



# Baw Baw Shire Council Annual Report.

Report of Operations  
For the year ended 30 June 2020







# Welcome to the Baw Baw Shire Council Annual Report.

## **Customer Service Centres**

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West Gippsland Arts Centre  
Corner Smith Street & Albert Street  
Warragul Vic 3820

Front and inside front cover: Warragul Early Learning Centre



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# Welcome to the report of operations 2019–20

Council is committed to transparent reporting and accountability to the community and the Report of Operations 2019–20 is the primary means of advising the Baw Baw Shire Council community about Council's operations and performance during the financial year.





# Snapshot of Council

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.

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 53,396 (as at 30 June 2020), the municipality is experiencing rapid residential growth.

Population modelling has predicted the Shire will continue growing at an annual rate of 3.46 per cent to reach 69,259 by 2026.

*Population forecast prepared by .id population experts, August 2020.*





# 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(2020) 53,396**

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

56% are employed  
43% are families with children



**sealed local roads 1,102 km**

**sealed local road requests received 869**



**planning applications received 419**

**rateable properties 26,414**



**kerbside garbage collection bins 23,469**

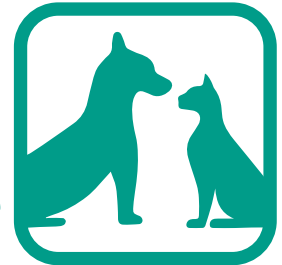
**kerbside recyclables collection bins 23,068**



**class 1 and 2 food premises inspected 425**

**food premises registered 736**

**1,710** animal management requests  
**10,775** registered cats and dogs in the Shire



**189,102** visits to indoor aquatic facilities\*  
**9,871** visits to outdoor aquatic facilities\*



**603** first MCH home visits\*  
**5,298** maternal and children consultations conducted\*

**633** children enrolled in supported playgroups\*



**126,415** visits to libraries\*  
**7,180** active library members  
**191,654** library loans\*



**19,526** Meals on Wheels delivered\*  
**311** Council volunteers\*



\* Due to the COVID-19 pandemic, some services were impacted from 18 March 2020 – June 30, 2020.



# Mayor Overview

The Covid-19 global pandemic has had a very significant impact on our community. We empathise and understand the enormous hardship and consequences this has had on so many residents and businesses throughout our Shire.

In response to the pandemic, we launched a \$440,000 stage-one community and business support package to financially assist residents, sporting clubs, community groups and local businesses to provide support through unprecedented and tough times. A large portion of the support package was aimed at businesses to support and keep local people employed and provide immediate financial relief. The initiative 'Be Kind to Business' directory and promotional campaign, encouraged residents to support their local businesses in a safe and sustainable way.

We endorsed a Hardship Policy addendum to allow eligible ratepayers experiencing financial hardship the opportunity to defer 2020/21 rates and enter a payment plan, without incurring interest. Managing financial hardship is a shared responsibility and we know that as your Council, we have a part to play in supporting our community during such times.

Early this year, CEO Alison Leighton resigned after almost three years in the role. She left Baw Baw Shire in a much better position both strategically and culturally. We wish Alison the very best in her future endeavours.

Council appointed Mark Dupe as new CEO in May 2020. Mark has extensive executive experience in both the Local Government and Not-for-Profit sectors as well as in the Private sector. Mark moved to Drouin three years ago since his appointment as a Director and member of the Executive Leadership team.

Despite the disruption of the Covid-19 pandemic, it has been a big year for Baw Baw Shire, and we have worked hard to deliver core services and projects to ensure our Shire remains a safe, sustainable, vibrant and thriving place to live.

A number of major events in the region took place before Covid-19 including The Australian Ballet's Ballet Under the Stars (with support from Visit Victoria and Latrobe Valley Authority) the PGA Pro-Am Golf Championship and Collingwood Football Club Community Day. Tourism and Economic Development to the region continues to be a key focus of Council.

Over the last year, over \$25 million was invested into Capital Works projects to deliver new and improved infrastructure for our growing community. Of this, \$8.6 million was injected into our local road network, over \$2.7 million into drainage projects and over \$1.9 million into parks and open spaces.

Delivery of several key infrastructure projects across the municipality have been significant. Notably, projects such as Stage 8 of the Warragul CBD Streetscape Project including upgrades to Victoria Street; new female friendly pavilions in Buln Buln, Hallora and Darnum; new Early Learning Centres in Warragul and Trafalgar (Trafalgar via the Victorian School Building Authority); extension of the Drouin Early Learning Centre, and working closely with the rural communities in Willow Grove, Noojee, Darnum and Labertouche to deliver their Placemaking Programs.

The community told us that we need to increase our investment in roads maintenance, and that's exactly what we've done. We awarded a new roads maintenance contract that commenced July 1, 2020 to create better roads for Baw Baw over the next five years. Valued at over \$8 million per annum, it is the biggest decision we've made as a Council during our term, and the new contract will change the way road maintenance activities are carried out across the Shire. A higher level of service will provide greater presence of maintenance works including more road grading, faster pothole repairs and clearing more drains than ever before.

Consultation and collaboration continued with the community on the development of design options for the

Drouin community hub facility, as well as consultation on a master plan for the Baw Baw Civic Precinct in Warragul.

