.
Implement Council's Child Safety Standards Action Plan.	Completed. Council has actively Implemented Council's Child Safety Standards Action Plan during the 2017/18 year, with 30 actions fully complete and seven actions commenced or in progress. A key achievement is the training for 345 of Council's staff in Child Safety Standards. This initiative is ongoing and will continue in 2018/19 and following years.

# Safe and Sustainable Environments

## Services

The following table provides information in relation to the services funded in the 2017/18 budget.

Service	Description	Net Cost Actual Budget Variance \$'000
<i>Asset Management</i>	Asset Management provides Council the framework for the development, implementation and review of the service and asset management program.	(10,831) <u>(11,327)</u> 496
<i>Building Services</i>	Building Services is responsible for the provision of statutory services pursuant to the <i>Building Act 1993</i> .	(363) <u>(446)</u> 83
<i>Community Compliance</i>	Community Compliance aims to protect the community and Council amenity through education and enforcement of local laws and State Government legislation. Key service areas include: local laws, parking enforcement, animal management, planning enforcement, asset protection, permit administration and school crossing program.	(355) <u>(392)</u> 37
<i>Environment Sustainability</i>	Environment Sustainability carries out functions in relation to management of the built and natural environment, including implementation of Council's Environmental Sustainability Strategy and Action Plan, environmental community education programs, pest plant and animal programs, waste education and advocacy, council energy efficiency and sustainability, operation of Council's Native Vegetation Offset Scheme, provision of environmental planning and compliance advice and management of the shire's bushland reserves.	(1,067) <u>(939)</u> (128)
<i>Fleet and Depot Support</i>	The Fleet and Depot Support Management unit delivers the operational maintenance requirements for Council's fleet of passenger vehicles, light and heavy commercial vehicles and all plant and equipment used by the Urban Operations departments. The Unit also manages on a day to day basis the Depot infrastructure to ensure it meets the needs of the Urban Operations Team.	(389) <u>(147)</u> (242)
<i>Fire and Emergency Management</i>	The Fire and Emergency Management function provides the support to Council to comply with statutory provisions under the <i>Country Fire Authority Act 1958</i> and <i>Emergency Management Act 1986</i> . The objective of the service is to improve Council's preparation and planning in the three functional areas of emergency management; prevention, response and recovery. This is done by using an all communities, all emergencies approach to emergency management.	(264) <u>(242)</u> (22)
<i>Infrastructure Planning and Growth</i>	Infrastructure Planning and Growth team coordinates Council's functions in relation to: <ul style="list-style-type: none"> <li>• Planning, delivery and prioritisation of drainage, traffic, parking and footpath infrastructure works across the shire.</li> <li>• Assessment of traffic management plans for works within road reserves.</li> <li>• Review of new planning applications, plan checking and supervision of subdivision/ development works.</li> <li>• Planning of Council's long-term capital works program.</li> <li>• Delivery of capital works projects.</li> </ul>	(737) <u>(778)</u> 41
<i>Program Planning and Delivery</i>	Program Planning and Delivery team coordinates Council's functions in relation to planning and delivery of Council's annual and long-term capital works projects.	(504) <u>(724)</u> 220

Service	Description	Net Cost Actual Budget Variance \$000
Public Health	Public Health is responsible for the delivery of public health services that includes:	
	• Food safety inspections and sampling.	(184)
	• Investigate infectious/ communicable illness in the community.	(182)
	• Conducting tobacco education and education and enforcement inspections.	(2)
	• Monitoring and registration of prescribed accommodation and caravan park.	
	• Investigation of nuisance complaints.	
	• Management of onsite waste disposal.	
Road Network	The Roads Unit is responsible for roads including road maintenance, contract management and delivery of the allocated road capital works program, Road Management Plan compliance and customer enquiries for Council's road network.	(8,197) (7,323) (874)
Waste Management	Waste Management coordinates Council's functions in relation to waste management, including kerbside and street litter and collection, transfer station operations, illegal dumping, and waste education.	(7,463)
	The team also manages the EPA compliance regulations for the Trafalgar Landfill.	(6,196)
	Delivery of capital works projects related to waste services and some major building capital projects.	(1,267)

## Service Performance Indicators

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.

SERVICE/indicator/ measure/[calculation]	Results				Comments/ Material Variations
	2015	2016	2017	2018	
<b>ROADS</b>					
<b>Satisfaction of use</b> <i>Sealed local road requests</i> [Number of sealed local road requests / Kilometres of sealed local roads] x100	42.1	33.5	36.6	58.4	Council received a total of 636 requests in relation to sealed local roads, which is equivalent to 58.4 requests per 100 kilometres. Although this is a significant increase on previous years, with the improvements in road standards shown in the measure below, Council believes this to be the result of more accurate capturing of local road requests. Council's performance for this measure is higher than the average for other Councils as at 2016/17.
<b>Condition</b> <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%	93.9%	91.3%	96.3%	

# Safe and Sustainable Environments

SERVICE/indicator/ measure/[calculation]	Results				Comments/ Material Variations
	2015	2016	2017	2018	
<b>Service cost</b>					
<i>Cost of sealed local road reconstruction</i> [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	\$40	\$27	\$38	\$39	During 2017/18, Council reconstructed over 33,000 square metres of local roads. The cost of sealed local road reconstruction remains consistent with previous years at \$39.35 per square metre. This is also consistent with the result for other rural Shires as at 2016/17.
<b>Service cost</b>					
<i>Cost of sealed local road resealing</i> [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	\$5	\$5	\$5	\$6	During 2017/18, Council resealed almost 220,000 square metres of local roads. The cost of sealed local road resealing remains consistent with previous years at \$5.73 per square metre. This is also consistent with the result for other rural Shires as at 2016/17.
<b>Satisfaction</b>					
<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	38	42	42	The annual Community Satisfaction Survey assesses the community's satisfaction with Council's performance. Satisfaction with sealed local roads remains consistent with previous years and was rated as 42 out of 100. This is also consistent with the result for other rural Shires as at 2016/17.

