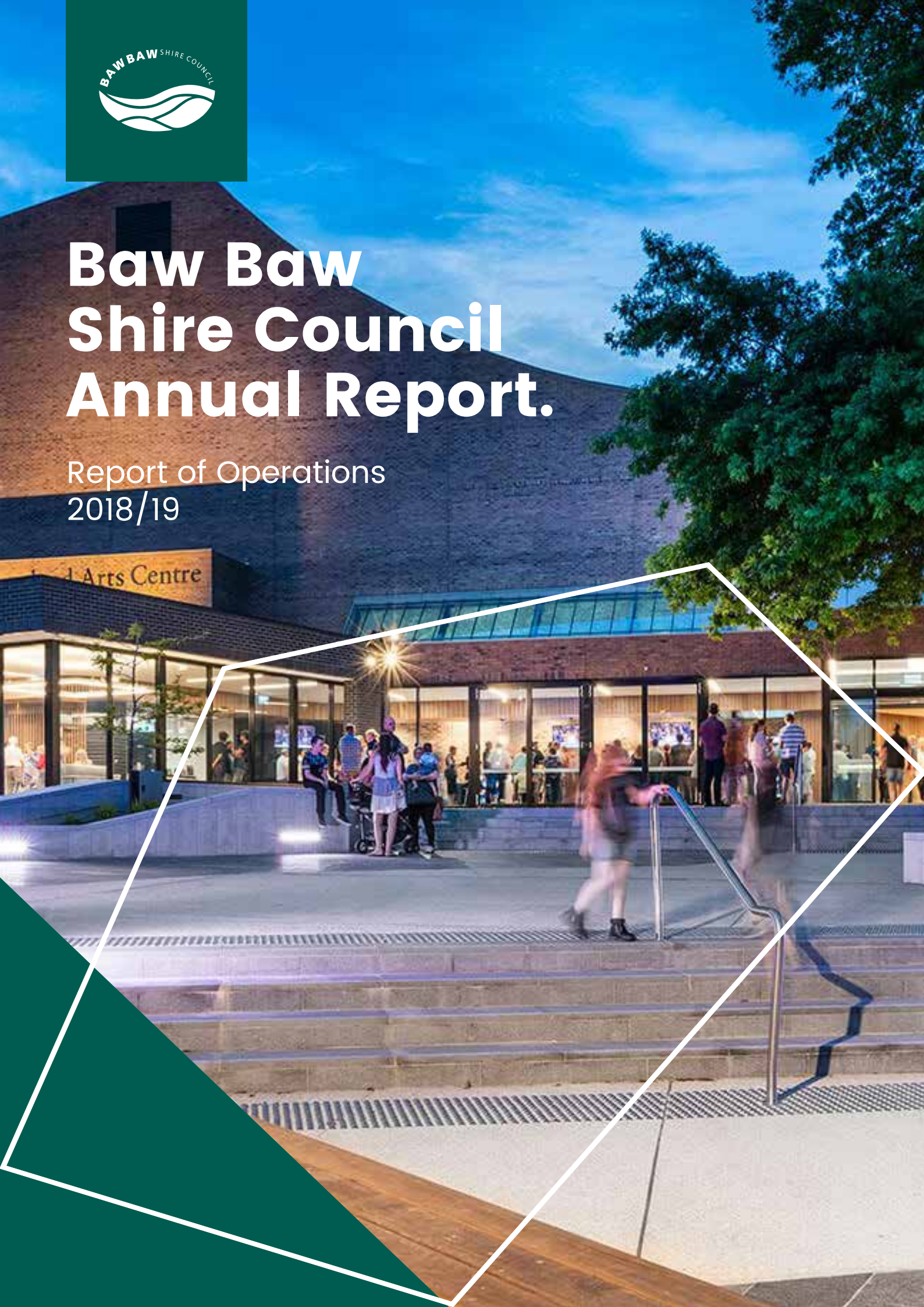




Baw Baw Shire Council Annual Report.

Report of Operations
2018/19



Welcome to the Baw Baw Shire Council Annual Report.

Customer Service Centres

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-

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Inside front cover: Hill End

Front Cover: West Gippsland Art Centre - Warragul. Image courtesy of DMG Landscape Architects

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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 2018/19 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.

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.

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.

With an estimated population of 52,015 (as at 30 June 2018), 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 61,733 by 2026.

Population forecast prepared by .id the population experts, July 2019.



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(2018) 52,015

20% are youth (0-15)
26% are seniors (65+)

55% are employed
40% are families with children



sealed local roads 1,095 km

sealed local road requests received 600



planning applications received 450

rateable properties 26,414



kerbside garbage collection bins 22,398

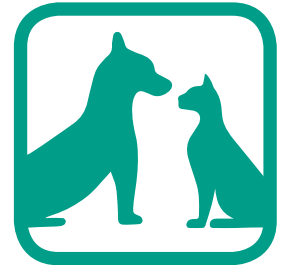
kerbside recyclables collection bins 22,036



class 1 and 2 food premises inspected 453

food premises registered 774

1,759 animal management requests
9,837 registered cats and dogs in the Shire



247,941 visits to indoor aquatic facilities
14,332 visits to outdoor aquatic facilities



11,994 hours worked by Municipal Child Health (MCH) nurses
624 first MCH home visits



167,692 visits to libraries
7,531 active library members
287,384 library loans



23,640 Meals on Wheels delivered
434 Council volunteers



Mayor Overview

Baw Baw Shire is experiencing unprecedented growth that makes us the envy of many other Victorian, and even Australian, regional communities. With growth comes opportunities and challenges; along with many communities on Melbourne's fringes, we are welcoming new babies and residents at levels well above those experienced elsewhere. My fellow Councillors and Shire officers led by CEO Alison Leighton are committed to ensuring we do not lose our sense of community and small-town appeal.

We address these challenges and opportunities through the four major objectives of our strategic Council Plan: Vibrant Communities; Thriving Economy; Safe and Sustainable Environments; and Organisational Excellence.

As part of our Vibrant Communities objective, we completed the redevelopment of the region's most prized entertainment complex – the West Gippsland Arts Centre (WGAC) and adopted major strategies including the Arts, Culture and Events Strategy, Disability Action Plan, Municipal Early Years Infrastructure Plan, Paths and Trails Strategy and the Public Arts Strategy. We also delivered nearly \$300,000 in road safety improvements thanks to successful applications for Blackspot projects at Labertouche Road North and Main South Road.

Under our Thriving Economy objective, we sought to increase the number of visitors from the metropolitan area to this region by offering world-class events. During the past year, these events included the World Jousting Championships in June 2019 which attracted approximately 9,000 people. Earlier in the year, we provided the backdrop for the Melbourne Food & Wine Festival's first-ever Village Feast at Jindivick.

These events, along with a host of other offerings throughout the year, resulted in the Shire welcoming more than one million visitors for the first time in our history.

Similarly, there were many exciting developments under Safe and Sustainable Environments objective including the establishment of the Baw Baw Significant Tree Register. Council worked with the Friends of Drouin Trees group, to develop an online Trees of Drouin web portal for community benefit.

We also secured \$125,000 in funding to support the ongoing recovery effort for the Stoney Creek and Bunyip bushfires earlier in the year via an Emergency Management grant. Council staff continue to provide long term recovery support to the affected areas.

While much of the Organisational Excellence objective falls under the CEO's portfolio, it was very pleasing to follow the budget adoption process during the year. We undertook extensive community consultation with more than 20 budget information sessions, two community sessions to hear budget submissions and a record 248 budget submissions from community members. This demonstrates Council's commitment to community involvement in decision making.

On behalf of Council, I encourage community members and business owners to continue to engage with Baw Baw Shire Council's decision-making processes to ensure our progress is in line with community expectations.

Thank you to my fellow Councillors and Council staff for their leadership, involvement and service during 2018/19 and to you, the community for your contributions to making Baw Baw a great place to live and work.



Cr Mikaela Power
Mayor

Chief Executive Officer Overview

It is an extremely exciting time to be living and working in Baw Baw Shire, the fastest growing peri-urban municipality in Victoria. As noted by our Mayor, with this growth comes the challenge to ensure that we keep up with increasing demand and provide appropriate facilities and services to our communities.

Regarding our Vibrant Communities objective, it was extremely satisfying to again have our 430 plus volunteers contribute and participate in Council programs during the year. This result reflects Council's commitment to support community-focused volunteer programs. It was also pleasing to note that during March, our Statutory Planning team completed over 50 applications, setting a new record for the number of applications processed in a 30-day period.

Under the Thriving Economy objective, it was a very busy and productive year as we stepped up our advocacy and grant application capability. This work resulted in the total amount of grant monies increasing from \$5 million to \$9 million from 2017/18 to 2018/19, a record achievement for external funding.

We hosted three major cycling events in the Shire including the Jayco Herald Sun Tour, Tour of Gippsland and Baw Baw Classic. We also commenced a significant feasibility study into our cycling facilities and tracks and trails, designed at determining how best to improve these facilities to meet growing demand from local communities and visitors alike.

Promoting and enhancing Safe and Sustainable Environments remains another key objective of Council. To this end, we provide a range of services relating to community safety and protection including statutory building, planning, local laws and public health services. Major achievements included completing more than 21,000 Fire Hazard Inspections and launching a new offset site under Council's Native Vegetation Offset Scheme. The new site was endorsed by Council to improve and protect our native vegetation species.

With the pace of population growth, there has been an increase in planning and development activity throughout the Shire. Although challenging, over the last quarter of the year we have seen a significant 30% improvement in the number of applications processed within the 60 day statutory timeframe. There has also been an improvement in average and median statutory days over this same period (23% and 16% respectively).

In terms of Organisational Excellence, Council was very innovative and open to new ways of meeting customer service requirements. Achievements included installing a new phone system that delivered improved customer service to the community by dramatically reducing call wait times; and introducing our on-line customer service software tool 'Live Chat,' which resulted in more than 90% of live chat enquiries being resolved at first point of contact.

Council invested in customer service training for all staff and customer satisfaction surveys conducted in May by Customer Service Benchmarking Australia, determined that 78% of those surveyed, reported a positive experience at the first point of contact with a Council staff member.

There also was a significant reduction in staff turnover rates, falling to 14% for 2018/19, down from 20% turnover during the previous year, reflecting our intention to make Baw Baw Shire Council a sought-after local government destination.

On behalf of the Executive team, I take great pride in commending Council for its outstanding work during 2018/19. I wish to thank all of our Councillors, volunteers and Council officers, for their diligence and dedication to the community. I look forward to working alongside Council in 2019/20 as we continue to deliver on behalf of all of our communities.



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:

- Delivered approximately \$295,000 road safety improvements via successful applications for Blackspot projects at Labertouche Road North and Main South Road.
- Secured funding for a new Warragul Early Learning Centre, Drouin Early Learning Centre extension and new kindergarten for Trafalgar.
- Completed the West Gippsland Arts Centre (WGAC) redevelopment project. Since opening in November 2018, over 24,000 people have attended events, due to an increase in the capacity and an increase in the number of programmed events in the redeveloped theatre.
- Implemented the Arts, Culture and Events Strategy that has attracted several performances to the West Gippsland Arts Centre national flagship performing arts companies. Some of the performances being; Bangarra Dance Theatre, Sydney Dance Theatre, Circus Oz, and the staging of 'Beauty and the Beast' in partnership with the Warragul Theatre Company.
- Inducted additional volunteers, resulting in 434 volunteers now involved in Council programs. This result reflects Council's ongoing commitment in supporting community focused volunteer programs.
- Provided an uninterrupted recycling service to households and successfully applied for State funding.
- Launched the first-ever Arts Trail in Baw Baw Shire involving 16 artists.
- Adopted the following strategies; Arts, Culture and Events Strategy, Disability Action Plan 2018–2022, Municipal Early Years Infrastructure Plan, Paths and Trails Strategy and the Public Arts Strategy.
- Commenced several new Family and Children's parenting programs including 'Triple P' and 'What Were We Thinking'.
- Held a well-attended and successful Children's Expo during Children's Week.
- Successfully hosted a Disability Expo at the West Gippsland Arts Centre.
- Council continued to engage and build relationships between the local Aboriginal community and Council. This included support provided to local individuals, and events such as Reconciliation Week activities and other significant days.
- Successfully delivered two Property Development Forums.