The new Warragul Early Learning Centre secured 132 new kindergarten places and will deliver an outstanding community facility that will service our growing community well into the future. This project has been one of Council's key advocacy priorities over the last few years.

After five years in the making, three fully-fenced dog parks opened in Drouin, Warragul and Trafalgar, proving to be a hit with dog owners – providing social connection for themselves and their pets.

Rawson will be home to a new skate park and Recreational Vehicle (RV) parking area in 2020/21 thanks to a successful \$322,000 grant received from the Victorian Government. After years of advocacy from the local community and Council, the project will provide a fun and dynamic space for local residents to enjoy, as well as attracting new visitors to boost local tourism.

Council introduced monthly open community briefings to further increase transparency with our governance processes and improve community engagement on important matters.

Council took a considered and responsible approach to the Australian Government's aged and disability sector reforms. The decision to withdraw from these services was difficult and one not made lightly. We will not exit from these services until a time where the market is well developed, with quality providers readily available. We will continue to work closely with impacted clients and staff to ensure everyone is informed about the decision and changes along the way, and that appropriate transition plans are in place.

We continued to put pressure on both the State and Federal Government to support our growing population. We secured over \$5 million of external funding for 2020/21 infrastructure projects and we will continue advocating tirelessly for more.

Council has endorsed three major community infrastructure projects to be submitted for funding through the Victorian Government's Growing Suburbs Fund (GSF) to improve the health and wellbeing of growing neighbourhoods. Each of Baw Baw Shire's three wards will be represented with a project funding submission; Longwarry Early Learning Centre Expansion in the West Ward; Baxter Reserve Synthetic Soccer Pitch Upgrade in the Central Ward and Trafalgar Recreation Reserve Multi Use Pavilion in the East Ward. These projects were selected due to their "shovel-ready" status and possibility of immediate economic and social impact.

Council continues to heavily advocate for vital road infrastructure projects in growth areas of Drouin and Warragul. Late last year we hosted a meeting with State Government Department leaders who are aware that our arterial road network needs serious investment, particularly to keep up with both current and future growth.

\$1.14 million of projects and new initiatives have been included in the 2020/21 Annual Budget as a result of the 238 community submissions received during the recent budget consultation process.

Our job as a Council has been to act in the best interests of the ratepayers and residents we represent. I extend my sincere appreciation to my fellow Councillors and Council staff for their commitment, leadership and dedication to proudly serving our community.



**Cr Danny Goss**  
Mayor



# Chief Executive Officer Overview

On behalf of Baw Baw Shire Council, it is a great pleasure to present the 2019/20 Annual Report of Operations. As Chief Executive Officer my responsibilities include; establishing and maintaining an appropriate organisational structure, ensuring the decisions made by the Council are implemented without undue delay, managing Council's operations in accordance with the Council Plan, ensuring Council staff comply with Council policies and Code of Conduct and providing timely advice to the Council.

Firstly, I would like to acknowledge and thank previous CEO Alison Leighton for her leadership, dedication and commitment to Baw Baw Shire Council during her tenure. Alison set the organisation on a new trajectory and I am honoured to guide the team through its next steps as we collectively face the challenges and opportunities of delivering for our community in a post-COVID environment. With the unfolding of the COVID-19 pandemic, our Business Continuity Plan was immediately enacted to ensure Council's critical functions and service provision could continue under stringent and rapidly changing government restrictions. In a matter of days, the majority of our workforce transitioned from the office to successfully and effectively working remotely. Since then, the organisation has continued to operate its critical functions with minimum impact to our frontline services including urban operations, customer service and community services.

The 'Be Kind to Business' directory and promotional campaign was launched to encourage residents to support our local businesses. A community and business financial support package is in place to assist businesses, community groups, clubs and ratepayers with financial relief measures.

Despite the significant implications of the COVID-19 pandemic – there have been many achievements throughout 2019/20.

The Community Infrastructure team delivered over 101 Capital Works projects valued at \$23.9 million. Further, \$11.9 million externally funded Capital Works projects were delivered through successful grants and advocacy programs. A Major Projects Management Framework was developed to ensure a structured and consistent approach to the planning, design, procurement, delivery and completion of major infrastructure projects.

Statutory Planning applications determinations saw an increase within the 60 day statutory timeframe by seven per cent. Following the introduction of new State Government legislation in December 2019, the Building team developed a registration process for all private swimming pools and spas in the municipality.

A community panel was coordinated to consider implementation and recommendations as part of the Warragul Parking Study. The Fountain Room at Civic Place Warragul was upgraded and refurbished, providing a community meeting and event space as well as holding Council Meetings.. Works include acoustic panelling, ceilings, IT and audio-visual equipment as well as aesthetic improvements.

With the support of the State Government, the Better Approvals Program was introduced and includes a Business Support Service, a streamlined application process and an improved footpath trading application process.

Council's commitment to sustainability was further demonstrated through the installation of solar systems at Warragul Senior Citizen's



Centre and Drouin Kindergarten. An E-Waste program was successfully implemented to ensure Baw Baw's E-Waste is appropriately recycled. To address and prepare for bushfire threat, additional free green waste drop off days during in January and March 2020.