SERVICE/indicator/ measure/[calculation]	Results				Comments/ Material Variations
	2015	2016	2017	2018	
<b>WASTE</b>					
<b>Satisfaction</b> <i>Kerbside bin collection requests</i> [Number of kerbside garbage and recycling bin collection requests / Number of kerbside collection households] x1000	57.2	62.5	69.8	89.3	During 2017/18, Council received approximately 89 bin collection requests per 1,000 residential households. The requests relate to missed collections, damaged and stolen bins. There has been a steady increase in the number of bin requests since 2014/15. This is attributed to more information being provided to residents on making requests, as well as easier ways of communicating requests such as through social media as well as phone call and email.
<b>Service standard</b> <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	1.6	1.9	2.3	1.4	During 2017/18, there were a total of 226 kerbside collection bins missed, or 1.37 bins for every 10,000 scheduled kerbside garbage and recycling bin lifts, which remains lower than the average result for all other Councils as at 2016/17.
<b>Service cost</b> <i>Cost of kerbside garbage bin collection service</i> [Direct cost of the kerbside garbage collection service / Number of kerbside garbage collection bins]	\$110	\$118	\$117	\$121	The cost of Baw Baw's kerbside garbage collection service per bin increased slightly in 2017/18 to \$121 per garbage bin. There is no operational landfill within Baw Baw Shire and all waste must be transported outside of the Shire to other landfill sites. This increases the cost of collection, which is higher than the average result for other municipalities as at 2016/17.
<b>Service cost</b> <i>Cost of kerbside recyclables bin collection service</i> [Direct cost of the kerbside recyclables collection service / Number of kerbside recyclables collection bins]	\$23	\$22	\$22	\$34	The cost of Baw Baw's recyclables collection service per bin increased during the 2017/18 year. This cost was due to an increase in gate fees being charged by Council's recycling processor. Council will receive support package funding from the Victorian Government to compensate for this increase in fees. However, Council's cost for the kerbside recyclables is lower than the average result for municipalities in 2016/17.
<b>Waste diversion</b> <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%	52.0%	53.0%	52.5%	Consistent with previous years, over half of the Shire's waste is recycled or placed into the green organics bin, rather than into landfill. Council is diverting more waste from landfill than the average result for other municipalities in 2016/17.

# Organisational Excellence





# Organisational Excellence

Council will be innovative and open to new possibilities and opportunities. We will seek continuous improvement in our service delivery to ensure that we are customer focused, and ready to meet the changing needs and expectations of the community.

We will work to ensure there are appropriate opportunities for clear and effective two-way communications and engagement to build shared understanding. This will also enhance our advocacy and lobbying to meet a growing community's needs which are the responsibilities of other levels of Government or other organisations.

We will effectively and sustainably manage our physical infrastructure including roads, bridges, buildings, open spaces, pathways, drainage, and finances on behalf of the community. We plan for the long term management of our resources, essential to which is engagement and discussion with the community around their priorities and needs for the future.

Underpinning Council's effective service delivery is an innovative, skilled, and safe workforce.

## Strategic Indicators

The following statement reviews the performance of Council against the Council Plan including results achieved in relation to the strategic indicators included in the Council Plan.

Performance Measure	Result	Comments
Number of process reviews completed.	20	Process reviews occurring during the 2017/18 year included: <ul style="list-style-type: none"> <li>• Accounts Payable invoicing.</li> <li>• Animal registration.</li> <li>• Aged and Disability client intake assessment.</li> <li>• Aged and Disability Meals on Wheels menu labelling.</li> <li>• Customer Request Management processes.</li> <li>• Complaints management.</li> <li>• Customer services processes.</li> <li>• Donated assets management.</li> </ul>
Hours lost due to injury.	1,217	Council supports its injured team members to return to work as quickly as possible by providing a safe and sustainable Return to Work program. There has been an increase in hours lost due to injury during the 2017/18 year due to long term injury rehabilitation.
Customer requests for service resolved within 10 business days.	78.9%	Council have a target to resolve customer requests within 10 business days, and there is a continuing focus on improving this performance result.
Customer inquiries resolved at first point of contact.	78.2%	This measure informs the percentage of enquiries satisfied in the first interaction with Council. Live Chat has been introduced as an alternative way for customers and community to interact with Council.
Number of community engagement opportunities and submissions received.	195	Council received 195 submissions on publicly exhibited items during the year. This includes the Council Plan and annual Budget.
Number of media releases.	203	Council issues on average approximately four media releases each week.
Number of people reached via social media.	3,132,979	Council's online presence and reach continued to grow, increasing from 1.2 million people in 2016/17 to 3.1 million in 2017/18.

Performance Measure	Result	Comments
Grant funding attracted by Council advocacy	\$6.19 million	<p>Council received non-recurrent grant funding of \$6.19 million in 2017/18. Council actively lobbied and advocated on behalf of the community and was successful in attracting funding for a range of projects including:</p> <ul style="list-style-type: none"> <li>• The new Early Learning Centre in Warragul</li> <li>• The West Gippsland Arts Centre redevelopment</li> <li>• A new pavilion at Willow Grove Recreation Reserve</li> <li>• Labertouche North Road reconstruction</li> <li>• Upgrade of Old Sale road.</li> </ul>

## Initiatives

The following statement reviews the progress of Council in relation to initiatives identified in the 2017/18 Budget for the year.

Initiative	Progress
<p>Business and process reviews for Council services:</p> <ul style="list-style-type: none"> <li>• Communications</li> <li>• Statutory Planning</li> </ul>	<p>This initiative is not completed. However, an internal review of the organisation structure identified opportunities for improvement to service delivery of these two teams. This included the creation of a priority planning team, and improvements to internal communications.</p>
<p>Develop and implement Council's Customer Service Strategy.</p>	<p>Completed. Council's Customer Service Strategy was briefed to Council in May 2018 along with the Customer Service Charter and the Complaints Policy. This initiative is ongoing and will continue in 2018/19.</p>
<p>Commence implementation of a Digital Roadmap for Council, with the aim of online becoming the primary channel of engagement with Council.</p>	<p>Completed. Implementation of the 2018-2021 Digital Roadmap commenced, with the aim of improving engagement between Council and the community. This initiative is ongoing and will continue in 2018/19 and following years. Key projects include:</p> <ul style="list-style-type: none"> <li>• the implementation of a new phone system</li> <li>• online statutory planning system</li> <li>• customer/service focused website</li> <li>• digital engagement platform.</li> </ul>
<p>Advocacy and grant seeking, building partnerships and relationships in relation to identified community needs to support a growing community.</p>	<p>Completed. Council successfully advocated to State and Federal Government on behalf of the community for a range of infrastructure needs. This includes the development of a new Early Learning Centre in Warragul which has been Council's key advocacy project for the past year. This initiative is ongoing and will continue in 2018/19 and following years.</p>
<p>Develop a program in relation to the review and renewal of the municipal community plan and vision.</p>	<p>Completed. A program has been developed to respond to the requirements of the Local Government Bill over the next two years, commencing with a review of Council's Community Engagement Policy in 2018/19.</p>
<p>Prepare the Annual Budget 2018/19 and Strategic Resource Plan.</p>	<p>Completed. The 2018/19 Budget and Long Term Financial Plan adopted by Council on 27 June 2018.</p>
<p>Develop, deliver and monitor the Long Term Financial Plan.</p>	<p>Completed. The 2018/19 Budget and Long Term Financial Plan adopted by Council on 27 June 2018.</p>
<p>Develop and implement an organisation culture program.</p>	<p>Completed. Council developed and commenced implementation of the organisation development culture program, #growingculture. This initiative is ongoing and will continue in 2018/19 and following years.</p>
<p>Ongoing implementation of the Council's Gender Equity Plan.</p>	<p>Completed. To date Council has implemented several measures to improve gender equity across the organisation. In total there were 45 action items in the agreed plan. Of these actions, 28 have been completed.</p>

# Organisational Excellence

## Services

The following table provides information in relation to the services funded in the 2017/18 budget.