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:

- Attracted more than 9,000 attendees to the World Jousting Championships, held for the first time at Lardner Park in June 2019.
- Delivered the Melbourne Food and Wine Festival's new 'Village Feast' event in Jindivick in March 2019.
- Welcomed more than one million visitors to West Gippsland – a milestone achievement for the region.
- Increased third-party funding/grants from \$5 million in 2017/18 to \$9 million in 2018/19 – a record achievement from external funding.
- Hosted four episodes of popular cooking entertainment program – Good Chef/Bad Chef.
- Hosted three major cycling events including the Jayco Herald Sun Tour, Tour of Gippsland and Baw Baw Classic.
- Hosted a successful and popular Spartan Kids event for first time in Gippsland along with Latrobe Valley Authority, attracting more than 4,000 participants over three days to Drouin.

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:

- Established the Baw Baw Significant Tree Register. Council worked with the Friends of Drouin Trees, to develop an online Trees of Drouin web portal.
- Secured \$125,000 Emergency Management grant funding to support the ongoing recovery effort for the recent Stoney Creek and Bunyip bushfires. Council staff continue to provide long term recovery support to the affected communities.
- Completed two significant domestic wastewater risk assessment projects in water supply catchments. Visited 106 premises in the Blue Rock Lake catchment and 92 properties in the Tarago Reservoir catchment to assess wastewater/septic tank health.
- Completed over 21,100 Fire Hazard Inspection program inspections during the 2018/19 summer season.
- Identified a new offset site under Council's Native Vegetation Offset Scheme, which will be used to benefit the local environment by improving and protecting our indigenous vegetation.
- Completed Council's Illegal Dumping Surveillance and Education program. The program entails the placement of surveillance cameras at known dumping spots and educating the community on appropriate methods to manage rubbish.
- Successfully delivered a Builders Forum where builders and Council discussed the responsibilities in building site management and legislative compliance.

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:

- Implemented a new phone system that has helped deliver improved customer service to the community by reducing call wait times.
- Improved customer service response times, with:
 - Phone calls answered within 52 seconds (down from 91 seconds)
 - Incoming correspondence answered within average 24 days, down from 34 days.
- Introduced 'Live-Chat', an online customer service software tool, with 93% of live chat enquiries are resolved at first point of contact.
- Adopted the 2019/20 Budget and Council Plan, which received a record 248 budget submissions from the community through two community engagement opportunities.
- Reviewed and launched an improved recruitment process with a stronger focus on diversity and inclusion.
- Significantly lowered staff turnover rates, from 20% in 2017/18 to 14% in 2018/19.
- Improved the organisation's employer of choice brand reputation.
- Significantly increased engagement with the local community, receiving 364 submissions on publicly exhibited items during 2018/19, 169 more than the previous year. Council asked for community input on the following items during the year:
 - Drouin Civic Park Play Space
 - Draft Recreation Strategy
 - Draft Youth Strategy
 - Recreation Master Plan reviews
 - Draft Disability Action Plan
 - Jones Reserve
 - Linear Reserve
 - Significant Tree Register
 - Preliminary Budget and Council Plan consultation (2019/2020)
 - Longwarry Urban Design Framework
 - Community Hub Strategy
 - Paths and Trails Strategy
 - Strategic Pathway Network
 - Public Art Policy review
 - Baw Baw Family Friendly initiative
 - Compliance Local Law review
 - Budget 2019/20
 - Council Plan Review 2019/20
 - Draft Long Term Infrastructure Plan 2019-2028

Financial Summary



The financial results achieved in 2018/19 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, bridges and footpaths, and the 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 income for 2018/19 was \$107.331 million (\$93.212 million in 2017/18) including rates and charges income (\$57.616 million), capital and operating grant income (\$22.556 million), fees and charges (\$5.275 million), contributions of monetary assets (\$3.727 million), contributions of non-monetary assets (\$16.167 million) and other income (\$1.990 million).

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

Source of Income

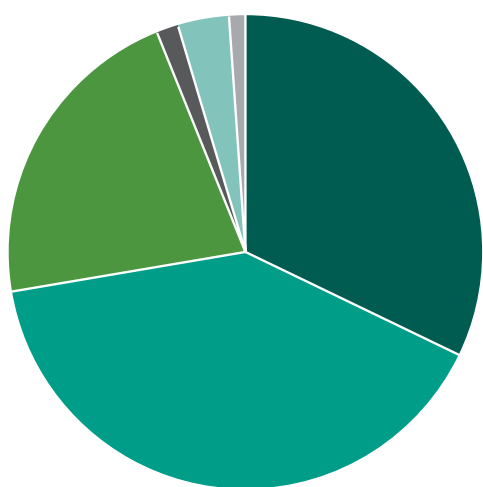


		\$M
54%	Rates and charges	57,616
5%	Fees and charges	5,275
21%	Grant Income	22,556
18%	Contributions	19,894
2%	Other Income	1,990
		107,331

Expenditure

Council's total expenditure for 2018/19 including depreciation was \$83.084 million (\$78.004 million in 2017/18).

Categories of Expenditure



		\$M
33%	Employee cost	27,278
41%	Materials & services	34,309
19%	Depreciation	16,177
1%	Borrowing costs	496
5%	Other expenses	4,223
1%	Net loss on disposal	601
		83,084

Commentary on the major categories of expenditure are as follows:

Employee costs (\$27.278 million) include salaries expenditure and oncosts, such as WorkCover premium, annual leave, long service leave and superannuation contributions.

Materials and services (\$34.309 million) includes the major costs associated with major areas of expenditure including:

- Waste (\$9.767 million)
- Roads and infrastructure (\$7.254 million)
- Other contract payments (\$3.305 million)
- General maintenance (\$1.852 million)
- Fleet vehicles and plant costs (\$1.132 million)
- Recreation Services (\$1.177 million)
- Information technology (\$0.988 million)
- Office administration (\$0.978 million)
- Building maintenance (\$0.693 million)

Depreciation (\$16.177 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 includes roads, bridges, footpaths, drainage and car parking.

Other expenses (\$4.223 million) includes the following expenditure:

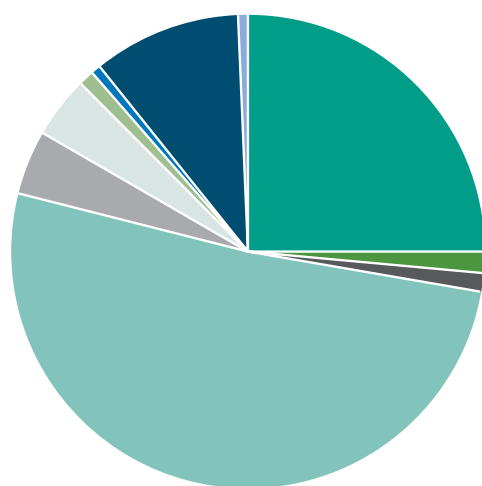
- Contributions to the West Gippsland Library (\$1.827 million) and Council allocations to the community (\$0.627 million)
- Operating lease rentals (\$0.513 million)

Net loss on disposal of property, infrastructure, plant and equipment (\$0.601 million) represents sale proceeds of \$0.110 million compared with a written down value of \$0.711 million.

Capital Expenditure

Council spent \$24.717 million on capital works, and the most significant areas of capital were buildings and roads.

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



		\$M
0%	Land	24
25%	Buildings	6,054
4%	Plant, machinery and equipment	1,023
3%	Computers and telecommunications	775
47%	Roads	11,626
4%	Bridges	975
4%	Footpaths and cycleways	995
2%	Drainage	547
1%	Waste management	273
9%	Parks, open space and streetscapes	2,184
1%	Other infrastructure	241
		24,717

Council made a significant investment in renewal expenditure, which represented 48.934 per cent of capital expenditure. This reflects the need to maintain existing infrastructure assets, whilst continuing to invest in upgraded and expanded infrastructure.

Cash Flow

Council's cash position at 30 June 2019 was \$25.885 million with a further \$25.115 million in term deposits. This total of \$51.000 million represents an overall increase in cash holdings of \$11.388 million during the 2018/19 financial year (2017/18 \$20.500 million cash plus \$19.112 million in term deposits equals a total of \$39.612 million).

One of the major areas of cash spending for Council during the year was payments for property, infrastructure, plant and equipment of \$21.881 million. This large cash outflow has been offset by the net cash flow from operations of \$34.477 million.

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 on behalf of Victorian Councils.

The survey is carried out via telephone to a random survey of 400 residents aged 18 plus 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	2019
Core performance measures								
Overall performance	45	41	57	54	48	50	50	52
Community consultation and engagement	47	45	53	52	48	48	50	49
Lobbying on behalf of the community	47	44	52	53	50	48	49	47
Decisions made in the interest of the community	n/a	n/a	51	53	47	46	48	43
Condition of sealed local roads in your area	n/a	n/a	35	36	38	42	42	40
Contact customer service	61	62	67	64	66	61	61	66
Overall Council direction	35	42	52	50	46	48	51	45

Community Development Grants

The annual Community Development Grants program was undertaken during 2018/19. Council received 69 applications requesting in excess of \$301,000.

Grant recipients were announced at a presentation event on 2 October 2018 and these projects are currently being delivered. Over \$204,000 was granted to 47 community groups:

Baw Baw Combined Churches Food Relief	\$2,650	Thorpdale Multi Purpose Complex	\$5,000
Baw Baw Food Hub Inc.	\$4,200	Thorpdale Primary School Council	\$5,000
Baw Baw L2P	\$3,000	Trafalgar Park Bowls Club	\$2,170
Bellbird Park Hockey Section 86 Committee of Management	\$10,000	Trafalgar Ping Pong Kings	\$2,550
Committee for Drouin	\$2,000	Walhalla Cricket Club Inc.	\$4,785
Darnum Memorial Hall	\$3,836	Warragul and District Garden Club Inc.	\$4,136.32
Drouin Hockey Club	\$5,000	Warragul and District Kennel and Obedience Club Inc.	\$288
Drouin Croquet Club Inc.	\$1,936	Warragul and District Netball Association	\$5,000
Drouin Playgroup Inc.	\$1,150	Warragul and District Light Harness Club Inc.	\$6,050
Drouin Stationeers	\$723.43	Warragul Boxing Club Inc.	\$3,380
Frankie's Community Kitchen Inc.	\$4,946	Warragul Community House	\$1,600
Hallora Cricket Club	\$6,476	Warragul Cricket Club	\$5,824.50
Hill End and Grove Rovers Football Netball Club Inc.	\$2,297	Warragul Farmers Market	\$2,000
Jindivick Progress Association	\$1,000	Warragul Harness Racing Club Inc.	\$10,000
Longwarry Cricket Club	\$4,450	Warragul Municipal Band Inc.	\$1,500
Neerim South Recreation Reserve Committee of Management	\$5,000	Warragul North Primary School Parent Club	\$10,000
Parents Club - Warragul Primary School	\$10,000	Warragul Poultry Club	\$5,000
Probus Club of Drouin Hills Inc.	\$2,898	Warragul Swim Club	\$5,000
Seaview Mechanic's Institute Inc	\$5,000	Warragul Uniting Church	\$3,240
Sonshine Toy Library Inc.	\$3,800	Warranor Junior Football Club	\$10,000
St Joseph's Primary School	\$4,009	Warranor Netball Club	\$4,554
The Warragul Hub Inc.	\$5,000	West Gippsland Relic, Mining & Heritage Protection Inc.	\$4,897.14
Thorpdale and District Bowling Club Inc.	\$2,000	Willow Grove Community Centre	\$1,500
		Yarragon Public Hall Committee	\$10,000

The 2019/20 funding round opened on 12 March 2019 and announcements will be made after 1 July 2019.

Major Capital Works

The 2018/19 financial year saw Council undertake \$24.7 million of works on 148 projects and programs, which included \$7.9 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.