As part of the Best Value principles, service reviews were conducted for Aged Care and Disability Services and West Gippsland Arts Centre. Actions were also implemented from the following Service Reviews; Family Day Care, Fleet Services and Open Space Maintenance Standards.

In April, we further enhanced our growing Live Chat service with the introduction of a Virtual Assistant named 'BawBot'. Our customers can now receive an immediate response to their queries, no matter the hour.

A new web based system called Civic Clerk was implemented to improve community transparency of Council Meetings and improve the livestream user experience, and preparations for the implementation of the *Local Government Act 2020* commenced. An OHS framework and reporting system called Donesafe, were successfully rolled out to our operational teams.

I would like to take the opportunity to acknowledge Council and their dedication during this Council term – so much has been achieved. Thank you to our local community for contributing to volunteering, consultation and engagement activities, and thank you to all of Team Baw Baw – your efforts and commitment to proudly serving our community as well as delivering our Council's vision and Council Plan is commendable.



**Mark Dupe**  
Chief Executive Officer



# Highlights of the Year

## Strategic objective: Vibrant communities

### Achievements:

- Awarded a new road maintenance contract that sees a doubling of investment in road maintenance to \$8 million that will lead to more works and improved response times.
- Extended the leisure services contract for a further three years for the YMCA to manage the Warragul Leisure Centre, Bellbird Park Stadium and outdoor pools.
- Delivered 25 building and facility projects throughout the Shire totalling \$2.2 million.
- Adopted the Paths and Trails Strategy which identifies and prioritises new and footpath upgrades throughout the Shire.
- New and upgraded sporting pavilions at Hallora, Darnum and Buln Buln.
- Upgraded netball courts at Drouin Recreation Reserve.
- Completed construction of the Drouin Early Learning Centre extension, providing 88 places for four-year old kindergarten and 22 places for three-year old kindergarten, valued at \$700,000.
- Completed construction of the Warragul Early Learning Centre, providing 132 new places for three and four-year old kindergarten programs, valued at \$3 million.
- Developed and endorsed the Municipal Early Years Plan 2019-2023.
- Launched an online kindergarten enrolments portal for 2021 enrolments.
- Delivered the community placemaking program to engage with and improve infrastructure in smaller townships across the Shire; Labertouche, Darnum, Noojee, Willow Grove, Athlone, Erica, Jindivick and Thorpdale.
- Continued significant Aged Care sector reforms transitioning and exiting the Aged Care and Regional Assessment Services.
- Awarded the Immunisation Service contract which sees an additional public immunisation session being provided each month.
- Held a well-attended and successful Children's Expo during Children's Week.
- Inducted additional volunteers, resulting in 311 volunteers now involved in Council programs. This result reflects Council's ongoing commitment in supporting community focused volunteer programs (number of volunteers has dropped due to COVID-19 Pandemic.)
- Increased Statutory Planning applications determinations within the 60 day statutory timeframe by seven per cent.
- Partnered with Gippsland Water to deliver a significant domestic wastewater assessment project, visiting 92 properties in Thorpdale and surrounds to understand wastewater volumes and the microbiological impact into the environment.
- Partnered with Department of Land Water Environment and Planning (DELWP) under the banner of the Ministerial appointed Latrobe Valley Asbestos task Force to develop a municipal map profile of asbestos risks across the Shire's domestic housing stock.
- Identified over 1,400 properties within the municipality with a swimming pool and spa as required under new legislation by the State Government in December 2019.
- Coordination of a community panel to consider implementation and recommendations as part of the Warragul Parking Study.
- Endorsement of Council's revised Open Space Maintenance Standards and associated works programs.



- Upgrade and refurbishment of the Fountain Room at Civic Place Warragul to provide a community meeting and event space as well as a facility for Council Meetings. Works include acoustic panelling, ceilings, IT and audio visual equipment as well as aesthetic improvements.
- Partnered with Gippsland LGA's Youth FReeZA committees to host an All Ages Regional event, attracting over 500 young people from across Gippsland.
- Springboard FReeZA delivered five face to face events to the community and has adjusted to providing regular online opportunities due to COVID-19.

# Highlights of the Year

## Strategic objective: Thriving economy

### Achievements:

- Successfully completed and implemented the Better Approvals Program with the support of Small Business Victoria, highlights from this program included:
  - the Business Support Service
  - streamlined application process
  - one application form
  - improved footpath trading application and process
- Partnered with the Latrobe Valley Authority (LVA) to deliver the LVA Business and Industry Capability Fund, which included providing over \$850,000 to 70 successful applicants.
- Partnered with City of Casey and Cardinia Shire to deliver the Innovation Crowd, Baw Baw Chapter a collaboratively crafted program to provide real support to local entrepreneurs at all stages of their businesses' development.
- Successfully awarded \$337,800 from the Federal Government to support the delivery of Start Up Gippsland in partnership with the six Gippsland Council's, to deliver a world class 'start up program' throughout Gippsland.
- Supported the business community through the delivery of Council's Stage 1 Business and Community Support Package, highlights include:
  - reducing all Local Law Permits and Health Registrations for businesses by 50 per cent from March 2020 to September 2020
  - waiving all written planning fees from March 2020 to September 2020
  - providing \$100,000 to local businesses through the Baw Baw Business Grants program, this resulted in 31 successful applications with funds dispersed within 18 days of the funding round commencing
  - introducing the 'Be Kind to Business' directory and promotional campaign, to encourage residents to support their local businesses in a safe and sustainable way
- Supported a number of major events in the region including:
  - Ballet Under the Stars with LVA and Visit Victoria at Lardner Park, October 2019
  - PGA Pro-Am, January 2020
  - MBAV – State Downhill Championships, February 2020
  - Collingwood Football Club Community Day, March 2020
- Launched the Warragul Region Art Trail with the support of the local arts community to develop a new tourism product for the region.
- Undertook a number of marketing initiatives to raise the profile of the region to visitors, through social media, website, radio and print advertising for Visit Baw Baw's 'Closer Than You Think' Campaign.