Service	Description	Net Cost Actual Budget Variance \$000
<i>Accounting Services</i>	The Accounting Services function is to manage Council's financial activities to ensure statutory compliance and financial sustainability. Core services include development of the annual budget, long term financial plan and annual statutory financial statements, accounts payable function, financial system maintenance and training, and development of financial policies.	(5,271)
		<u>(5,048)</u>
		(223)
<i>Business Information</i>	The Business Information Team provides mail, courier, document management, and information management compliance services to support Council and Council customers. Information management compliance includes the requirements of Freedom of Information, privacy, public records and evidence protection legislation.	(427)
		<u>(398)</u>
		(29)
<i>Chief Executive's Office</i>	The Chief Executive's Office represents the management of Council, including the core governance functions of the Chief Executive Officer and expenses relating to:	
	<ul style="list-style-type: none"> <li>Maintaining an appropriate organisational structure.</li> <li>Ensuring the decisions of the Council are implemented without undue delay.</li> </ul>	(885)
	<ul style="list-style-type: none"> <li>Day-to-day management of the operations of the organisation in accordance with the Council Plan.</li> </ul>	<u>(995)</u>
	<ul style="list-style-type: none"> <li>Providing timely advice to the Council</li> <li>Proactively advocating to other levels of government and stakeholders on behalf of the Councillors and community.</li> </ul>	110
<i>Communications</i>	Communications provides reputation management for Council and Councillors, is responsible for informing the community about Council issues via traditional media and digital communications, manages media liaison services, and supports Councillors and the Executive Leadership Team with issues management and promotional opportunities. It includes the Grants and Advocacy service, which works to identify priority projects, and advocates to seek funding from other government authorities on behalf of the community.	(565)
		<u>(563)</u>
		(2)
<i>Customer Services</i>	Customer Service is responsible for providing a support service for all staff across the organisation through first point of external customer contact, including acting as a referral service to other organisations. The team is also responsible for information and reputation management, providing internal support, educating the organisation about expected customer service standards and receipting of all payments.	(734)
		<u>(651)</u>
		(83)
<i>Corporate Strategy</i>	Corporate Strategy provides support to Council with meeting its statutory obligation to prepare and administer the Council Plan, to facilitate good business planning and reporting across the organisation and to demonstrate that Best Value principles are being incorporated into Council services and processes.	(143)
		<u>(285)</u>
		142
<i>Governance</i>	Governance provides the support to Council to comply with statutory provisions, and specifically includes Local Government Act compliance.	
	Governance provides support to Councillors, including Council agenda, minutes and meeting management.	(1,159)
		<u>(1,293)</u>
	Governance supports the broader organisation in good governance practices and maintenance of Councils statutory obligations (conflicts of interest, register of interests) and Council's Internal Audit function.	134

Service	Description	Net Cost Actual Budget Variance \$'000
<i>Human Resources and Payroll</i>	Organisation Development supports Council in the management of its human resources. Services span the whole employment lifecycle and include providing advice on attraction, recruitment, on boarding and retention practices; maintenance and management of human resource data, industrial and employee relations and the coordination of work force planning, and learning and development, activities.	(1,023) (859) (164)
	Payroll is responsible for ensuring staff entitlements such as leave, salary deductions, flexibility arrangements and superannuation are maintained and processed fortnightly.	
<i>Information Technology</i>	Information Technology provides technological systems, infrastructure, services and support for the delivery of all Council services. Core services include improving organisational performance and compliance through corporate systems and governance.	(1,950) (2,445) 495
<i>Occupational Health and Safety and Risk</i>	The Occupational Health and Safety (OHS) unit coordinates the development, review and delivery of workplace OHS frameworks and initiatives. It also develops and implements Council's return to work program and activities.	
	The Risk Management unit provides risk management services in accordance with the Risk Coordinator (Collaborative Services) Agreement which was entered into with South Gippsland Shire Council in November 2015. Under this arrangement, Risk Coordination services are provided to help foster an effective risk minimisation culture throughout the organisation, including the development, implementation and maintenance of a Risk Management Framework, Risk Management Policy and supporting program.	(810) (818) 8
<i>Procurement</i>	The Procurement function provides the framework, oversight and advice to support Council in complying with statutory procurement provisions. It also reviews Council's procurement spend and administer procurement processes.	(220) (242) 22
<i>Revenue Services</i>	Revenue services are custodian and manager of Council's property and rating system to optimise revenue and maintain data integrity. The unit is responsible for the management of Council's legislative compliance (Voters' Roll) and the biennial revaluation.	(994) (959) (35)

# Organisational Excellence

## Service Performance Indicators

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.

SERVICE/indicator/ measure/[calculation]	Results				Comments/ Material Variations
	2015	2016	2017	2018	
<b>GOVERNANCE</b>					
<b>Transparency</b> <i>Council decisions made at meetings closed to the public.</i> [Number of council resolutions made at an ordinary or special meeting 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 meeting, or at meetings of a special committee consisting only of Councillors] x100	14.7%	15.6%	17.8%	0.0%	Council's performance for this indicator significantly changed in the 2017/18 year, as there were no meetings closed to the public held during the year. All Council decisions were made in meetings open to the community. During the year, Council also began live streaming Council meetings to further enhance the transparency of Council decisions.
<b>Consultation and engagement</b> <i>Satisfaction with community consultation and engagement</i> [Community satisfaction rating out of 100 with the consultation and engagement]	52	48	48	50	The annual Community Satisfaction Survey assesses the community's satisfaction with Council's performance. Satisfaction with consultation and engagement remains consistent and was rated as 50 out of 100. Council's performance is consistent with the average result for other large rural shire Councils.
<b>Attendance</b> <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%	89.7%	90.8%	93.9%	Councillors attended 93.9 per cent of ordinary and special Council meetings during 2017/18, consistent with the high level of attendance over previous years. Non-attendance has been due to illness or annual leave.