Waste Management

- E-Waste sheds established at Lardner, Trafalgar and Neerim South Transfer Stations through external funding to support the legislation change \$261,000
- CCTV installation to reduce illegal waste dumping \$8,800

Information Technology

- Telephone system replacement to Skype for Business \$363,000
- Introduction of "The Hive" Electronic Document Management System to ensure Council records information in accordance with relevant legislation \$236,000

Drainage

- Wetland establishment program \$89,000
- Roadside drains and flanking works to assist in maximising road pavement lifespan and minimise the likelihood of landslips in the road reserve \$426,000

Footpaths

- New footpaths across the municipality \$576,000 (works in progress)
- Footpath renewal program \$244,000
- Shire-wide pram crossing upgrade works to improve Disability Discrimination Act (DDA) compliance \$18,000

Bridges

- Minor works undertaken on road bridges across the Shire through the minor bridge renewal program \$153,439
- Replacement and upgrade of three bridges on Allambee Estate Road, Allambee \$821,595 (two complete with one remaining)

Buildings

- Completion of the West Gippsland Arts Centre redevelopment \$3,906,274
- Started the Drouin Early Learning Centre extension as per the mid-year budget allocation \$42,000
- Commencement of a new Early Learning Centre in Warragul (completion scheduled for 2019/20) \$173,000
- New public toilet facility at Hearn Park \$198,400
- Construction of the Willow Grove Recreation Reserve multi use matchday pavilion \$793,965

Recreation Facilities and Open Space

- Soccer pitch lighting improvements at Trafalgar and Bellbird Park \$181,500
- Lighting upgrade works at Buln Buln, Neerim South and Trafalgar \$256,000
- Sports Court renewal program across the municipality \$59,425
- Oval lighting improvements at Dowton Park, Yarragon \$211,778
- Oval lighting improvements upgraded at Bellbird Park, Drouin \$211,277
- Replacement of recreation lighting across the Shire through the renewal program \$49,000
- Replacement of the turf wicket at Western Park Oval \$41,147
- A new skatepark constructed at Howard Park, Yarragon \$199,391

Roads

- Installation of traffic signals at the intersection of Queen Street and Napier Street, Warragul \$378,500
- Smith Street Streetscape works, Warragul. Works included resurfacing footpaths, installing new gardens and street furniture \$1,502,559
- Road resealing works, approximately 70 kilometres of roads resealed across the municipality \$1,710,084
- Supporting reseal preparation works undertaken in advance of the above resealing works \$574,984
- Extensive gravel road re-sheeting works across the municipality \$1,362,081
- Old Sale Road upgrade including widening in multiple sections \$1,140,904
- Road reconstruction and road safety improvements on Labertouche North Road, Labertouche, using contributions from the Roads to Recovery program and the Local Roads to Market program \$1,113,600
- Localised pavement repair works across the municipality including Waterloo Road, McDonalds Track and East West Road \$665,261
- Implementation of road safety improvements on Main South Road through the federal Blackspot program \$101,300
- Fifty-five kilometres of crack sealing to prevent water ingress into road pavements (which will lead to premature pavement failure) \$34,300
- Shire-wide guard rail installation program \$47,425
- New parking and traffic signs as a result of community requests and compliance issues \$18,374
- Street tree planting across the municipality \$76,643

Our Councillors

The Council was 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 Tricia Jones, Cr Darren Wallace, Cr Joe Gauci, Cr Peter Kostos, Cr Mikaela Power (Mayor), Cr Michael Leaney, Cr Danny Goss (Deputy Mayor), Cr Keith Cook and Cr Jessica O'Donnell.

Central Ward

Includes Warragul.

Cr Mikaela Power (Mayor)

Date elected: 2012 – Current

- Arts and Culture Advisory Committee
- Audit Committee
- CEO Performance Review Committee
- Early Years Advisory Committee
- Environmental Voice Advisory Committee
- Healthy Baw Baw Advisory Committee
- Gippsland Local Government Network
- Municipal Association of Victoria
- Peri-Urban Group of Councils

Cr Danny Goss (Deputy Mayor)

Date elected: 2016 – Current

- Audit Committee
- CEO Performance Review Committee
- Place Names Advisory Committee

Cr Joe Gauci

Date elected: 2012 – Current

- Gippsland Emergency Relief Fund
- Municipal Association of Victoria

West Ward

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

Cr Tricia Jones

Date elected: 2008 – Current

- Business Advisory Board
- CEO Performance Review Committee
- Disability Advisory Committee
- Early Years Advisory Committee
- Positive Ageing Advisory Committee
- Gippsland Regional Waste Management Group
- Road Safe Gippsland Community Road Safety Council
- Timber Towns Victoria

Cr Jessica O'Donnell

Date elected: 2016 – Current

- Arts and Culture Advisory Committee
- Early Years Advisory Committee
- Healthy Baw Baw Advisory Committee
- Positive Ageing Advisory Committee

Cr Keith Cook

Date elected: 2016 – Current

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

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
- 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

- Early Years Advisory Committee
- Roads and Drainage Advisory Committee
- West Gippsland Regional Library Corporation Board
- Municipal Association of Victoria
- 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

- Business Advisory Board
- CEO Performance Review Committee

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.

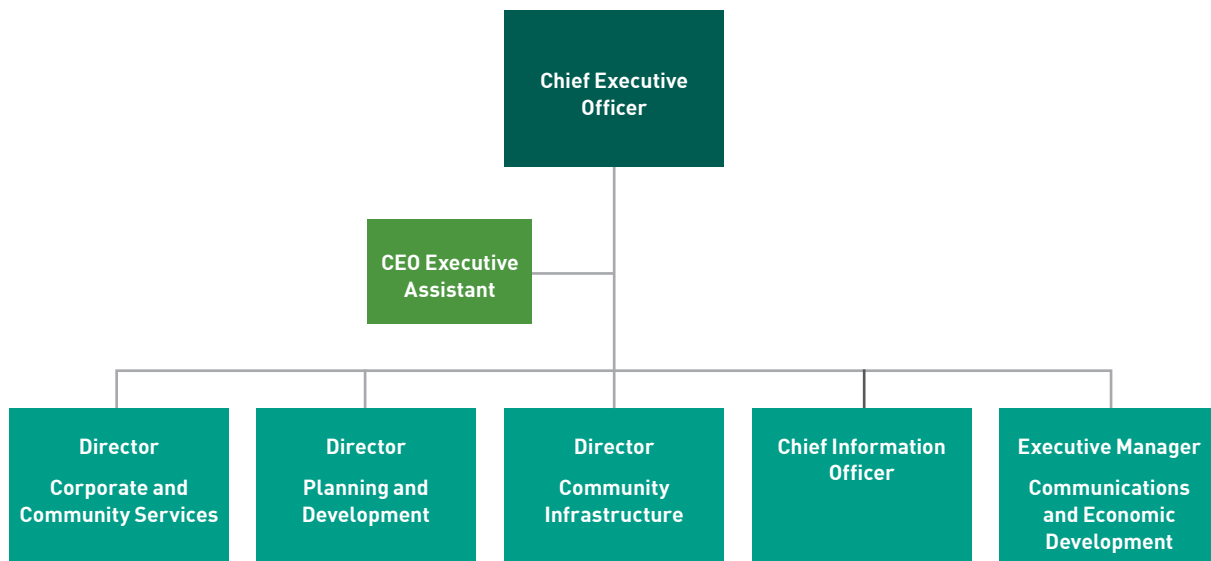
The Executive team provides high level strategic direction and is responsible for the operational delivery of decisions made by Council as outlined in the Council Plan.

Members of the Executive 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 employee's 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

Yasmin Woods

Areas of responsibility:

- Planning
- Building
- Arts, Culture and Events
- Community Safety



Director Community Infrastructure

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 organisation structure, employment type and gender.

Employee type/gender	Chief Executive Officer	Community Assets	Corporate & Community Services	Planning and Development	Total
Permanent – Full time – Female	18.0	9.0	34.0	33.0	94
Permanent – Full time – Male	12.0	67.0	4.8	22.0	105.8
Permanent – Part Time – Female	1.8	1.9	47.3	8.2	59.2
Permanent – Part Time – Male	0.6	.06	4.4	5.5	11.0
Total	32.4	78.5	90.5	68.6	270

Full time equivalent (FTE) by gender and band (excluding casual employees).

Employment classification	Male	Female	Total
Apprentice	1.0	0.0	1.0
Band 1	2.2	4.4	6.6
Band 2	1.4	17.7	19.1
Band 3	28.6	11.1	39.8
Band 4	16.1	28.5	44.6
Band 5	19.6	33.3	52.9
Band 6	13.5	23.4	37.0
Band 7	16.0	15.9	31.9
Band 8	1.6	5.0	6.6
Band not applicable	16.8	13.9	30.7
Total	116.8	153.2	270.0

Note: Casual employees not included.

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
- 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.

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 strategy consistent with Council's health and wellbeing planning approach.

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.



Growing Culture Baw Baw

This year marked the second year of Council's #Growing Culture program. In June 2018, the first year of the program saw over 265 staff participate in the Growing Culture workshops and contribute their views on how we can 'grow' the culture of Council. In this second year of the program, over 315 staff came together to foster team connections and build a greater understanding of the organisation cultural commitments.

A key outcome of the work to date is the Growing Culture action plan, which identifies the key tasks Council is taking to implement the ideas for cultural improvements nominated by staff. In addition to these activities Council has implemented a peer staff reward and recognition program to support the ongoing cultural transformation.

During the year, Council also introduced the 'Culture Amp' platform, a significant investment in organisation culture. Culture Amp is a tool for understanding and generating insights into employee experience from engagement and performance, through organisation surveys, analytics and action planning.

Employee Consultative Committee

This year, Council reinstated Council's Employee Consultative Committee, regularly bringing together staff and management representatives from across the organisation to discuss issues of concerns to employees.

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. During the year, Council's training providers delivered three training sessions per month in response to a range of identified corporate training needs.

Enterprise Bargaining Agreement

Council's current Enterprise Bargaining Agreement has an operative date of 1 January 2017 until 31 December 2019. Negotiations for the new Enterprise Agreement will occur in the 2019/20 financial year.



Women In Gippsland - International Women's Day 2019

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 is 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 2018/19 include:

- Commenced the refreshment of our existing safety framework to implement the new ThinkSAFE program. This program is accompanied by new branding allowing staff to easily identify the way we communicate health, safety and wellbeing information
- Procurement, development and implementation of the Donesafe safety management system to compliment the ThinkSAFE program. Donesafe will allow for improved reporting, recording and tracking of our safety lead and lag indicators for continuous improvement
- Training and team development:
 - Safety Leadership programs rolled out for all managers and supervisors, plus over 70 staff participated in the program.
 - ThinkSAFE introductions to staff with over 140 participants in attendance
 - Warden training for 18 new wardens to support our existing workplace emergency management structures
 - Health and Safety Representative refreshers for all our OHS Committee members.
- The appointment of a Return to Work Officer. In addition to supporting our staff, this position will allow for improvements to our health and wellbeing programs and provide Donesafe administration support to all our team members.

WorkCover Insurance Premium and Benchmark

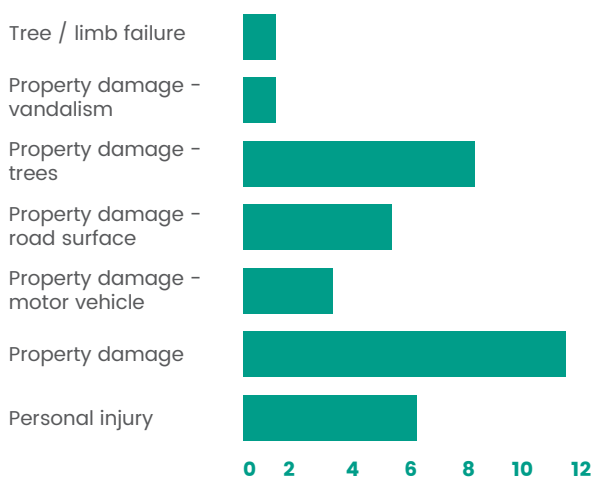
Baw Baw Shire Council's premium costs for 2018/19 were \$272,959.56.