## **Strategic objective:**

# **Safe and sustainable environments**

### **Achievements:**

- Delivered 48 per cent of actions and initiatives during the second year of Council's 2018–2022 Environmental Sustainability Strategy in conjunction with Council's Environmental Voice Advisory Group. Actions include:
  - investigation and development of criteria for introduction of a reduced rate levy to encourage landowners to protect and enhance the environment and biodiversity
  - Investigation of planning instruments (e.g. overlays and zoning) and regulatory options (e.g. local laws) for providing additional protection to vegetation and trees in township urban growth zones.
- Installation of solar systems at Warragul Citizen's Centre and Drouin Kindergarten which will result in a reduction in energy consumption costs.
- Successful implementation of E-Waste Program.
- Implementation of additional free green drop off days during January 2020 and March 2020 to address and prepare for bushfire threat.
- Undertook a review of the existing Weed Management Strategy; new proposal developed.

# Highlights of the Year

## Strategic objective: Organisational excellence

### Achievements:

- Introduced a Virtual Assistant named “BawBot” on our website to ensure customers receive an immediate response to their queries, including outside business hours. Since April 2020 “BawBot” has successfully engaged in over 3000 interactions.
- Switched to remote working for the majority of staff within days of State Government announcements of restrictions relating to the COVID-19 pandemic, with minimal impact to community services. Implementation of web conferencing and upgraded live streaming services to enable Councillors to conduct business remotely.
- Implementation of Civic Clerk to improve transparency of Council Meetings such as the ability to bookmark recorded livestreams.
- Commenced implementing changes relating to the *Local Government Act 2020*.
- Undertook works to refurbish the Warragul Smith Street Annexe and Civic Place workspaces to assist in relocating and accommodating staff and planning for the future.
- Availability of Council’s drainage layers via the Dial Before You Dig platform, for use by contractors and the community to ensure Council’s assets are not damaged during construction works.
- Completion of major strategic service review for Aged and Disability Services. Some further changes to aged and disability services are expected as Council responds to ongoing reforms in the aged and disability services sectors.
- Family Day Care Service Review finalised and Council’s administration fee increased to ensure service sustainability at limited cost to clients.
- Successfully completed with 100 per cent compliance an external audit against the Aged Care Quality Standards, demonstrating Council’s commitment to quality and consumer driven service.
- Introduction of a project management reporting system, to improve the monitoring of Capital Works projects. Enables Council to better share progress of projects, and outcomes of Council’s investment into infrastructure, through the creation of quarterly capital works reports.
- Development of a Major Projects Management Framework to ensure a structured and consistent approach to the planning, design, procurement, delivery and completion of major infrastructure projects.
- Successful rollout of Council’s OHS framework, ‘DoneSafe’, to operational teams.
- Introduction of proactive operational maintenance programs.
- Completion of external review of fleet services with recommendations included in Council’s revised Fleet Policy.









## Financial Summary



# Financial Summary

The financial results achieved in 2019/20 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.

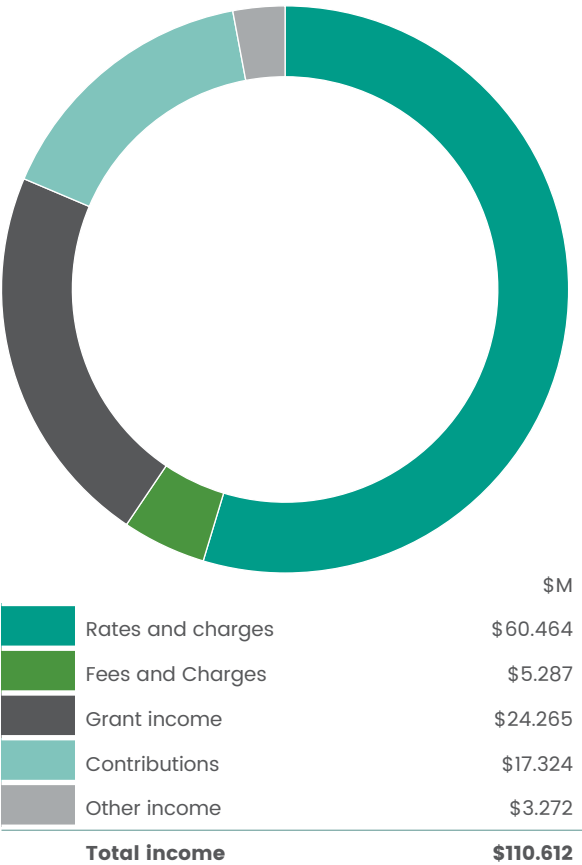
A summary of Council's finance performance is outlined below. Detailed information relating to Council's financial performance is included within the Annual Financial Report.