SERVICE/indicator/ measure/[calculation]	Results				Comments/ Material Variations
	2015	2016	2017	2018	
<b>Service cost</b> <i>Cost of Governance</i> [Direct cost of the governance service / Number of Councillors elected at the last Council general election]	\$38,834	\$36,623	\$30,612	\$38,369	This is a measure of the operating expenses directly related to the activities of the elected Councillors, including expenses such as allowances, training and professional development, conferences and seminars, memberships of professional bodies and other incidental expenses. There was a small decrease in the costs of governance in the previous year, however the 2017/18 result is consistent with longer term results, and lower than the average results for other Councils. The cost increase in 2017/18 relates to increased training and development.
<b>Satisfaction</b> <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	47	46	48	The annual Community Satisfaction Survey assesses the community's satisfaction with Council's performance. Satisfaction with Council decisions remains consistent and was rated as 48 out of 100.

# Governance

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 required to strengthen 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 the 2017/18 Strategic Internal Audit Plan.

These included internal audits in the following areas:

- Customer Service and Complaints Management

- Department Review Home and Community Care
- Information Technology General Controls
- Child Safety Standards
- Department Review Procurement

## Local Laws

Council adopted its new Community Local Law 2017, which replaced the Community Local Law 2015. The process included community consultation to ensure that any new local laws would meet the needs of our growing community.

## 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 25 October 2017, resolved to adopt both the revised Local Law, Meeting Procedure Local Law and Community Participation Time Policy.

Effective from 25 October 2017, 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

In this the 2017 revision allowance was specifically made for the Live Streaming of Council Meetings and the handling of petitions from members of the community. Council live streamed its first Council Meeting on 13 December 2017. Live Streaming has allowed community members in remote parts of the shire view the Council Meeting. Archived footage also allows members to view recorded specific parts of Council Meetings that they were not able to attend.

## Citizenship

During 2017/18, 58 people received Australian Citizenship in four group ceremonies organised by Council. Ceremonies were conducted at the Warragul Country Club. A special ceremony was held as part of the Australia Day celebrations at Civic Park, Warragul.

The ceremonies were conducted by the Mayor and Deputy Mayor, who formally conferred citizenship on the new citizens. Baw Baw Shire Councillors and local members of Federal and State Government were in attendance. Family

and friends of the citizens were also invited to join the celebration.

Citizenship Ceremonies are coordinated by the Executive Assistant to the Chief Executive Officer and Mayor 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.



# Committees

## Committees of Management

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

At its meeting on Wednesday 27 September 2017, Council resolved to rescind the Trafalgar Recreation Reserve CoM and assume management of the reserve. Currently, Council has a total of 16 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
- Erica Community Facilities
- Lardner Hall
- Narracan Public Hall
- Neerim South Recreation Reserve
- Nilma North and Lilloco Memorial Hall
- Tetoora Road Community Centre
- Western Park Recreation Reserve

## 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.

Advisory Committee	Description
Arts and Culture Advisory Committee	The Arts and Cultural Advisory Committee 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.
Business Advisory Board	<p>In late 2015, the Business Advisory Board was restructured for its new two year term. This was to better align the Business Advisory Board with the future needs of the business community and to ensure that the board is thinking strategically about the local economy moving forward.</p> <p>The Business Advisory Board is now an Executive Committee for Advocacy with three reporting streams: Visitor Economy, Growing Business in Baw Baw, and Innovation and Digitalised Economy, all of which represent our top six industries by employment.</p> <p>The objectives of the Business Advisory Board are to:</p> <ul style="list-style-type: none"> <li>• Provide considered advice and recommendations to Council on strategic economic development issues and opportunities.</li> <li>• Discuss and inform Council decisions on key business strategies, projects and programs.</li> <li>• Assist Council in understanding the challenges facing business within the Baw Baw Shire.</li> <li>• Provide an opportunity for creative ideas, positive contributions and solutions to business issues affecting Baw Baw Shire.</li> <li>• To assist Council with the development and implementation of Council's Economic Development Strategy.</li> </ul>
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.
Environment Voice Advisory Committee	Provide advice and recommendations in relation to strategies, education programs and issues.
Hazelwood Closure Working Group	<p>Following on from the announcement of the closure of the Hazelwood Power Station in late 2016, Council established the Hazelwood Closure Working Group.</p> <p>This group comprised of community members affected by the mine's closure and meet regularly to provide appropriate advice and recommendations on social and economic impacts on the Baw Baw community as a result of the closure of the Hazelwood Power Station and Mine.</p>
Healthy Baw Baw Council Advisory Committee	<p>In 2016 Council resolved to develop a Healthy Baw Baw Council Advisory Committee to report to the Council and provide appropriate advice and recommendations to assist with its responsibilities under Section 26 of the <i>Public Health &amp; Wellbeing Act 2008</i>. The Committee was established to prepare the Baw Baw Public Health and Wellbeing Plan 2017-2021, identify strategies and actions for implementation of the Plan, review implementation progress of the Plan and the evaluation.</p> <p>The Committee will serve as ambassadors within their own organisations and community to actively promote the objectives of the Plan, develop and strengthen existing partnerships that collaborate to improve the health and wellbeing in Baw Baw Shire, provide advice as part of policy review or development processes as required, and report to Council about committee activities, issues, and related recommendations.</p> <p>The Committee consists of 15 members being a representative from: The Department of Health &amp; Human Services Gippsland Region, Central West Gippsland Primary Care Partnership, West Gippsland Health Care Group, Gippsland Women's Health, Latrobe Community Health Service, Quantum Support Services, Gippsland Primary Health Network, Ramahyuck District Aboriginal Corporation, Kurnai Nations, Victoria Police and GippSport.</p>
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.
Positive Ageing Advisory Committee	On Wednesday 9 September 2015 Council adopted a Positive Ageing Strategy and established a Positive Ageing Advisory Committee to oversee the strategy and report on the outcomes. As part of this committee, Council adopted the Terms of Reference on 8 June 2016, which articulate the roles and responsibilities of the committee. The purpose of the advisory committee is to provide advice to Council on workable, practical ways to achieve the Positive Ageing Strategy and support citizens over the age of 60 years with the intention of developing age friendly communities within the municipality.
Roads and Drainage Advisory Committee	<p>The purpose of the committee is to:</p> <ul style="list-style-type: none"> <li>• Gain an understanding of the current year's roads and drainage activities that are planned and underway.</li> <li>• Share ideas and knowledge about how the management of roads and drainage network within the Shire can be improved.</li> <li>• Support the Council in engaging with the community on the activities of the Roads and Drainage Advisory Committee and the annual works program.</li> </ul>

## Audit Committee

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 support 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.