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.

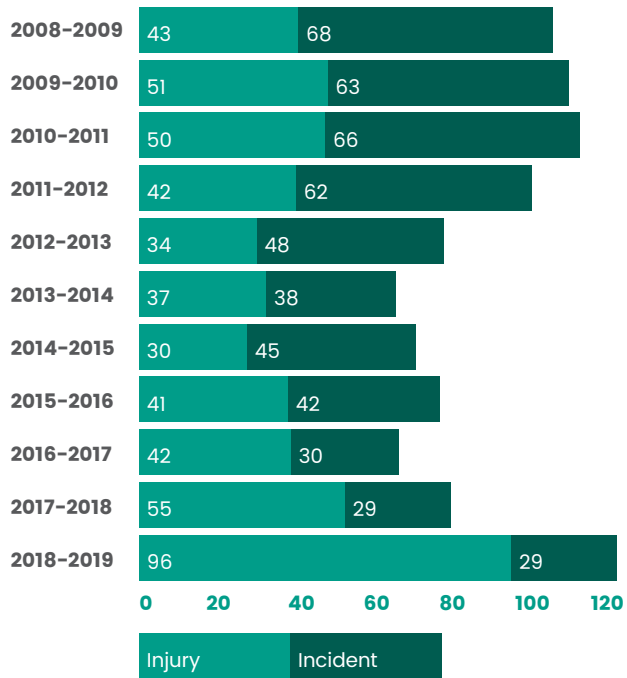
Council's EPR for 2018/19 was 0.60 indicating a 40 per cent better than industry average.

During 2018/19, Council resolved several historical claims which resulted in a projected premium increase from last year. In addition, Council implemented an Early Intervention program and Supported Work program which saw a significant decrease in lost time and WorkCover claims. These initiatives are expected to improve the premium impacts and associated WorkCover costs in 2019/20.

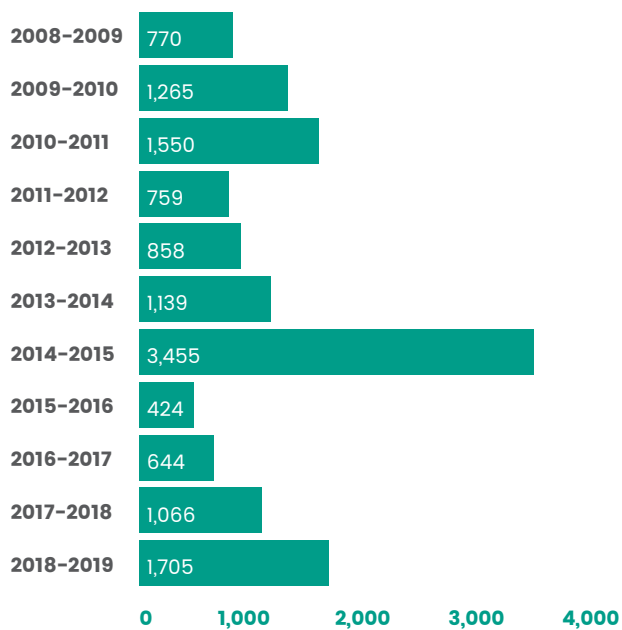
Insurance Claims by Title



Injury and Incident Reports



Hours Lost



Volunteers



Volunteers enjoying the 'Give a little, change a lot' function, December 2018, Warragul Country Club.

Council highly values the amazing network of volunteers who are dedicated to supporting our community. Councils Aged and Disability team engaged with 434 volunteers during the 2018/19 financial year.

Our team of dedicated volunteers provided the following support to Council programs and services:

- Delivered 23,640 meals to over 300 clients
- Reduced social isolation through our friendly visitor program, social support groups and social lunches
- Operated the community bus, providing eight shopping destinations each fortnight

- Averaged 15 individual community transport trips each week supporting clients with affordable access to medical appointments both locally and afar.

Council acknowledged the commitment of our volunteers by conducting two appreciation events during year.

During National Volunteer Week on Friday 24 May 2019, 130 volunteers attended the movie 'Sometimes always never' and enjoyed a choc-top ice-cream.

The end of year volunteer celebratory function on 7 December 2018 '*Give a little, change a lot*' was a huge success with 165 volunteers in attendance at the Warragul Country Club.

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 seeks to align 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
- highlights activities that the organisation will carry out.

It is a statutory requirement under the Act 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.

The strategic objectives highlight Council's focus on serving the community and meeting its needs, and include:

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

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

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 2018/19 year has been reported against each strategic objective to demonstrate how Council is performing in achieving the Council Plan.

Performance against each of the Council Plan objectives is reported on the following pages, 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.	434	The number of volunteers who have been inducted onto Council programs has increased from the previous year. The increase reflects Council's ongoing commitment in supporting community focused volunteer programs.
Participation in Council Committees and Committees of Management.	601	Participation in Council Committees and Committees of Management remains high, with 601 participants for the 2018/19 year.
Attendance at the West Gippsland Arts Centre as a percentage of seat capacity.	62.7%	The redeveloped Arts Centre opened on 1 November 2018. Since this time there has been over 24,000 people attend events held at the Arts Centre, due to the larger capacity and more events possible in the new theatre.
Number of users on designated pathways and trails as a percentage of the municipal population.	18.7%	Counters are currently in place on the Nilma-Warragul Trail, Two Towns Trail, Warragul Linear Trail, and Neerim South Wetland. During 2018/19, there were over 278,000 users recorded on 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
Continue to support client's transition to the National Disability Insurance Scheme (NDIS).	Council continued to support its eligible client's transition to the NDIS.
Commence the implementation of a Community Hub Strategy in accordance with Council's resolution.	The Community Hubs Strategy and action plan was finalised in 2018/19. These were presented and adopted by Council on 12 July 2019.
Finalise and commence implementation of a new Municipal Early Years Infrastructure Plan.	The Municipal Early Years Infrastructure Plan was presented and adopted by Council on 13 February 2019. Implementation is now underway.
Complete and commence the implementation of actions from the Rural Land Use Review.	<p>This initiative was not completed. The delay in completion of this project is due to some additional analysis on the current and future agricultural opportunities to support future land use planning decisions, as recommended following a peer review of the study.</p> <p>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.</p>

Initiative	Progress
Commence a review of the Precinct Structure Plans and Development Contributions Plan associated with Warragul, Drouin and Baw Baw Shire.	The plans for both the Precinct Structure Plans and Development Contributions Plan were briefed to Council in March and May 2019. Following this, the review of the Development Contributions Plan was placed on public tender and scoping work commenced on the review of Precinct Structure Plans.
Adopt and implement Baw Baw Shire Council Youth Strategy.	The Baw Baw Shire Council Youth Strategy 'Building the Best Years' was adopted by Council on 12 December 2018. Implementation commenced, with FReeZA, Youth Week and term holiday programs completed in 2018/19.
Support Berry Street and participate in the Baw Baw Communities that Care Project.	Council continued to participate in partnership meetings led by Berry Street and provide officer support for the development of a Community Profile and service mapping of youth services in Baw Baw. The Community Profile was released in March 2019.
Launch and operation of the newly redeveloped West Gippsland Arts Centre.	The West Gippsland Arts Centre was 'handed over' to Council after its redevelopment on 31 October 2018 with the first performance in the refurbished centre held on 1 November 2018.
Commence implementation of the Arts, Culture and Events Strategy.	The Arts, Culture and Events Strategy commenced implementation. Several performances by national flagship performing arts companies took place at the Arts Centre, including the staging of 'Beauty and the Beast' in partnership with the Warragul Theatre Company. There continued to be a range of 'free' events programmed into spaces outside the theatre venue.
Review the Public Art Policy.	Public feedback was sought for the draft Public Art Policy, with 12 submissions were received. Following this, Council sought additional community review and input on the draft Policy, the outcomes of which will be considered in early 2019/20.
Implement the Municipal Public Health and Wellbeing Plan annual action plan.	Council reviewed and adopted the revised 'Being Healthy in Baw Baw 2017 – 2021' (the Integrated Municipal Public Health and Wellbeing Plan and the Health Promotion Funded Agencies Health Promotion Plan) on 12 December 2018. Implementation continued during the year. A Community Forum was held in February 2019, and the Advisory Committee continued to meet quarterly.
Continue to engage and build the relationships between Council and the local Aboriginal community.	Council continued to engage and build relationships between the local Aboriginal community and Council. This included support provided to local individuals, and events such as Reconciliation Week activities and other significant days. Services have been procured through relevant Registered Aboriginal Parties and engagement with local communities remains central to Council's work.
Commence the development of the action plan for the Local Government Aboriginal Partnership Agreement, taking account of the Six Generations Yarning Together project.	A project brief was presented to Council on 15 May 2019. A consultant with specialised knowledge in Aboriginal partnerships will be engaged to assist Council's development of the action plan.
Commence implementation of the Recreation Strategy 2017–2027.	The Recreation Strategy 2017–2027 was adopted by Council in October 2018. A key implementation action of the Strategy was the review of Recreation Reserve Master Plans, which were reviewed and adopted by Council on 26 June 2019.
Continue implementation of Drouin Civic Park Masterplan and construction.	A detailed design for the Drouin Civic Park play space and associated works was adopted by Council on 10 October 2018. In the 2019/20 Budget, Council allocated funding to deliver the upgrade to Drouin Civic Park with co-funding from Latrobe Valley Authority and the Drouin Bendigo Community Bank.
Commence implementation of Council accessible website.	An update of Council's website went live in June 2019 and the requirements for an accessible website have been developed. Further improvements of the website will continue in 2019/20.
Complete review of the Community Planning process.	A review of Council's Community Planning process was commenced during the year, and further work will take place in the 2019/20 year to finalise the review.
Develop and implement a small town and rural communities placemaking program.	A small town and rural communities placemaking program was developed following community engagement across four townships – Athlone, Thorpdale, Erica and Jindivick. Community members were consulted to seek input into the project and provide suggestions for township improvements. This initiative will continue into the 2019/20 year.
Continue Warragul CBD streetscape improvement works.	The Warragul streetscape works were completed between late February and May 2019. The works included: conversion of the street between Palmerston Street and Victoria Street to one way traffic southbound; resurfacing the footpaths; and installing new gardens and street furniture.
Commence the preparation of a Structure Plan for Drouin.	A draft scope for the Drouin Town Centre Structure Plan was developed and briefed to the Council in April 2019.

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.	(1,420) (832) (588)
Aged and Disability Assessment	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.	43 (61) 104
Community Cultural Development	Community Cultural Development supports and encourages community-based groups and individuals by providing networks, assisting with skills development initiatives and ensuring a high level of communication about initiatives and opportunities.	12 (169) 181
Family and Children's Services	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.	(928) (1,322) 394
Aged and Disability Services (Home Based Services)	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 and include a range of community and volunteer services.	(1,382) (1,607) 225
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.	(139) (166) 27
Libraries	The library service is delivered through a service agreement between the West Gippsland Libraries, Baw Baw, Bass Coast and South Gippsland Councils.	(1,806) (2,007) 201
Facilities Management	The Facilities Management function is responsible for the overall maintenance of Council's facilities, including buildings and public structures.	(635) (659) 24
Parks, Gardens and Sports Fields	Parks, Gardens and Sports Fields are responsible for the management of Council's urban parks and gardens, including planting, oval and sports field maintenance.	(3,842) (3,850) 8
Property Management	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.	(65) 10 (75)

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.	(2,209) (2,336) 127
<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.	(488) (767) 279
<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.	(1,307) (2,254) 947
<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.	(2,166) (2,080) (86)

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
	2016	2017	2018	2019	
ANIMAL MANAGEMENT					
Timeliness <i>Time taken to action animal management requests</i> [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]	1.5	1.4	1.1	1.2	Time taken to action animal management requests remains relatively consistent with previous year's results, with most 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 2017/18 year.
Service standard <i>Animals reclaimed</i> [Number of animals reclaimed / Number of animals collected] x100	69.7%	55.0%	57.5%	45.4%	There has been a decrease in the number of domestic animals reclaimed by their owners. For 2018/19 year, 707 animals were collected, of which 321 were reclaimed by their owners. However, Council was successful in rehoming 221 animals, meaning that 76 per cent of collected animals were either reclaimed or rehomed during the 2018/19 year.
Service cost <i>Cost of animal management service</i> [Direct cost of the animal management service / Number of registered animals]	\$17	\$17	\$48	\$54	The cost of animal management service includes pound management, collection of wandering animals, dog attack investigations and other related dog offences, veterinary fees, fees associated with the holding of seized animals. There was an increase in animal management costs per registered animal in 2018/19, due to some costs associated with the Municipal Animal Pound and extending after-hours service to provide additional animal management for the community.
Health and safety <i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	7	9	3	15	During 2018/19, there was a significant increase of reported dog attacks and other reported offences, and as a result Council conducted a total of 15 animal management prosecutions for the year. Prosecutions are conducted on an as needs basis or when required under the <i>Domestic Animals Act 1994</i> . Council's primary strategy remains focused on communication, education and promotion of responsible pet ownership.