## Income

Council's income for 2019/20 was \$110.612 million (\$107.331 million in 2018/19) including rates and charges income (\$60.464 million), capital and operating grant income (\$24.265 million), fees and charges (\$5.287 million), contributions of monetary assets (\$3.644 million), contributions of non-monetary assets (\$13.680 million) and other income (\$3.272 million).

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

Source of Income

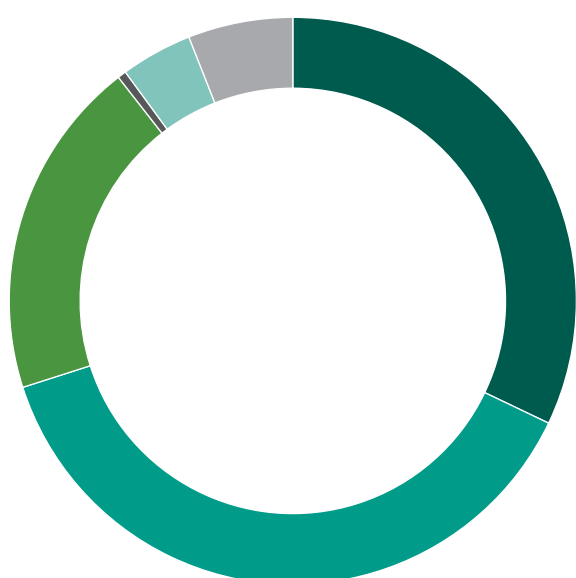


# Financial Summary

## Expenditure

Council's total expenditure for 2019/20 including depreciation was \$89.232 million (\$85.669 million in 2018/19).

### Categories of Expenditure



	\$M
Employee costs	\$28.637
Materials and services	\$33.878
Depreciation and amortisation	\$17.299
Borrowing costs	\$0.437
Other expenses	\$3.644
Net loss on disposal	\$5.327
<b>Total</b>	<b>\$89.222</b>

Commentary on the major categories of expenditure are as follows:

Employee costs (\$28.637 million) include salaries expenditure and oncosts, such as WorkCover premium, annual leave, long service leave and superannuation contributions.

Materials and services (\$33.878 million) includes the major costs associated with major areas of expenditure including:

- Waste (\$9.909 million)
- Roads and infrastructure (\$7.026 million)
- Other contract payments (\$3.306 million)
- General maintenance (\$1.340 million)
- Fleet vehicles and plant costs (\$0.889 million)
- Recreation Services (\$1.399 million)
- Information technology (\$1.235 million)
- Office administration (\$0.954 million)
- Building maintenance (\$0.854 million)

Depreciation (\$17.309 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. \$0.734 million relates to the new accounting standard AASB 16 Leases - Amortisation - Right of use assets.

Other expenses (\$3.644 million) includes the following expenditure:

- Contributions to the West Gippsland Library (\$1.894 million) and Council allocations to the community (\$0.597 million)

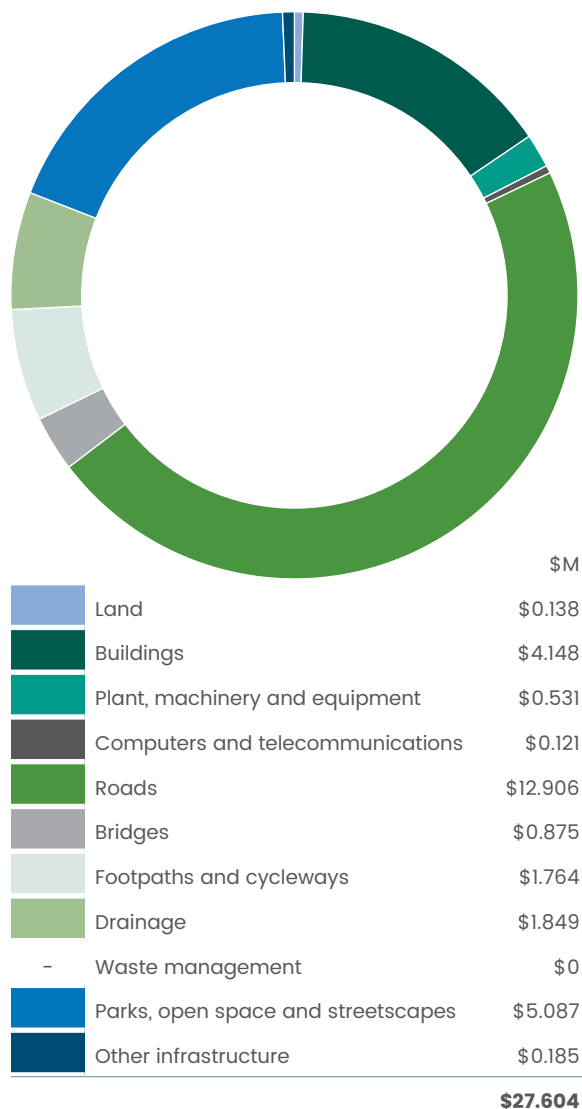
Net loss on disposal of property, infrastructure, plant and equipment (\$5.327 million) represents sale proceeds of \$0.485 million compared with a written down value of \$5.812 million.