During the 2017/18 year the term of Mr Mike Said ended. Mr Said served six years on Council's Audit Committee and was the Chair at the time his term ended. Two new members were appointed to the committee, Ms Theresa Glab and Mr David Ashmore who joined existing members Dr A.J Purcell and Mr Tony Duff. Ms Glab was elected Chair of the Audit Committee at its meeting on 4 December 2017. Councillors Danny Goss and Joe Gauci (Mayor) remained as the Council representatives.

## Councillor Code of Conduct and Conflict of Interest

The Councillor Code of Conduct (The Code) provides guidance on the conduct required of Mayors and Councillors of Council as required by Section 76C of the *Local Government Act 1989*. The Act requires Council to develop and maintain a Councillor Code of Conduct and it is required to be periodically reviewed. It must include an internal resolution procedure for dealing with any alleged contraventions of The Code.

The *Local Government Act 1989* also stipulates that within one month of any amendment being made to The Code, all Councillors must make a declaration stating that they will abide by the revised Councillor Code of Conduct. This declaration must be signed and witnessed by the Chief Executive Officer.

A Council must, within four months after a general election, call a Special Council Meeting solely for reviewing the Councillor Code of Conduct, and at the Special Council Meeting approve any amendments to be made to The Code determined by Council to be necessary following the review of The Code. A person elected to be a Councillor is not capable of acting as one until the person has read the Councillor Code of Conduct and has made a declaration that they will abide by The Code.

## Councillor Expense and Entitlements Policy

Council adopted at its meeting on Wednesday 13 July 2016 the Entitlements and Expenses Policy in line with the Audit Committee sitting fee charge changes.

A copy of the Councillor and Audit Committee Expenses and Entitlements Policy can be found on Council's website and inspected at Customer Service Centres.

## Councillor Allowances

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 December 2017 by 2.0 per cent. This adjustment was made to Councillors payments from 1 December 2017.

The details of the expenses including reimbursement of expenses for each Councillor and member of a Council committee paid by Council for the 2017/18 year are as follows:

Councillor	Allowance inc Superannuation	Travel	Car Mileage	Child Care	IT Expenses	Conferences & Training	Total
Cr Joe Gauci (Mayor)	\$85,349	\$1,565	-	-	\$1,281	\$1,198	\$89,394
Cr Keith Cook	\$27,421	\$270	\$4,989	-	\$1,055	\$528	\$34,263
Cr Danny Goss	\$27,421	-	\$2,282	-	\$1,046	-	\$30,749
Cr Tricia Jones	\$27,421	-	-	-	\$1,054	\$200	\$28,675
Cr Peter Kostos	\$27,421	-	-	-	\$967	-	\$28,388
Cr Michael Leaney*	\$27,421	-	\$13,803	-	\$3,020	-	\$44,244
Cr Jessica O'Donnell	\$27,421	-	-	-	\$1,025	\$3,904	\$32,350
Cr Mikaela Power	\$27,421	-	\$5,961	-	\$981	\$318	\$34,680
Cr Darren Wallace	\$27,421	-	\$2,699	-	\$914	-	\$31,034

\* Cr Leaney resides in Walhalla and therefore incurs higher travel expenses to attend Council meetings, community events and other meetings due to the long distances involved.

Council also reimbursed Cr Leaney for fixed line telephone and satellite internet expenses due to the lack of mobile phone service in Walhalla.

## Council Meetings

Council held a total of 24 Council and Special Meetings in 2017/18, with a total of 175 officer reports, 1 notice of motions and 12 general business motions considered. At these meetings, Council also:

- Answered 25 Questions on Notice
- Heard 116 submissions
- Made 1 decision in Confidential Council with 0 being released to the public
- Presentation of 1 civic ceremony in the meeting.

## Councillor Attendance at Council Meetings

Councillor	Council Meetings Attended
Cr Joe Gauci	24 out of 24 meetings
Cr Danny Goss	24 out of 24 meetings
Cr Keith Cook	21 out of 24 meetings
Cr Michael Leaney	22 out of 24 meetings
Cr Jessica O'Donnell	22 out of 24 meetings
Cr Darren Wallace	21 out of 24 meetings
Cr Mikaela Power	24 out of 24 meetings
Cr Peter Kostos	23 out of 24 meetings
Cr Tricia Jones	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 engage directly with members of the community and provide them a voice through facilitating community briefings. A community briefing is a forum with Councillors that presents or discusses strategic topics or key projects. They are held on the same day as a Council meeting. The following community briefings were held in 2017/18:

Three Special Council Meetings were held in the financial year:

- Statutory Council Meeting: Election of the Mayor and Deputy Mayor
- Financial Report and Performance Statement
- Hearing of Submissions: Proposed Council Budget 2017/18 and Council Plan 2017-2021.

The following community briefings by organisations and/or groups presented to Council throughout the year:

- DELWP – rural drainage interdepartmental reference group.
- VicRoads – work undertaken to improve roads in Baw Baw Shire and Gippsland.
- West Gippsland Regional Library Corporation – update on the business incubator “innovation station concept”.
- Victorian Chamber of Commerce.
- Hazelwood Closure Working Group – new Advisory Group with revised Terms of References.
- Drouin Golf Club Development Plan.
- Communities that Care Program.
- Tetoora Road Community Centre presented on their Community Plan/Masterplan with the assistance of a Community Development Grant.
- Environmental Voice Committee – outcomes of strategies and objective for 2018.
- Summer Season from an Emergency Preparedness Perspective.
- DELWP – Walhalla/Mount Baw Baw Business case project.
- Arts and Culture Advisory Committee.
- Recreation Strategy 2017-2027 by Ross Planning.
- Karen Cain from Latrobe Valley Authority.
- Warragul Business Group – SnowFest.
- Women on Farms West Gippsland – Warragul 2019 State-wide gathering.
- Trafalgar Chamber of Commerce.

# Delegation of Powers

In line with requirements set in the *Local Government Act 1989*, Council finalised its review of delegations on 11 October 2017. 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 such as a function under a position description.
- An action of an Authorised Officer (under Section 224 of the *Local Government Act 1989*) such as prosecuting an offender.
- Decision making under a Statutory Appointment such as 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; for example, 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 Council 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.