Vibrant Communities

SERVICE/indicator/ measure/[calculation]	Results				Comments/ Material Variations
	2016	2017	2018	2019	
AQUATIC FACILITIES					
Service standard <i>Health inspections of aquatic facilities</i> [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]	1.6	1.0	1.0	1.5	All of Council's aquatic facilities were inspected by an authorised officer under the <i>Public Health and Wellbeing Act 2008</i> , with all facilities found to be compliant.
Service standard <i>Reportable safety incidents at aquatic facilities</i> [Number of WorkSafe reportable aquatic facility safety incidents]	0	0	0	0	
Service cost <i>Cost of indoor aquatic facilities</i> [Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities]	\$10	\$5	\$3	\$3	The cost per visit to the Warragul Leisure Centre remains consistent with the previous year. There were 247,941 visitors to the centre during the year, which is slightly down from the previous year. However, this was off-set with a decrease in contractual operating costs for the year.
Service cost <i>Cost of outdoor aquatic facilities</i> [Direct cost to council of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities]	\$15	\$21	\$28	\$29	Outdoor aquatic facilities operate on a seasonal basis during the summer period from December to March. During the 2018/19 season, there were 14,332 visits made to outdoor aquatic facilities. There has been a small increase in cost per visit due to increased operating costs, however it remains relatively consistent with the previous year.
Utilisation <i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Municipal population]	1.4	4.7	5.2	5.0	Council aquatic facilities include those at Drouin, Neerim South, Rawson, Trafalgar, Thorpdale and the Warragul Leisure Centre. The result for this performance measure remains consistent with previous year's results, with five visits made per head of population.

SERVICE/indicator/ measure/[calculation]	Results				Comments/ Material Variations					
	2016	2017	2018	2019						
FOOD SAFETY										
<div> <div> Timeliness </div> <div> <i>Time taken to action food complaints</i> [Number of days between receipt and first response action for all food complaints / Number of food complaints] </div> </div>						1.0	1.8	1.0	1.3	Food complaints received were actioned on average within one day of receipt. Council's performance for this indicator remains quicker than the average performance for other Councils in the 2017/18 year.
<div> <div> Service standard </div> <div> <i>Food safety assessments</i> [Number of registered Class 1 and 2 food premises that receive an annual food safety assessment in accordance with the <i>Food Act 1984</i> / Number of registered Class 1 and 2 food premises that require an annual food safety assessment under the <i>Food Act 1984</i>] x100 </div> </div>						50.0%	55.6%	100.0%	119.5%	Council's performance has continued to improve. The Council is ahead of schedule as we continue to focus on annual food safety assessments required under the <i>Food Act 1984</i> .
<div> <div> Service cost </div> <div> <i>Cost of food safety service</i> [Direct cost of the food safety service / Number of food premises registered or notified in accordance with the <i>Food Act 1984</i>] </div> </div>						\$95	\$257	\$252	\$377	<p>The cost of the food safety program for the 2018/19 year is \$377 per registered food premises.</p> <p>During 2018/19, there were 774 food businesses operating under the <i>Food Act 1984</i> in the Baw Baw Shire. This 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 lower cost than the average for other Councils compared to the 2017/18 year.</p>
<div> <div> Health and safety </div> <div> <i>Critical and major non-compliance notifications</i> [Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100 </div> </div>						40.9%	58.9%	76.7%	100%	Council's food safety service follows up on all major and critical non-compliance notifications for food premises. During 2018/19 there were 25 critical and major non-compliance notifications.

Vibrant Communities

SERVICE/indicator/ measure/[calculation]	Results				Comments/ Material Variations
	2016	2017	2018	2019	
LIBRARIES					
Utilisation <i>Library collection usage</i> [Number of library collection item loans / Number of library collection items]	6.6	6.2	6.5	5.6	There were 51,602 printed items, audio-visual, digital materials, and games available in Baw Baw public libraries, and 287,384 loans made this year. Library collection usage is higher in Baw Baw public libraries compared to the average result for other municipalities during 2017/18.
Resource standard <i>Standard of library collection</i> [Number of library collection items purchased in the last five years / Number of library collection items] x100	68.3%	75.6%	79.3%	71.8%	Of the current Baw Baw library collection, 71.8 per cent was purchased within the last five years. The quality of Council's library collection continues to remain high and is higher than the average result for other municipalities during 2017/18.
Service cost <i>Cost of library service</i> [Direct cost to Council of the library service / Number of visits]	\$8	\$9	\$10	\$9	During the year, 167,692 visits were made to Baw Baw public libraries, resulting in a cost of \$9 per visit to deliver the service. This remains consistent with previous years.
Participation <i>Active library members</i> [Number of active library members / Municipal population] x100	15.4%	15.0%	14.9%	14.5%	The municipal population is growing faster than the number of active members using the service and therefore there is a small decrease in the percent of residents who are active library members. This indicator does not include the increasing number of members who use the library service for accessing Wi-Fi and computers, or who don't borrow an item whilst visiting our libraries.



Vibrant Communities

SERVICE/indicator/ measure/[calculation]	Results				Comments/ Material Variations
	2016	2017	2018	2019	
MATERNAL AND CHILD HEALTH (MCH)					
Satisfaction <i>Participation in first Maternal and Child Health home visit</i> [Number of first MCH home visits / Number of birth notifications received]	97.8%	100.7%	98.7%	98.9%	Council's Maternal and Child Health service received 631 birth notices during the year and made 624 first Maternal Child Health home visits. This is a high result and is consistent with previous year's results.
Service standard <i>Infant enrolments in Maternal and Child Health service</i> [Number of infants enrolled in the Maternal and Child Health service (from birth notifications received) / Number of birth notifications received] x100	97.1%	101.3%	101.2%	100.5%	During 2018/19, 634 infants were enrolled in Council's Maternal and Child Health service. Infant enrolment in the service remains high, consistent with previous year's results.
Service cost <i>Cost of Maternal Child Health service</i> [Cost of the Maternal Child Health service / Hours worked by Maternal Child Health nurses]	\$67	\$57	\$72	\$73	Council provided 11,994 hours of Maternal and Child Health services for families during the year, resulting in a cost of \$73 per hour of service. This remains lower than the average result for other Councils compared to 2017/18.
Participation <i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	76.1%	71.2%	72.1%	70.6%	During the year, 2,583 children were enrolled in the Maternal and Child Health service and 1,824 of those children attended the service at least once during the year.
Participation <i>Participation in the MCH service by Aboriginal children</i> [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	53.1%	65.5%	81.5%	78.5%	Participation in the Maternal and Child Health by Aboriginal children remains high. Sixty Aboriginal children enrolled in the Maternal and Child Health service and of those 47 children attended the service at least once during the year. The result for the 2018/19 year is higher than the average for other municipalities as at 2017/18.

SERVICE/indicator/ measure/[calculation]	Results				Comments/ Material Variations
	2016	2017	2018	2019	
STATUTORY PLANNING					
Timeliness <i>Time taken to decide planning applications</i> [Median number of days between receipt of planning applications and a decision on the planning application]	96	88	90	99	The median number of days to decide a planning application was 99 days for the 2018/19 year. This is an increase on the previous year and the result of factors such as unexpected staff vacancies.
Service standard <i>Planning applications decided within 60 days</i> [Number of planning application decisions made within 60 days / Number of planning application decisions made]	51.7%	67.1%	56.5%	50.8%	
Service cost <i>Cost of statutory planning service</i> [Direct cost of the statutory planning service / Number of planning applications received]	\$1,832	\$1,471	\$1,613	\$2,320	The cost of the Statutory Planning service has increased to \$2,320 per planning permit received, which is consistent with the average performance for other Councils on this measure. A key component of the cost increase is the result of a realignment to create a Priority Development team, whose purpose will be to effectively manage the increase in land development activity and business investment interest within the region.
Decision making <i>Council planning decisions upheld at VCAT</i> [Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	62.5%	57.1%	90.0%	50.0%	Four of Council's planning decisions were appealed to VCAT during the 2018/19 year. Two out of those four applications were upheld by VCAT, the remaining two were set aside with a permit granted.

Thriving Economy





Thriving Economy

Council will support local business and industry, and as a result indirectly supporting 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.

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'	132,112	Over 132,000 hits (people who accessed) the Visit Baw Baw website, which is an increase of 84,251 from the previous year. The increase is attributable to a rebuild of the 'Visit Baw Baw' website. The new website was relaunched in September 2018 with improved functionality, content and design upgrades.

Initiatives

The following statement reviews the progress of Council in relation to initiatives identified in the 2018/19 Budget for the year.

Initiative	Progress
Commence the implementation of the Economic Development Strategy.	Implementation of the Destination Action Plans commenced, with a number of activities being completed. This included assistance to the Noojee and District Historical Society with a funding application to relocate additional rail infrastructure to the town, and planning and design for upgrades to tourism and town entry signage commenced in preparation for the 2019/20 financial year.
Develop and implement a refresh of the Visit Baw Baw website.	The Visit Baw Baw website refresh was completed in September 2018. Refinements continue to ensure the site continues to reflect the needs of visitors and tourism operators.
Implement Destination Action Plans as part of the Shire's Tourism Marketing Campaign.	The Destination Action plans have commenced with a number of activities being completed.
Support the Baw Baw Food Movement and other food focused groups.	Council have continued to support Baw Baw Food Movement and the Baw Baw Emergency Food Relief Network. This year this included support and advice regarding Child Safe Standards, economic development and emergency management. Council will continue to support the efforts of these groups.

Services

The following table provides information in relation to the services funded in the 2018/19 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.	(871) (820) (51)

Service Performance Indicators

There are no prescribed service performance indicators for this objective.



Safe and Sustainable Environments





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.	77.5%	There has been a decrease in investment in asset renewal due to a reduction in the total pool of funding available for allocation to Capital Works.
Percentage of adopted capital works projects completed by end of financial year (target: 90%).	90.5%	Council completed 134 of 148 projects in the adopted Capital Works program due for completion in the 2018/19 year.
Length of sealed local roads resealed.	65.5 km	A detailed description of Council's Capital Works program and major drain projects is on page 20 and 21 of this report.
Length of sealed local roads re-sheeted.	45.58 km	
Square metres of sealed local roads reconstructed.	35,934 m ²	
Value of drains projects (\$).	\$547,102	
Length of footpath projects (km).	3.5 km	
Total number of building permits issued by building surveyors in Baw Baw Shire.	1,668	This represents the number of permits issued by private building surveyors for buildings in the 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.	\$354,570,530	This is the value of buildings for which building permits were issued during the year.
Council energy consumption.	2,625 MWh	Energy consumption by Council's 10 largest sites and public lighting remains consistent with the previous year.
Council CO ² emissions.	3,431 T	Greenhouse gas emissions from Council's 10 largest sites, public lighting and fuel consumption has decreased compared to the previous year, from 4,912 to 3,431 tonnes.
Council potable water consumption.	83,551	Council's total water use for the year was 83,551 mega litres. There was 1% decrease in usage compared with 2017/18 year.