## Capital Expenditure

Council spent \$27.604 million on Capital Works, and the most significant areas of capital were roads, parks, open space and streetscapes.

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



Council made a significant investment in renewal expenditure, which represented 60.05 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 2020 was \$29.417 million with a further \$19.121 million in term deposits. This total of \$48.538 million represents an overall decrease in cash holdings of \$2.462 million during the 2019/20 financial year (2018/19 \$25.885 million cash plus \$25.115 million in term deposits equals a total of \$51.000 million).

One of the major areas of cash spending for Council during the year was payments for property, infrastructure, plant and equipment of \$33.517 million. This large cash outflow has been offset by the net cash flow from operations of \$32.155 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	2017	2018	2019	2020
<b>Core performance measures</b>				
Overall performance	50	50	52	49
Community consultation and engagement	48	50	49	52
Lobbying on behalf of the community	48	49	47	49
Decisions made in the interest of the community	46	48	43	46
Condition of sealed local roads in your area	42	42	40	41
Contact customer service	61	61	66	64
Overall Council direction	48	51	45	44



# Community Development Grants

The annual Community Development Grants program was undertaken during 2019/20. Council received 41 applications requesting in excess of \$187,000.

Grant recipients were announced at a presentation event on 15 August 2019 and these projects are currently being delivered. Over \$94,000 was granted to 24 community groups:

Organisation	Project	Grant
Drouin Croquet Club	Purchase and installation of solar panels	\$3,900
Jindivick Landcare Group	Purchase of eight wire cage rabbit traps	\$1,100
Olivia's Place	Improve waste and recycling management including landfill diversion for large items	\$4,050
Trafalgar Bowls Club	Purchase and installation of solar panels	\$5,000
Aberfeldy Cemetery Trust	New brush cutter to assist in the maintenance of cemetery grounds	\$924
Baw Baw Equestrian Centre	Purchase a new solar water pump	\$3,971
Drouin Men's Shed	Replacement woodworking lathe for workshop	\$1,149.16
Friends of Mt Worth State Park	Purchase four hand-held UHF radios for use by volunteers at monthly working bees and other events	\$500
Gippsland Ranges Roller Derby Inc.	Purchase roller skates and protective equipment to support the new SkateFit program	\$4,650.75
Gulls Hockey Club Inc.	Purchase new goalie protective equipment	\$4,910
Hill End Community Inc.	Purchase two split system air-conditioning units	\$5,000
Longwarry Recreation Reserve	Purchase ride on mower to maintain grass at reserve and adjoining Bandicoot Walking Track	\$5,000
Neerim Junction Mechanics Institute	Purchase chairs for hall to support community functions	\$4,458.80
Riding Develops Abilities Warragul Centre	Replacement equipment trailer and riding helmets	\$3,119.97
Strzelecki Bushwalking Club	Purchase equipment for clearing and maintenance of walking track	\$2,000
Warragul Gymnastic Club	Purchase safety mats, a set of bars, walls with hand holds, tunnels and sensory equipment	\$5,000
Warragul Little Athletics	Purchase a new line marker for running and walking events	\$3,440
West Gippsland Hockey Association	Purchase eight junior size goals to better accommodate growth in junior hockey	\$5,000
Willow Grove Recreation Reserve Committee of Management	Purchase a mower suitable for grounds maintenance	\$5,000
Drouin Junior Football Club	Installation of 10-metre-high netting on the northern end of Bellbird Park (to match the existing nets on the south end)	\$9,746.25
Trafalgar Cricket Club	Installation of a new synthetic cricket pitch and re-establish ground levels	\$6,251.50
Trafalgar East Hall Committee	Construction, installation and painting of two new windows at the front of the building	\$1,594.48
Trafalgar Kindergarten	Installation of a new toilet, taps, soap dispensers and rainwater tank	\$3,800
Warragul & District Kennel and Obedience Club	Purchase of a 50,000L water tank to provide adequate water for dog club grounds, irrigation and maintenance	\$5,000

# Major Capital Works

The 2019/20 financial year saw Council undertake \$30.7 million of works on 142 projects and programs, which included \$8.9 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.