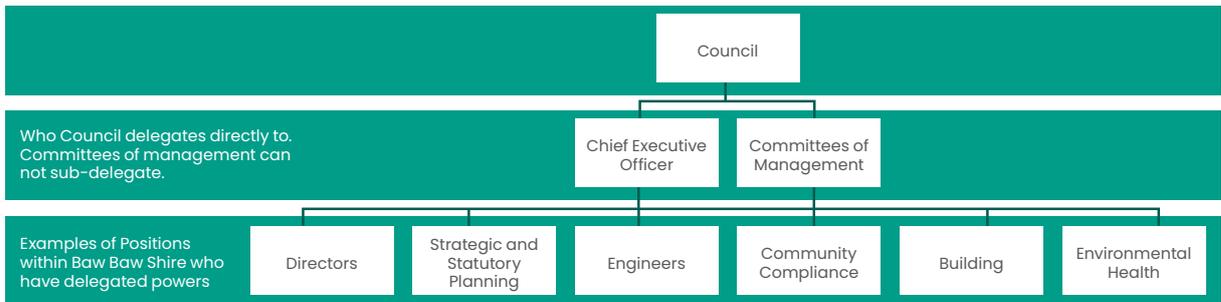
'Broadly enabling' describes the way the delegation is written. Instead of specifying every component of the legislation that is to be delegated, the delegation is written broadly and then those explicit powers that are not to be delegated are excluded.

## 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.



# Statutory Information

The following information is provided in accordance with legislative and other requirements applying to Council.

## 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 Customer Service and Contact Us tabs. Disclosures of improper conduct or detrimental action by Council, its employees or a person acting on behalf of Council may be made to the Protected Disclosure Coordinator.

During 2017/18:

- No disclosures notified to the Independent Broadbased Anti-corruption Commission (IBAC) under Section 21(2) or 22 of the Act.
- 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.

## Documents available for public inspection

In accordance with regulation 12 of the Local Government (General) Regulations 2015 the following are prescribed documents that are available for public inspection or copies of the documents can be obtained for the purposes of section 222 of the Act at Drouin Civic Centre, 33 Young Street, Drouin.

- a document containing details of overseas or interstate travel (other than interstate travel by land for less than three days) undertaken in an official capacity by Councillor or any member of Council staff in the previous 12 months.
- minutes of ordinary and special meetings held in the previous 12 months which are kept under section 93 of the Act, other than those agendas and minutes relating to a part of a meeting which was closed to members of the public under section 89 of the Act and are confidential information within the meaning of section 77(2) of the Act.
- the minutes of meetings of special committees established under section 86 of the Act and held in the previous 12 months, other than those minutes relating to a part of a meeting which was closed to members of the public under section 89 of the Act and are confidential information within the meaning of section 77(2) of the Act.
- a register of delegations kept under sections 87(1) and 98(4) of the Act, including the date on which the last review took place under sections 86(6) and 98(6), respectively, of the Act.
- a document containing details of all leases involving land which were entered by Council as lessor, including the lessee and the terms and the value of the lease.
- a register maintained under section 224(1A) of the Act of authorised officers appointed under that section.
- a list of donations and grants made by Council in the previous 12 months, including the names of persons who, or bodies which, have received a donation or grant and the amount of each donation or grant.

## Best Value

The *Local Government Act 1989* requires all Councils to make sure their services are planned, managed and delivered in accordance with a set of Best Value principles. These aim to ensure that Council's services are appropriate, responsive and accessible to the community.

Council ensures it delivers best value in its services in a number of ways, including:

- Through implementation of the Council Plan, which emphasises outcomes such as the provision of community focused services, and being innovative, community focused and future ready. This Annual Report sets out how Council has made progress towards these outcomes.
- Continuous monitoring and benchmarking of its service performance against the Local Government Performance Reporting Framework (LGPRF) and Community Satisfaction Survey. Council's performance against these is shown in this Annual Report.
- Annual review of Service Plans. These include consideration of the service's activities against the objectives of the Council Plan, and how the service can better meet the needs of the community and service users.
- Council regularly seeks community input and feedback into its planning and decision making via Council's 'Have Your Say' webpage. Council also promotes opportunities to get involved in local issues and decision making via social media. During the year over 3 million people were reached via social media channels.
- Council prepares and publishes quarterly reports and this Annual Report, to monitor progress against the Council Plan, budget, capital works program and performance measures.

## 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. Council has taken all practicable measures to comply with its obligations under the Act.

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

- Distributing printed material about the Act at service points.
- Facilitating a Carers forum in November at the Senior Citizens Centre.
- Handed out printed material at the Disability and Community Access Kiosk day.

Some of the ways Council supports Carers is through our Carer Support Groups, the provision of respite services, information sessions and other activities such as our Carers Week event held in partnership with Latrobe Community Health Services, which included afternoon tea and a movie. Council also provides one on one support to Carers when required enabling the provision of more targeted information provision, support and referrals to other services.

## Contracts

Council has not entered into any contracts valued at \$150,000 or more for services or \$200,000 for works that are specified under section 186(5)(a) and (c).

Council has not entered into any contracts valued at \$150,000 or more for services or \$200,000 for works where a competitive process was not conducted.

Council has not entered into any contracts valued at \$100,000 (or such higher amount fixed in accordance with section 186(1) of the Act).

## Disability Action Plan

In accordance with section 38 of the *Disability Act 2006*, as Council has prepared a Disability Action Plan it must report on the implementation of the Disability Action Plan in its Annual Report.

Council has prepared a Disability Action Plan and implemented the following actions:

- Over 200 people attended the Baw Baw Disability Expo in October 2017, with over 40 exhibitors providing information about equipment and services. The event coincided with the implementation of the NDIS in Inner Gippsland.
- Social Inclusion Week was promoted through events including; 'Inspire Young People', 'Passport 2 Employment Program' and 'Gippsland Groovers'.
- Assistance was provided through the 'Small Towns Program', to geographically and socially isolated community members.
- Rural Access had involvement in the Warragul Streetscape Project. Council provides ongoing accessible environments such as parking and access for pedestrians. Council has demonstrated good practice, going above and beyond the Australian Standard in terms of the number of accessible parking spaces available.
- Information on NDIS has been provided and updated on the Council website and across social media platforms to assist in raising NDIS awareness for the community.

## Domestic Animal Management Plan

In accordance with the *Domestic Animals Act 1994*, Council is required to prepare a Domestic Animal Management Plan at four yearly intervals and evaluate its implementation in the Annual Report. Council adopted the Domestic Animal Management Plan 2017–21 in October 2017.

The new plan was developed through consultation with Council's Animal Management team, input from other Council departments, and consultation with our wider community and other stakeholders. To date, several objectives have been achieved:

- Delivery of Council's bi-annual Pet Expo in April 2018
- Relocation of Council's Municipal Animal Pound
- Improvements to Council's Pet Adoption program including a cat adoption room at the pound. Increased exposure through social media and other avenues, and an increased number of partnerships with rescue groups.

## Food Act Ministerial Directions

In accordance with section 7E of the *Food Act 1984*, Council is required to publish a summary of any Ministerial Directions received during the financial year in its Annual Report. No such Ministerial Directions were received by Council during the financial year.