Initiatives

The following statement reviews the progress of Council in relation to initiatives identified in the 2018/19 Budget for the year.

Initiative	Progress
Continued implementation of Council's Environmental Sustainability Strategy four-year action plan.	The first year of the strategy's action plan has been implemented with 13 of the 36 initiatives now complete.
Continue to implement the recommendations of town centre car parking strategies for Warragul, Drouin, Trafalgar and Yarragon.	Council continued to review and implement improvements to car parking in key town centres. During the year, the outcomes of Drouin Parking Study review were presented to Council on 22 August 2018. The recommendations adopted by Council will be undertaken over several financial years. An audit of accessible parking in Warragul was also carried out during the year, with some improvement works made.
Preparation of options for Council on how to protect identified significant trees in Drouin.	A review of options for protection of significant trees was considered by Council in May 2019.
Develop an online tool to show the location of identified significant trees.	An online tool has been developed to display the location of significant trees. This interactive mapping tool is now available via Council's website.
Continued implementation of Waste Management Strategy.	A key achievement in 2018/19 was the construction of new E-Waste sheds at Trafalgar, Lardner and Neerim South transfer stations. Council has also provided education material about E-Waste and placed small item collection stations at Council's customer service centres.
In partnership with the Regional Waste Management Group, assess the inclusion of food organics into green waste.	The Gippsland Waste and Resource Recovery Group presented a business case for Food Organics and Garden Organics (FOGO) service for the Baw Baw Shire. The business case was presented to Council in November 2018 with the outcome being that FOGO will be considered in the next contract for kerbside waste collection.
Prepare publicly available Annual Report outlining energy and water resource consumption.	Details of Council's annual energy, greenhouse gas emissions, and water resource consumption is included in this Annual Report.
Implementation of Road Safety Strategy.	A forum consisting of the freight industry, Council, Victoria Police and others involved with road safety, met on a quarterly basis to re-establish the Baw Baw Truck Safety Network. Council obtained funding from the Federal Blackspot program to address two sites within the Shire and also obtained funding from the Fixing Country Roads program for road reconstruction projects.
Continued management of the Shire's road management contracts and programs.	Completed. Council continued to manage key road management contracts and programs through the Routine Road Maintenance Services Contract and Minor Works Contract.
Develop a Paths and Trails Strategy.	A Paths and Trails Strategy, incorporating 19 towns across the Shire, was developed and presented to Council in December 2018. After a period of public exhibition, the strategy was adopted by Council in July 2019.
Continue to implement Council's Footpath renewal program.	Construction of all scheduled footpath renewals for 2018/19 have been completed.
Continued implementation of Child Safety Standards Action Plan.	Council has actively continued to implement the Child Safety Standards Action Plan during the 2018/19 year, with staff participating in Child Safety Standards training.
Strengthen the partnership with South East Council's Climate Change Alliance (SECCCA)	Council continued its partnership with the South East Council's Climate Change Alliance, assisting them to develop a new business plan and five-year strategy.
Develop a community resilience guide for extreme weather and associated events.	The community resilience guide has been developed and released to the community for use.
Strengthen Council's involvement with the Vulnerable Persons Register (VPR)	Council has actively engaged with local service providers to educate and improve the understanding of vulnerable person's requirements. This has resulted in a reduction of clients on the Vulnerable Person Register as providers better meet the needs of the vulnerable community members in times of emergency.

Safe and Sustainable Environments

Services

The following table provides information in relation to the services funded in the 2018/19 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.	(13,419) (11,514) (1,905)
<i>Building Services</i>	Building Services is responsible for the provision of statutory services pursuant to the <i>Building Act 1993</i> .	(461) (424) (37)
<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.	(1,071) (660) (411)
<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.	(980) (996) 16
<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 Department.	(293) (27) (266)
<i>Fire and Emergency Management</i>	The Fire and Emergency Management function supports Council in complying 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.	(274) (362) 88
<i>Infrastructure Planning and Growth</i>	Infrastructure Planning and Growth team coordinates Council's functions in relation to: <ul style="list-style-type: none"> Planning, delivery and prioritisation of drainage, traffic, parking and footpath infrastructure works across the Shire. Assessment of traffic management plans for works within road reserves. Review of new planning applications, plan checking and supervision of subdivision/development works. Planning of Council's long term Capital Works program. Delivery of Capital Works projects. 	(905) (498) (407)
<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.	(698) (801) 103

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.	(397)
	• Investigate infectious / communicable illness in the community.	(235)
	• Conducting tobacco education and enforcement inspections.	(162)
	• Monitoring and registration of prescribed accommodation and caravan parks.	
	• Investigation of nuisance complaints.	
Road Network	• Management of onsite wastewater disposal	
	The Roads Unit is responsible for 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.	(10,151)
		(7,876)
Waste Management		(2,275)
	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.	(9,555)
	The team also manages the EPA compliance regulations for the closed Trafalgar Landfill.	(7,086)
	Delivery of Capital Works projects related to waste services and some major building capital projects.	(2,469)

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
	2016	2017	2018	2019	
ROADS					
Satisfaction of use <i>Sealed local road requests</i> [Number of sealed local road requests / Kilometres of sealed local roads] x100	33.5	36.6	58.4	54.8	Council received a total of 600 requests in relation to sealed local roads, which is equivalent to 54.8 requests per 100 kilometres of road. The results indicate an improvement in this indicator, with a 6.2 per cent decrease in the number of requests received per 100 kilometres.
Condition <i>Sealed local roads below the intervention level</i> [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100	93.9%	91.3%	96.3%	96.9%	<p>The quality of the Shire's sealed local road network is determined every four years and is not due to be reassessed for a further two years. The percentage increase is due to additional sealed road lengths being obtained from gifted road assets.</p> <p>The percentage of sealed roads maintained to condition standards in Baw Baw is above the average for other councils compared to 2017/18.</p>
Service cost <i>Cost of sealed local road reconstruction</i> [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	\$27	\$38	\$39	\$54	During 2018/19, Council reconstructed over 35,000 square metres of local roads. The cost of reconstruction increased during the year due to overall increased construction costs, and a higher percentage of urban roads in the reconstruction program which cost significantly more per square metre than rural works.

Safe and Sustainable Environments

SERVICE/indicator/ measure/[calculation]	Results				Comments/ Material Variations
	2016	2017	2018	2019	
Service cost					
<i>Cost of sealed local road resealing</i>					
[Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	\$5	\$5	\$6	\$6	
Satisfaction					
<i>Satisfaction with sealed local roads</i>					
[Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	38	42	42	40	

WASTE

Satisfaction					During 2018/19, Council received approximately 88 bin collection requests per 1,000 residential households. The requests related to replacement of damaged bins, missed collections or stolen bins. Even though the number of requests has decreased since last year, there have been a steady increase in the number of bin requests since 2014/15. This is mainly attributed to bins needing to be replaced due to the increasing age of bins in service.
<i>Kerbside bin collection requests</i> [Number of kerbside garbage and recycling bin collection requests / Number of kerbside collection households] x1000	62.5	69.8	89.3	88.3	
Service standard					During 2018/19, a total of 257 kerbside collection bins were missed, or 1.5 bins for every 10,000 scheduled kerbside garbage and recycling bin lifts. This remains lower than the average result for all other Councils as at 2017/18.
<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	1.9	2.3	1.4	1.5	

SERVICE/indicator/ measure/[calculation]	Results			2019	Comments/ Material Variations
	2016	2017	2018		
Service cost					
<i>Cost of kerbside garbage bin collection service</i>					The cost of kerbside garbage collection service per bin for 2018/19 is \$121 per garbage bin, which is consistent with the previous year. There is no operational landfill within Baw Baw Shire region and all waste must be transported outside of the Shire to other landfill sites, which increases the cost of waste collection.
[Direct cost of the kerbside garbage collection service / Number of kerbside garbage collection bins]	\$118	\$117	\$121	\$121	
Service cost					
<i>Cost of kerbside recyclables bin collection service</i>					The cost of the recyclables collection service per bin increased during 2018/19. This can be attributed to China significantly increasing the quality requirement for recyclables that it receives. The Australian recycling industry is now forced to process recyclables to a higher standard before exporting, resulting in increased processing costs to Australian municipalities. The policy change came into effect February 2018, therefore 2018/19 is the first financial year to demonstrate the full financial impact.
[Direct cost of the kerbside recyclables collection service / Number of kerbside recyclables collection bins]	\$22	\$22	\$34	\$48	
Waste diversion					
<i>Kerbside collection waste diverted from landfill</i>					Consistent with previous years, over half of the Shire's waste is recycled or placed into the green organics bin, rather than into landfill. Baw Baw Shire is diverting more waste from landfill than the average result for other municipalities compared to the 2017/18 year.
[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	52.0%	53.0%	52.5%	53.2%	

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.	7	A number of key organisation processes were reviewed and improved, including: <ul style="list-style-type: none">• Council's induction program• Recruitment process• Debt recovery• Council reporting process and timelines• Service review process• Business planning• Notification process for land purchasers via Land Information Certificates.
Hours lost due to injury.	1,705	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 2018/19 year due to three new injuries and the rehabilitation of a long-term injury.
Customer requests for service resolved within 10 business days.	77.05%	Council has a target to resolve customer requests within 10 business days and there is a continuing focus on improving performance.
Customer inquiries resolved at first point of contact.	69.8%	This measure shows the percentage of customer enquiries satisfied in the first interaction with Council. Since the introduction of 'Live Chat', an online customer service tool, the percentage of live chat resolution at first point of contact is 93%. By telephone the resolution is 55% at first point of contact, while service centre counter enquiries are resolved 91% at first contact. The service centre resolution also includes receipting.
Number of community engagement opportunities and submissions received.	364	Council received 364 submissions on publicly exhibited items during the year, including the Council Plan and annual Budget. This is an increase of 169 submissions from previous year.
Number of media releases.	132	Council issued on average approximately three media releases each week.

Performance Measure	Result	Comments
Number of people reached via social media.	5,667,963	Council's online presence and reach continued to grow, increasing from 3.1 million people in 2017/18 to 5.6 million in 2018/19, an increase of 81%.
Grant funding attracted by Council advocacy.	\$9.033 million	<p>Council received non-recurrent grant funding of \$9.03 million in 2018/19. 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"> • Drouin Primary Early Learning Centre Upgrade • Noojee Trains • Thorpdale Recreation Reserve lighting • Walhalla Rail • Melbourne Food and Wine Festival – Jindivick 'Village Feast' • Hallora changeroom upgrade • Buln Buln change room upgrade

Initiatives

The following statement reviews the progress of Council in relation to initiatives identified in the 2018/19 Budget for the year.

Initiative	Progress
Undertake review of Council's Service Planning Framework.	Council's Service Planning Framework has been reviewed and is currently being implemented through a program of service and process reviews.
Continue the implementation of Customer Service Strategy.	The Customer Service Charter and Complaints policy were adopted at the Council meeting held on 27 February 2019. Regular customer service training continues to be delivered for existing and new staff.
Implement the Digital Roadmap Project.	<p>The Digital Roadmap was endorsed by Council in October 2018 and is now being implemented. The Digital Roadmap aims to improve engagement between Council and the community. This initiative is ongoing and will continue in 2019/20 and following years. Key projects include:</p> <ul style="list-style-type: none"> • New phone system implemented • A digital planning tool implemented, removing the need to print out pages in order to rubber 'stamp' the document. • Implementing an online system enabling people to lodge their planning application via Council's website. • Improvements to Council's chat service by connecting to Facebook messenger chat.
Deliver an advocacy campaign in accordance with Council and community advocacy priorities.	<p>Council's advocacy document "A Better Future for Baw Baw", was adopted by Council in February 2019, which identifies the key community priorities that Council will advocate for.</p> <p>During the year, Council successfully advocated to State and Federal Government on behalf of the community for a range of infrastructure needs. These included: repairs, safety improvements, events, and new infrastructure. A key project was relocating a train for the Noojee Heritage Rail Centre. This initiative is ongoing and will continue in 2019/20.</p>
Develop a Property Strategy for growth and maintenance of Council's property assets.	<p>Council has an adopted property policy which guides the sale, purchase and management of its property portfolio. A briefing on Council's portfolio was presented to Council on 5 December 2018.</p> <p>Further work will continue in 2019/20 into strategic land acquisitions to support the growth the development of the Shire.</p>
Review the Long Term Infrastructure Plan.	Completed. Prior to finalising the plan, Council sought the community's feedback in November and December 2018 and again during the public exhibition period in April and May 2019. The Long Term Infrastructure Plan was adopted by Council on 26 June 2019.
Prepare the Annual Budget 2018/19 and Strategic Resource Plan.	The 2019/20 Budget, Council Plan and Strategic Resource Plan were adopted by Council on 26 June 2019.
Develop, deliver and monitor the Long Term Financial Plan.	The Long Term Financial Plan was adopted by Council on 26 June 2019.
Implementation of the organisation culture program.	The Growing Culture action plan is in place, which includes a number of actions to continue to build the organisation culture. The majority of staff participated in the Growing Culture program.
Implementation of the Council's Gender Equity Plan.	Council's Gender Equity Committee met during the year and concluded a final review of the implementation of the 2016-2018 Gender Equity Plan. The Committee identified the desired outcomes for the next version of the plan.