## Information Technology

- Meeting room booking panels at Drouin and Warragul Civic offices and video conferencing facilities at the Fountain Room in Warragul \$45,127
- Upgrade of Arts Centre booking & management software \$25,000

## Drainage

- Wetland establishment program focusing on improvements to new and existing wetlands and urban waterways \$99,996
- Roadside drains and flanking works to improve road pavements and roadside drainage on local sealed road network \$396,499
- Reconstruction and rehabilitation of stormwater pits and pipes at various locations across the municipality \$179,102
- Second and final stage of the construction of retention basin and wetland at Copelands Road, Warragul \$605,076
- Design and construction of wetlands at Pharaohs Road. Works on the southern pond are complete with works on the northern pond placed on hold due to access restrictions caused by wet weather. Completion expected by December \$503,941

## Footpaths

- Renewal works on over 2,500 linear metres of gravel paths across the municipality \$98,979
- Renewal works on over 1,555 square metres of footpaths \$158,753
- Over 3,600 linear metres of new concrete footpaths across the municipality \$1,219,456
- Footpath bay replacement and trip hazard rectification works \$111,476

- Renewal of pram ramps across the municipality \$23,308
- New concrete shared path between Waddell Road and Myers Road, Drouin, including connections into existing footpath network \$96,405

## Bridges

- Minor works undertaken on road bridges across the Shire through the minor bridge renewal program \$91,260
- Replacement of Stanfields Road timber bridge, working in conjunction with South Gippsland Shire Council, following Federal Government's fourth round funding \$445,650

## Major Culverts

- Works to provide corrosion protection to the culvert inverts at Warragul Leongatha Road and Yarragon South Road \$244,772

## Buildings

- Completed construction of the Drouin Early Learning Centre extension, providing 88 places for four-year old kindergarten programs and 22 for three-year old programs \$705,240
- Completed construction of the New Early Learning Centre in Warragul, providing 132 new places for three and four-year old kindergarten programs \$3,007,737
- Refurbishment of public toilet facility at Drouin Civic Park \$79,667
- Refurbishment of Warragul Civic Centre, Smith Street Annexe \$260,389
- Refurbishment and general works at Council owned buildings and facilities across the municipality \$640,998
- Fountain Room refurbishment at Civic Place, Warragul \$451,647

## Recreation Facilities and Open Space

- Upgrade of match day player amenities facility to accommodate female friendly participation at the Buln Buln Recreation Reserve \$566,236
- Construction of a new match day player amenities facility at the Darnum Recreation Reserve to accommodate netball participants and umpires \$725,900
- Upgrade of four netball courts at the Drouin Recreation Reserve \$652,141
- Upgrade and extension of match day player amenities facility to accommodate female friendly participation at the Hallora Recreation Reserve \$434,358
- Sports court hard playing surface renewal across the municipality \$452,546
- Soccer pitch lighting improvements at Trafalgar and Bellbird Park, Drouin, \$184,537
- Community place making program to engage with and improve infrastructure in smaller townships across the Shire, including Labertouche, Darnum, Noojee, Willow Grove, Athlone, Erica, Jindivick and Thorpdale (ongoing) \$136,594
- Playground equipment renewal across the municipality \$148,640
- Fenced dog parks in Brooker Park, Warragul, Bellbird Park, Drouin and Hollydell Park, Trafalgar \$119,325
- Upgrade of the Neerim South Oval, including retaining walls, upgrade of the existing synthetic cricket wicket surface and new AFL standard football goals (ongoing with completion of the playing surface works scheduled for Spring 2020) \$956,336
- Road, Trafalgar East, Waterloo Road, Trafalgar, with work ongoing at Phoenix Street, Warragul, using contributions from the Roads to Recovery program \$1,213,560
- Over 20,000 square metres of localised pavement repair works across the municipality \$1,150,854
- Widening and sealing of existing gravel road and closure of unsealed gaps on Shillinglaw Road, Drouin \$907,274
- Completion of reconstruction of Bowen Street, Warragul \$489,944
- Reconstruction of 1km of Yarragon-Shady Creek Road, Shady Creek and reconstruction and widening of three sections of Neerim North Road, Neerim North using contribution from the State Governments Fixing Country Roads program \$2,352,734
- Completion of Stage 1 of multiyear project to update and improve township entry and tourism signage across the Shire, including Walhalla Wayfinding Signage and township entry signage upgrades \$67,117
- Implementation of road safety improvements on Mountain Glen Drive, Trafalgar East and Moe, Lardner's Track, Warragul and Lardner Road, through the Federal Blackspot program \$272,569
- Extensive line marking renewal program across the municipality \$208,376
- Victoria Street Streetscape works, Warragul. Works included resurfacing of Victoria Street as a result of funding from Regional Roads Victoria, landscaping work, installation of street furniture and pedestrian shelter refurbishment \$798,666
- Curve treatment program to improve road safety through batter works, signage, increased sight distance and other treatments to sections of curved road as part of implementation of the Road Safety Strategy \$91,861
- Carpark rehabilitation including carparks in reserves across the municipality \$186,073
- Kerb replacement and pavement repair program at various locations across the municipality \$86,484
- Street tree planting across the municipality \$61,855

## Roads

- Over 235,000 square metres of road resealing works on approximately 80 roads across the municipality \$1,112,610
- Extensive gravel road re-sheeting works. Over 100,000 square metres of re-sheet works on over 25 roads across the municipality \$1,098,520
- Road reconstruction of Bennett Street, Drouin, Burke Street, Warragul, North Canal



# 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.



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

# Central Ward

## Includes Warragul.

### Cr Danny Goss (Mayor)

Date elected: 2016 – Current

- Audit Committee
- CEO Performance Review Committee
- Place Names Advisory Committee
- Gippsland Emergency Relief Fund (from November 2019)
- Gippsland Local Government Network (from November 2019)
- Municipal Association of Victoria (from November 2019)
- Peri-Urban Group of Councils (from November 2019)