## Freedom of Information

In accordance with section 7(4AA) (a) and 7(4AA) (b) of the *Freedom of Information Act 1982*, Council is required to publish certain statements in their annual report or separately such as on its website, concerning its functions and information available. Council has chosen to publish the statements separately however provides the following summary of the application and operation of the *Freedom of Information Act 1982*.

Access to documents may be obtained through written request to the Freedom of Information Officer, as detailed in section 17 of the *Freedom of Information Act 1982* and in summary as follows:

- it should be in writing
- it should identify as clearly as possible which document is being requested
- it should be accompanied by the appropriate application fee (the fee may be waived in certain circumstances).

Requests for documents in the possession of Council should be addressed to the Freedom of Information Officer. Requests can also be lodged online or by email.

Access charges may also apply once documents have been processed and a decision on access is made (e.g. photocopying and search and retrieval charges). Further information regarding FOI can be found at [www.foi.vic.gov.au](http://www.foi.vic.gov.au) and on the Council's website.

## Road Management Act Ministerial Direction

In accordance with section 22 of the *Road Management Act 2004*, Council must publish a copy or summary of any Ministerial direction in its Annual Report. No such Ministerial Directions were received by Council during the financial year.

## 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.

## External Audit

Council is externally audited by the Victorian Auditor-General's Office (VAGO). For the 2016/17 year the annual external audit of Council's Financial Statements and Performance Statement was conducted by VAGO's representative. The external auditors attend the April and September Audit Committee meetings to present the annual audit plan and Independent Audit Report. The external audit management letter and responses are also provided to the Audit Committee.

## Risk Management

Council entered into a Collaborative Services Agreement with South Gippsland Shire Council in November 2015. The agreement provides for the development of a Risk Management (Shared Services) Business Plan to support the establishment of common Risk Management Frameworks, Policies and Risk Registers across both organisations.

Pursuant to the Collaborative Services Agreement, Council has adopted a Risk Management Policy and Risk Management Framework on 12 July 2017. Council's Strategic and Operational Risk Registers have also been reviewed and updated with the assistance of Council's Internal Auditors, Richmond Sinnott and Delahunty.

The Risk Management Policy sets out Council's approach and commitment to establishing and maintaining a risk aware culture across the organisation. The Risk Management Framework sets out Council's processes and procedures in relation to the identification, assessment, treatment and monitoring of key Strategic and Operational Risks. Together, these two documents aim to streamline Council's risk management functions and improve risk management processes, resources, systems and leadership.

A comprehensive training program for all staff will be rolled out across both organisations in the remaining half of 2017.

## Development Contributions Plans (DCP) Report

**Table 1 – Total DCP levies received in 2017/18**

DCP name (Year approved)	Levies received in 2017-18 financial year \$'000
DCP 01 (2007)	\$890
DCP 02 (2014)	\$906
DCP 03 (2014)	-
<b>Total</b>	<b>\$1,796</b>

**Table 2 – DCP land, works, services of facilities accepted in-kind 2017/18**

DCP name (Year approved)	Project ID	Project Description	Item Purpose	Project value \$'000
DCP 01 (2007)	NIL	-	-	NIL
DCP 02 (2014)	DR02	Pipework	Drainage	\$175
DCP 02 (2014)	RD-NE-01	Dollarburn Road Extension -260m	Road	\$560
DCP 02 (2014)	INL-NE-01	Dollarburn Road extension and Lillico Road intersection	Roundabout	\$819
DCP 02 (2014)	BR-NE-01	Dollarburn Road extension crossing of waterway	Bridge	\$357
DCP 02 (2014)	RD-NE-05	North South Connector extension	Road	\$807
DCP 02 (2014)	DR-02	Pipework	Drainage	\$217
DCP 03 (2014)	NIL	-	-	NIL
<b>Total</b>				<b>\$2,936</b>

**Table 3 - Total DCP contribution received and expended to date  
(for DCPs approved after 1 June 2016)**

DCP name (Year approved)	Total levies received \$'000	Total levies expended \$'000	Total works-in-kind accepted	Total DCP contribution received (levies and works-in-kind) \$'000
DCP 01 (2007)	0	0	0	0
DCP 02 (2014)	0	0	0	0
DCP 03 (2014)	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Table 4 - Land, works, services or facilities delivered in 2017/18 from DCP levies collected**

Project description	Project ID	DCP name and year approved	DCP fund expended \$'000	Works-in-kind accepted	Council's contribution \$'000	Other contributions	Total project expenditure \$'000	Percentage of item delivered
Townscape works (Warragul)	DIRS025	DCP 01 (2007)	\$248.00	\$-	\$421.43	\$-	\$669.43	\$0.10
Mason/Albert Street	DIRS014	DCP 01 (2007)	\$71.00	\$-	\$396.62	\$-	\$467.62	\$1.00
Sutton Street & Pharaohs Road	INL-NW-03	DCP 02 (2014)	\$58.00	\$-	\$-	\$-	\$58.00	\$0.02
Tarwin Street retardation basin & wetland	DR-NW-01	DCP 02 (2014)	\$1,190.00	\$-	\$-	\$-	\$1,190.00	\$1.00
<b>Total</b>			<b>\$1,567.00</b>	<b>\$-</b>	<b>\$818.05</b>	<b>\$-</b>	<b>\$2,385.05</b>	

# Information Available for Inspection

The following information and documents are available for inspection at Drouin Civic Centre, 33 Young Street, Drouin, or where indicated are available on our website. For further details, please contact the Council's Governance Coordinator on 5624 2478.

The Act referred to on the following pages is the *Local Government Act 1989*.

Document	Reference	Available on Website
<i>Agendas and Minutes</i>	Agendas for and minutes of Ordinary and Special Council Meetings held in the previous 12 months kept under Section 93 of the Act, except if the minutes relate to parts of meetings that have been closed to members of the public under Section 89 of the Act.	Yes
<i>Authorised Officers</i>	A register of authorised officers appointed under Section 224 of the Act.	No
<i>Contracts</i>	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"> <li>\$150,000 (including GST) for the purchase of goods or services; or</li> <li>\$200,000 (including GST) for the carrying out of works.</li> </ul>	No
<i>Councillor Allowances</i>	Details of current allowances fixed for the Mayor, Lord Mayor (if any), and Councillors under Section 74 or 74A of the Act.	Yes
<i>Delegations</i>	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
<i>Election Campaign Donation Return</i>	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 four years from the date that it is given under Section 62.	A summary is available on the Council website
<i>Grants</i>	A list of donations and grants made by the Council during the financial year, including the names of persons or bodies that have received a donation or grant and the amount of each donation or grant.	Yes
<i>Leases</i>	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
<i>Library Agreement</i>	Agreements to establish regional libraries under Section 196 of the Act.	No
<i>Memberships</i>	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
<i>Register of Interests</i>	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
<i>Senior Officers</i>	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
<i>Special Committee Minutes</i>	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 that have been closed to members of the public under Section 89 of the Act.	No
<i>Special Committees</i>	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