Organisational Excellence

Services

The following table provides information in relation to the services funded in the 2018/19 budget.

Service	Description	Net Cost Actual Budget Variance \$'000
<i>Accounting Services</i>	The Accounting Services function manages 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.	(3,892) (4,772) 880
<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.	(498) (378) (120)
<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"> • Maintaining an appropriate organisational structure. • Ensuring the decisions of Council are implemented without undue delay. • Day-to-day management of the operations of the organisation in accordance with the Council Plan. • Providing timely advice to Council. • Proactively advocating to other levels of government and stakeholders on behalf of the Council and community. 	(922) (906) (16)
<i>Communications</i>	Communications provides reputation management for Council and Councillors, is responsible for informing the community about Council issues via traditional and new media, manages media liaison services, and supports Councillors and the Executive 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.	(830) (790) (40)
<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.	(1,147) (916) (231)
<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.	(179) (309) 130
<i>Governance</i>	Governance provides the support to Council to comply with statutory provisions, and specifically includes <i>Local Government Act 1989</i> compliance. Governance provides support to Councillors, including Council agenda, minutes and meeting management. Governance supports the broader organisation in good governance practices and maintenance of Council's statutory obligations (conflicts of interest, register of interests) and Council's Internal Audit function.	(1,198) (1,327) 129

Service	Description	Net Cost Actual Budget Variance \$'000
<i>Human Resources and Payroll</i>	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. Payroll is responsible for ensuring staff entitlements such as leave, salary deductions, flexibility arrangements and superannuation are maintained and processed fortnightly.	(887) (888) 1
<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.	(2,453) (2,445) (8)
<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.	(821) (907) 86
<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.	(251) (247) (4)
<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.	(806) (883) 77

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
	2016	2017	2018	2019	
GOVERNANCE					
Transparency <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	15.6%	17.8%	0.0%	1.7%	A total of 1.65 per cent of Council decisions were made in meetings closed to the public during 2018/19. Council continues to perform well in transparency of decision making, with the significant majority of decisions made in meetings open to the public. 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 49 out of 100. Council's performance is consistent with the average result for other large rural Shire Councils.
Consultation and engagement <i>Satisfaction with community consultation and engagement</i> [Community satisfaction rating out of 100 with the consultation and engagement]	48	48	50	49	
Attendance <i>Councillor attendance at meetings</i> [The sum of the number of Councillors who attended each ordinary and special Council meeting / Number of ordinary and special Council meetings multiplied by the number of Councillors elected at the last Council general election] x100	89.7%	90.8%	93.9%	92.7%	

SERVICE/indicator/ measure/[calculation]	Results				Comments/ Material Variations
	2016	2017	2018	2019	
Service cost					
<i>Cost of Governance</i>					
[Direct cost of the governance service / Number of Councillors elected at the last Council general election]	\$36,623	\$30,612	\$38,369	\$37,545	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. Council's result remains lower than the average results compared with similar Councils as at 2017/18.
Satisfaction					
<i>Satisfaction with Council decisions</i>					
[Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community]	47	46	48	43	The annual Community Satisfaction Survey assess the community's satisfaction with Council's performance. Satisfaction with Council decisions was rated as 43 out of 100.

Governance

Baw Baw Shire Council is constituted under the Act to provide leadership for the good governance of the Shire and the local community. Council has a number of roles including:

- Considering the diverse needs of the local community in decision-making
- Providing leadership by establishing strategic objectives and monitoring achievements
- Ensuring that resources are managed in a responsible and accountable manner
- Advocating the interests of the local community to other communities and governments
- Fostering community cohesion and encouraging active participation in civic life.

Council is committed to effective and sustainable forms of democratic and corporate governance as the key to ensuring that Council and its administration meet the community's priorities. The community has many opportunities to provide input into Council's decision-making processes including community consultation and the ability to make submissions to Special Committees of Council.

Council's formal decision-making processes are conducted through Council meetings and Special Committees of Council. Council delegates the majority of its decision-making to Council staff. These delegations are exercised in accordance with adopted council policies.

The Baw Baw Shire Council elections were held October 2016.

The next Council election is scheduled for October 2020. More information about local government elections is available from the Victorian Electoral Commission.

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.

Council live streamed its first Council meeting on 13 December 2017. Live streaming allows community members in remote parts of the Shire to view the Council meeting. Archived footage also allows members to view recorded specific parts of Council meetings that they were not able to attend.

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 and 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.

Our Audit Committee comprises two Council representatives and four independent members. In 2018/19 the independent members were: David Ashmore, Theresa Glab, Tony Duff and Dr AJ Purcell.

Council representatives included Mayor Joe Gauci (July 2018 – November 2018) and Deputy Mayor Danny Goss. From November 2018 Mayor Mikaela Power and Deputy Mayor Danny Goss have served on the Audit Committee.

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.

The Baw Baw Shire Councillor Code of Conduct was adopted by Council on 8 June 2016 and signed by all Councillors on 2 November 2016.

Governance

Councillor Expense and Entitlements Policy

Councillors incur expenses in the course of fulfilling their roles. Expenditure is regulated by the Entitlements and Expenses Policy adopted by Council at its meeting on Wednesday 13 July 2016.

In accordance with section 75 of the *Local Government Act 1989*, Council is required to reimburse a Councillor for expenses incurred whilst performing his or her duties as a Councillor. Council is also required to adopt and maintain a policy in relation to the reimbursement of expenses for Councillors. The policy provides guidance for the payment of reimbursements of expenses and the provision of resources, facilities and support to the Councillors to enable them to discharge their duties.

The details of the expenses including reimbursement of expenses for each Councillor are set out in the table on the following page.

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 2018 by 2.0 per cent. This adjustment was made to Councillors payments from 1 December 2018.

The details of the expenses including reimbursement of expenses for each Councillor and member of a Council committee paid by Council for the 2018/19 year are as follows:

Councillor	Allowance inc Superannuation	Travel	Car Mileage	Child Care	IT Expenses	Conferences & Training	Total
Cr Joe Gauci	48,496	1,580	244	-	1,080	565	51,966
Cr Keith Cook	27,987	1,989	6,899	-	1,080	0	37,954
Cr Danny Goss	27,987	0	1,806	-	1,080	0	30,873
Cr Tricia Jones	27,987	0	0	-	1,080	260	29,327
Cr Peter Kostos	27,987	0	0	-	1,080	149	29,216
Cr Michael Leaney*	29,747	530	15,263	-	3,192	0	48,732
Cr Jessica O'Donnell	27,987	0	0	-	1,080	45	29,112
Cr Mikaela Power (Mayor)	66,100	1,171	1,911	-	1,080	824	71,086
Cr Darren Wallace	27,987	0	3,949	-	1,080	6,185	39,201

* 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. In accordance with 74B of the *Local Government Act* Cr Leaney is entitled to a Remote Area Travel Allowance.

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 26 Council and Special Meetings in 2018/19, with a total of 191 officer reports, 2 notice of motions and 16 general business motions considered. At these meetings, Council also:

- Answered 25 Questions on Notice
- Heard 148 submissions
- Made 3 decisions in Confidential Council with 0 being released to the public
- Presented 5 civic ceremonies in Council meetings.

Councillor Attendance at Council Meetings

Councillor	Council Meetings Attended
Cr Mikaela Power	26 of 26 meetings
Cr Danny Goss	25 of 26 meetings
Cr Joe Gauci	25 of 26 meetings
Cr Keith Cook	26 of 26 meetings
Cr Tricia Jones	23 of 26 meetings
Cr Peter Kostos	24 of 26 meetings
Cr Michael Leaney	23 of 26 meetings
Cr Jessica O'Donnell*	21 of 26 meetings
Cr Darren Wallace	24 of 26 meetings

* Cr O'Donnell took a leave of absence from Council duties during the Federal election campaign.

Governance

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 2018/19:

Four 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 2018/19 and Council Plan 2017–2021.
- Hearing of Submissions: PLA0310/17 – 60 Korumburra Warragul Road, Warragul.

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

- Timber Release Plan, VicForest
- Future Transport Planning for Warragul and Drouin, VicRoads
- Refugee Welcome Zone
- Victorian Freight Victoria Plan
- Friends of Drouin Butter Factory
- Longwarry Saleyards Proposed Rezoning
- Environmental Voice Advisory Committee Annual update
- Horseshoe Bend Briefing by Martin Fuller CEO West Gippsland Catchment Management Authority
- Regional Rail Revival, Rail Projects Victoria
- Destination Gippsland
- Latrobe Valley Authority
- Bushfire Management Overlay
- Baw Baw Food Strategy, Central West Gippsland Primary Care Partnership
- Drouin Wastewater Treatment Plan, Gippsland Water
- Landsborough Road, Warragul Rotary Club



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 24 October 2018, Council resolved to rescind the Western Park CoM and assume management of the reserve for a trial twelve month period. Currently, Council has a total of 15 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
- Dowton Park Recreation Reserve
- Ellinbank Public Hall
- Ellinbank Recreation Reserve
- Erica Community Facilities
- Lardner Hall
- Narracan Public Hall
- Neerim South Recreation Reserve
- Nilma North and Lillico Memorial Hall
- Tetoora Road Community Centre

Advisory Committees

Council currently operates eleven (11) Advisory Committees in various areas of Council business. These are formally established with Terms of Reference. Additionally, Council appoints Councillor representatives to eleven (11) external committees.

The committee 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.

Citizenship

During 2018/19, 60 people received Australian Citizenship in four group ceremonies organised by Council. 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 Governance Team on behalf of the Department of Home Affairs. As part of the citizenship ceremony process, electoral enrolment forms are collected on behalf of the Australian Electoral Commission



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 deciding 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.

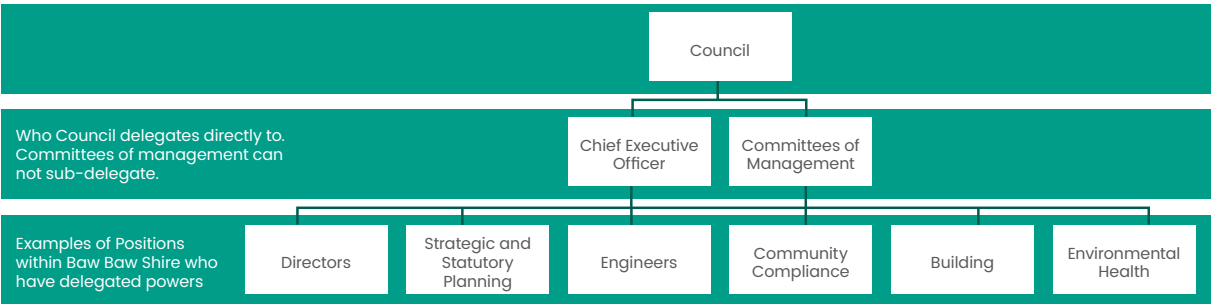
'Broadly enabling' describes the way the delegation is written. Instead of specifying every component of the legislation that is to be delegated, the delegation is written broadly and then those explicit powers that are not to be delegated are excluded.

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.

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

In accordance with section 208B(f) of the Act, at least once every year Council must report to its community on what it has done to ensure that it has given effect to the Best Value Principles. Council incorporates Best Value Principles through regular business planning and performance monitoring processes and through a commitment to continuous improvement and innovation. To further reflect council's commitment to Best Value, Council reviewed its Service Planning Program, to provide additional review and improvement mechanisms to ensure that Council's services achieve best value principles in regard to service performance.

The following Best Value initiatives were undertaken during 2018/19:

- Reviewed Council's Service Planning Framework.
- Piloted a review of the Family Day Care service and commenced a review of the Community Compliance service.
- Commenced the Better Approvals project, aiming to review and streamline the process for small business approvals.
- Conducted reviews of a number of key organisation processes, including: Council's induction program, Recruitment process, Debt recovery, Council reporting process and timelines, Service review process, Business planning, and Notification process for land purchasers via Land Information Certificates..

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 as follows:

- Council's Enterprise Agreement acknowledges carer responsibilities for employees and carer's leave can be accessed for immediate family and household members.
- The Flexible Work Arrangements Policy and Procedure provides flexible work options for staff who have carer responsibilities.
- Has taken all practicable measures to ensure Community Services staff and volunteers working for Council are informed regarding the principles and obligations of the Act.
- Has a dedicated Carer's program which aims to build carer resilience and reduce stress, which includes two carer support groups including one partnering with Dementia Australia.
- Celebrated Carer's Week (19 October 2018) in partnership with Latrobe Community Health Service with a special luncheon at the Warragul Country Club and provided all Carer's attending with a pamper pack.
- Partnered with the West Gippsland Healthcare Group to hold a Carer's Expo on 5th December 2018.

- Held a Carer's program planning day on 14 January 2019 to ensure Council's carer program continues to support and meet the needs of our carers.
- Provides respite care through the Home and Community Care Program for Younger People (HACC PYP) program, the Commonwealth Home Support Program (CHSP) for people over 65 years, and the Veterans Home Care (VHC) program.
- Council's Aged and Disability team provided service coordination, referral and support to carers through our Carer's program funded by Victoria's Department of Health and Human Services (DHHS), the Regional Assessment Service (RAS), Home and Community Care program for Younger People (HACC PYP) assessment, and Council-funded NDIS Transition officer.
- Council's Family and Children's Service team supported families caring for babies and children with special needs through the Enhanced Maternal and Child Health Service, Supported Playgroups and a range of parenting programs.

Contracts

During the year Council entered into a contract that was valued at \$150,000 or more for services or \$200,000 or more for works and in-kind services specified in section 186(5)(a) and (c) of the Act and without engaging in a competitive process.

This contract was for the purchase of two items of plant that, during the 2019/20 year, are scheduled to be sold and leased back to Council from a lease financier. The selection of a lease financier will be the subject of a competitive process.

Disability Act 2006 – Disability Action Plan Implementation

Council's Disability Action Plan 2018–2022 was adopted at Council meeting 13 March 2019 and was launched at the Baw Baw Disability Expo, 21 March 2019, by Cr Jessica O'Donnell, marking 20 years of Council having a Disability Action Plan.

Council's Disability Action Plan is a strategic framework that will be implemented over the four-year period between 2018 and 2022. Aligned to the *Disability Act 2006* it aims to address the structural, attitudinal and cultural barriers people with a disability experience when participating in community life. It aims to eliminate discrimination for people with a disability who use services, facilities and infrastructure provided by Council, or are current or prospective employees of Council.

Council's Disability Action Plan assists in the achievement of key strategic objectives as set out in the Council Plan 2017–2021, Vibrant Communities:

- Transition aged and disability support services in line with Federal policy direction and funding
- Enhance how Council works with the community to improve social inclusion, access and equity
- Improve the condition, safety and accessibility of the Shire's footpaths and trails
- Effectively plan and manage car parking demands across the Shire.

To achieve this, Council provides a wide range of services and programs for the community, many of which are accessible and inclusive for people with disabilities. Council also provides

a range of services to more directly meet the needs of people with disabilities, their families and Carers. These include the following:

- Support delivered under the Home and Community Care program for Younger People (HACC PYP) including services for people with a disability under the age of 65 years and their Carers. These include; in home assessment, domestic assistance, personal care, respite care and home maintenance and social support groups.
- Support delivered under the Commonwealth Home Support Program (CHSP) for people aged over 65 years (including those ineligible for National Disability Insurance Scheme – NDIS) and their Carers. These include domestic assistance, personal care, flexible respite, home maintenance, home modifications, social support group and social support for the individual.
- HACC PYP and CHSP Food Services (Meals on Wheels) home-delivered meals, distributed by community volunteers.
- Community participation (transport) – a community transport service is available for Baw Baw residents with priority given to people with disabilities, the frail and aged, and people at risk of social isolation.
- Actively support NDIS participants through the NDIS transition with a dedicated NDIS Transition officer.
- Hosted the Baw Baw Disability Expo on 21 March 2019 at the West Gippsland Arts Centre. The Expo saw 35 exhibitors showcasing their disability support services and products to 250+ people attending.
- Continued information sharing on the NDIS in a number of formats to community members.

- Parking permits – Council administers the disabled persons parking permit scheme.
- Regular meetings of the Council's Disability Advisory Committee, which consists of community representatives and representatives from disability service providers to assist Council in the consultative process and provide feedback to support Council's decision-making.
- Accessible parking spaces across the Shire have continued to be upgraded.
- Work continues with local employers in promoting the benefits of inclusive employment.
- Celebration of International Day of People with Disability on 3 December 2018, with an event 'Advocacy: Know Your Rights' held in Warragul, in partnership with Gippsland Disability Advocacy Inc. (GDAI)
- The full Disability Action Plan can be accessed in both print and audio formats on Council's website.

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 2017–2021 in October 2017.

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 and on the Council's website.

Protected Disclosures Procedures

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 2018/19:

- 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.

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 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

In July 2017, Council adopted the Risk Management Framework and Policy in line with current best practice in the management of business enterprise risks and current AS/NZS 31000 guidelines. The Risk Management Framework and Policy addresses items such as:

- risk management culture and branding
- communication and training
- best practice in risk management
- responsibilities of and to internal and external stakeholders
- risk registers and risk management software development
- the council planning cycle, budget cycle and annual audit cycle
- a performance measurement system to determine the effectiveness of the framework.



Development Contributions Plans (DCP) Report

Table 1 –Total DCP levies received in 2018/19

DCP name (Year approved)	Levies received in 2018–19 financial year
DCP 01 (2007)	1,503,191
DCP 02 Warragul (2014)	1,665,987
DCP 03 Drouin (2014)	Nil
Total	3,169,178

Table 2 – DCP land, works, services of facilities accepted in-kind 2018/19

DCP name (Year approved)	Project ID	Project Description	Project value \$'000
DCP02	INL-NE-07	Construction of standard 3 way R/A (Copelands Road / Mills Road)	799,075
DCP02	RD-NE-03	Construction of connector boulevard between Brandy Creek Road & Copelands Road	1,159,741
DCP02	RD-NE-06	Copeland's Road Upgrade (Footpath & Bicycle Track Only)	22,668
DCP03	BR-SE-01	Culvert for waterway crossing at Drouin South Bypass (1)	878,549
DCP03	INL-SE-01	4 way freight capable R/A – Drouin South Bypass / Weebar Road	1,032,290
DCP03	RD-SE-01	Construction of connector boulevard between Main South Road and Princess Way	1,073,500
Total			4,965,823

Table 3 - Total DCP contribution received and expended to date

DCP name (Year approved)	Total levies received	Total levies expended	Total works-in-kind accepted	Total DCP contribution received (levies and works-in-kind)
DCP01	6,840,000	7,043,000	6,626,037	13,466,037
DCP02	3,828,700	2,344,000	7,487,723	11,316,423
DCP03	0	0	2,984,339	2,984,339
Total	10,668,700	9,387,000	17,098,099	27,766,799

Table 4 - Land, works, services or facilities delivered in 2018/19 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
Nil								
Total								

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	Community Engagement Policy (policy outlining Council's commitment to engaging with the community on matters of public interest)	Policy Date of operation of current policy: 28 May 2014
2	Community Engagement Guidelines (guidelines to assist staff to determine when and how to engage with the community)	Guidelines Date of operation of current guidelines: 28 May 2014
3	Strategic Resource Plan (plan under Section 126 of the Act outlining the financial and non-financial resources required for at least the next four financial years)	Adopted in accordance with Section 126 of the <i>Local Government Act 1989</i> Date of adoption: 26 June 2019
4	Annual Budget (plan under Section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	Adopted in accordance with Section 130 of the <i>Local Government Act 1989</i> Date of adoption: 26 June 2019
5	Asset Management Plans (plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Plans Date of operation of current plans: Roads – 27 June 2016 Bridges and Major Culverts – 27 June 2016 Buildings – 27 June 2016 Stormwater Drainage – 27 June 2016 Pathways – 27 June 2016
6	Rating Strategy (strategy setting out the rating structure of Council to levy rates and charges)	Strategy Date of operation of current strategy: 26 June 2019
7	Risk Policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Risk Management Framework Risk Management Policy Date of operation of current policy: 12 July 2017
8	Fraud Policy (policy outlining Council's commitment and approach to minimising the risk of fraud)	Policy Date of operation of current policy: 4 June 2015
9	Municipal Emergency Management Plan (plan under Section 20 of the <i>Emergency Management Act 1986</i> for emergency prevention, response and recovery)	Prepared and maintained in accordance with Section 20 of the <i>Emergency Management Act 1986</i> Date of preparation: 17 May 2017
10	Procurement Policy (policy under Section 186A of the <i>Local Government Act 1989</i> outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)	Prepared and approved in accordance with Section 186A of the <i>Local Government Act 1989</i> Date of approval: 10 August 2016

Governance and Management Items		Assessment
11	Business continuity plan (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	Plan Date of operation of current plan: 12 July 2017
12	Disaster recovery plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Plan Date of operation of current plan: 1 May 2015
13	Risk management framework (framework outlining Council's approach to managing risks to the Council's operations)	Risk Management Framework Date of operation of current framework: 12 July 2017
14	Audit Committee (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	Internal audit (independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	Engaged Date of engagement of current provider: 1 July 2019
16	Performance reporting framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in Section 131 of the Act)	Framework Date of operation of current framework: 26 June 2019
17	Council Plan reporting (report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)	Report Date of reports: 24 October 2018 4 November 2018 27 February 2019 12 June 2019
18	Financial reporting (quarterly statements to Council under Section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)	Statements presented to Council in accordance with Section 138(1) of the <i>Local Government Act 1989</i> Date statements presented: 24 October 2018 4 November 2018 27 February 2019 12 June 2019
19	Risk reporting (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Reports Date of reports: 12 July 2017 4 December 2017 30 April 2018

Governance and Management Items		Assessment
20	Performance reporting (six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in Section 131 of the Act)	Reports Date of reports: 24 October 2018 4 November 2018 27 February 2019 12 June 2019
21	Annual Report (annual report under Sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial and performance statements)	Considered at a meeting of Council in accordance with Section 134 of the <i>Local Government Act 1989</i> Date statements presented: 24 October 2018
22	Councillor Code of Conduct (Code under Section 76C of the Act setting out the conduct principles and the dispute resolution processes to be followed by Councillors)	Reviewed in accordance with Section 76C of the <i>Local Government Act 1989</i> Date reviewed: 22 February 2017
23	Delegations (a document setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff)	Reviewed in accordance with Section 98(6) of the <i>Local Government Act 1989</i> Date of review: 12 December 2018
24	Meeting procedures (a local law governing the conduct of meetings of Council and special committees)	Meeting procedures local law made in accordance with Section 91(1) of the <i>Local Government Act 1989</i> Date local law made: 25 October 2017

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



Alison Leighton

Chief Executive Officer

Dated: 18 September 2019



Cr Mikaela Power

Mayor

Dated: 18 September 2019

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