Document	Reference	Available on Website
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

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

## Governance Management Checklist

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

Governance and Management Items		Assessment
1	<b>Community Engagement Policy</b> (policy outlining Council's commitment to engaging with the community on matters of public interest)	<b>Policy</b> Date of operation of current policy: 28 May 2014
2	<b>Community Engagement Guidelines</b> (guidelines to assist staff to determine when and how to engage with the community)	<b>Guidelines</b> Date of operation of current guidelines: 28 May 2014
3	<b>Strategic Resource Plan</b> (plan under Section 126 of the Act outlining the financial and non-financial resources required for at least the next four financial years)	Adopted in accordance with Section 126 of the <i>Local Government Act 1989</i> Date of adoption: 27 June 2018
4	<b>Annual Budget</b> (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 <i>Local Government Act 1989</i> Date of adoption: 27 June 2018
5	<b>Asset Management Plans</b> (plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	<b>Plans</b> Date of operation of current plans: Roads - 27 June 2016 Bridges and Major Culverts - 27 June 2016 Buildings - 27 June 2016 Stormwater Drainage - 27 June 2016 Pathways - 27 June 2016 Vehicles, Plant and Equipment - 27 June 2016
6	<b>Rating Strategy</b> (strategy setting out the rating structure of Council to levy rates and charges)	<b>Strategy</b> Date of operation of current strategy: 27 June 2018
7	<b>Risk Policy</b> (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	<b>Risk Management Framework</b> <b>Risk Management Policy</b> Date of operation of current policy: 12 July 2017
8	<b>Fraud Policy</b> (policy outlining Council's commitment and approach to minimising the risk of fraud)	<b>Policy</b> Date of operation of current policy: 4 June 2015
9	<b>Municipal Emergency Management Plan</b> (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: 17 May 2017
10	<b>Procurement Policy</b> (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: 10 August 2016

Governance and Management Items		Assessment
11	<b>Business continuity plan</b> (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	<b>Plan</b> Date of operation of current plan: 11 March 2014
12	<b>Disaster recovery plan</b> (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	<b>Plan</b> Date of operation of current plan: 1 May 2015
13	<b>Risk management framework</b> (framework outlining Council's approach to managing risks to the Council's operations)	<b>Risk Management Framework</b> Date of operation of current framework: 12 July 2017
14	<b>Audit Committee</b> (Advisory Committee of Council under Section 139 of the Act, whose role is to oversee the integrity of 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 <i>Local Government Act 1989</i> Date of establishment: 7 November 1996
15	<b>Internal audit</b> (independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	<b>Engaged</b> Date of engagement of current provider: 13 July 2016
16	<b>Performance reporting framework</b> (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in Section 131 of the Act)	<b>Framework</b> Date of operation of current framework: 27 June 2018
17	<b>Council Plan reporting</b> (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)	<b>Report</b> Date of reports: 25 October 2017 22 November 2017 14 February 2018 23 May 2018
18	<b>Financial reporting</b> (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 <i>Local Government Act 1989</i> Date statements presented: 25 October 2017 22 November 2017 14 February 2018 23 May 2018
19	<b>Risk reporting</b> (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	<b>Reports</b> Date of reports: 12 July 2017 4 December 2017 30 April 2018

Governance and Management Items		Assessment
20	<p><b>Performance reporting</b> (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><b>Reports</b> Date of reports: 25 October 2017 22 November 2017 14 February 2018 23 May 2018</p>
21	<p><b>Annual Report</b> (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 <i>Local Government Act 1989</i> Date statements presented: 25 October 2017</p>
22	<p><b>Councillor Code of Conduct</b> (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 <i>Local Government Act 1989</i> Date reviewed: 22 February 2017</p>
23	<p><b>Delegations</b> (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 <i>Local Government Act 1989</i> Date of review: 11 October 2017</p>
24	<p><b>Meeting procedures</b> (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 <i>Local Government Act 1989</i> <i>Date local law made:</i> 25 October 2017</p>

I certify that this information presents fairly the status of Council's governance and management arrangements.



Alison Leighton  
Chief Executive Officer  
Dated: 19 September 2018



Cr Joe Gauci  
Mayor  
Dated: Dated: 19 September 2018

# Engagement Tools

Technique	Description
<b>Advertisements</b>	Council promotes engagement opportunities and information through the following outlets: <ul style="list-style-type: none"> <li>• The Gazette</li> <li>• 3GG, 3BBR-FM and HitFM radio stations</li> <li>• Community newsletters (Darnum, Drouin West, Erica, Grand Ridge Road, Hill End, Jindivick, Longwarry and Labertouche, Narracan, Noojee, Rawson, Shady Creek, Thorpdale, Trafalgar and Yarragon).</li> <li>• Council Website - Email subscribers group</li> <li>• Facebook</li> </ul>
<b>Brochures</b>	Brochure holders are displayed at each of our Customer Service Centres and host a variety of flyers containing a range of information for our residents. Council brochures can be accessed from its' website.
<b>E-newsletters</b>	Departments across the organisation distribute a range of e-newsletters for residents to subscribe to, including: <ul style="list-style-type: none"> <li>• Recreation</li> <li>• Business and Tourism</li> <li>• Maternal and Child Health</li> <li>• Rural Access</li> </ul>
<b>Have Your Say</b>	'Have Your Say Baw Baw' is 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 hardcopy for a range of consultation opportunities throughout the year.
<b>Letters</b>	Letters are regularly distributed to residents from departments across the organisation to provide information on a range of topics.
<b>Media Releases</b>	Regular media releases are issued to both local and metropolitan media outlets.
<b>Newsletters</b>	The Aged and Disability teams distribute a variety of newsletters to their clients.
<b>Presentations</b>	Council presents to community and business groups throughout the year.
<b>Rates News Page</b>	An A4 double-sided news page is included quarterly with every rates notice to provide information and notify residents of engagement opportunities.
<b>Social Media</b>	Council has a Facebook page, Instagram and a Twitter feed that allows Council to update the community about information and engagement opportunities available, as well as allowing residents to comment and engage in conversations with Council.
<b>Submissions</b>	The community is invited to present submissions on a range of consultation opportunities throughout the year at both Council ordinary and special meetings.
<b>Town Visits</b>	Council conducted a number of town visits across the municipality throughout the year. These visits presented an opportunity for Council to share information on major projects and initiatives and gather community sentiment.
<b>Website</b>	All media releases, advertisements and Council News pages, public notices, events and major publications are uploaded to Council's website for residents to access.

Council utilises several tools to engage with the community.