### Cr Mikaela Power

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 (July to November 2019)
- Municipal Association of Victoria
- Peri-Urban Group of Councils

### Cr Joe Gauci

Date elected: 2012 – Current

- CEO Performance Review Committee

# West Ward

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

## Cr Tricia Jones

Date elected: 2008 – Current

- Business Advisory Board (rescinded 13 November 2019)
- 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
- Baw Baw Latrobe Local Learning Employment Network

## 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 (Deputy Mayor)

Date elected: July 2013 – Current

Prior terms: 2011–2012, 2005–2008

- Environmental Voice Advisory Committee
- Place Names Advisory Committee
- 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
- 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 (rescinded 13 November 2019)
- CEO Performance Review Committee
- Municipal Association of Victoria
- Timber Towns Victoria

# 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 report directly to the CEO and form the Executive team.

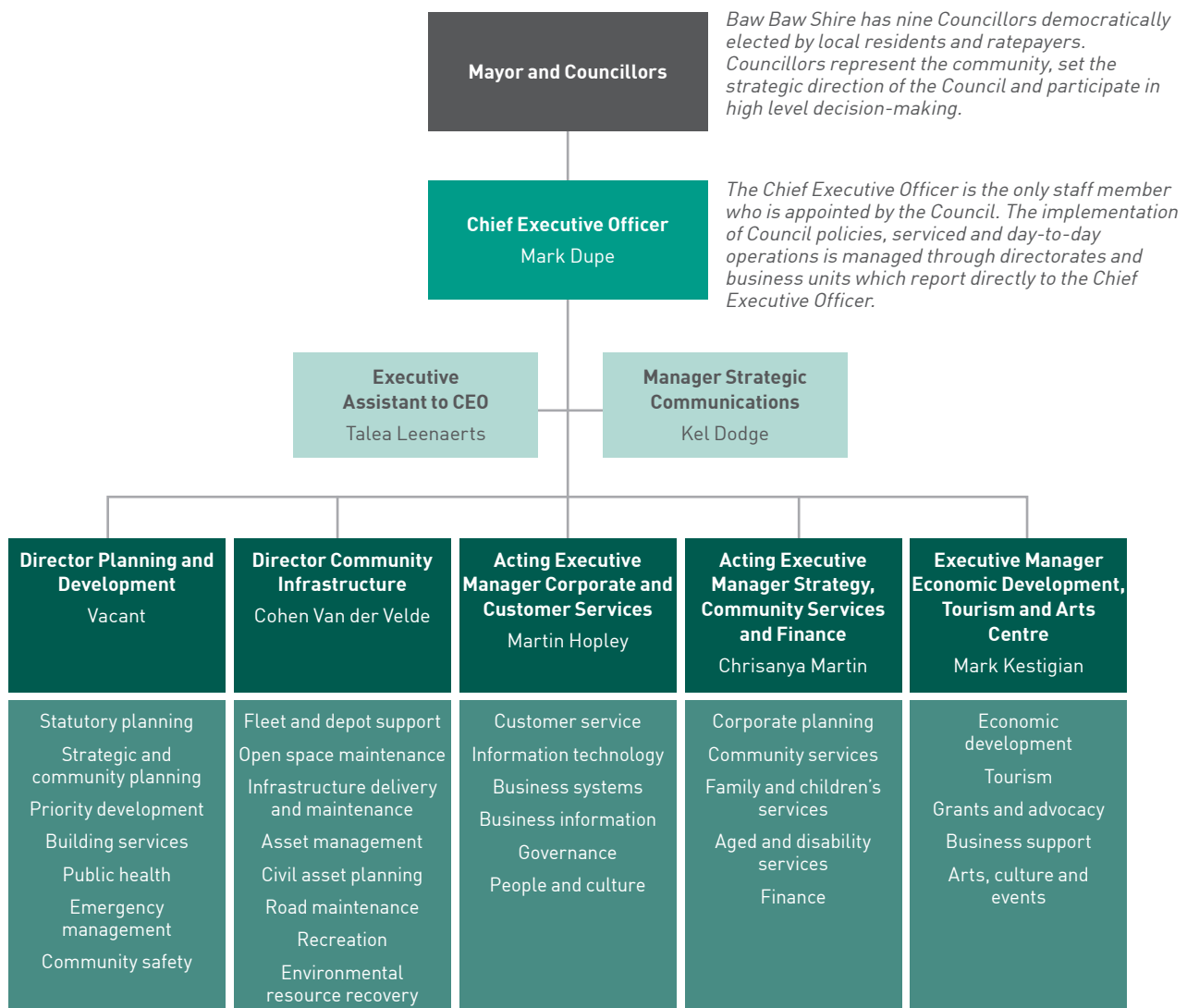
The Executive team provides high level strategic direction and is responsible for the operational delivery of decisions made by Council as outlined in the Council Plan.

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 employees through the continuous improvement of its people and culture, organisational development and occupational health and safety programs and initiatives.

Council is committed to providing a safe and harmonious work environment free from discrimination, bullying and harassment.









# 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 Infrastructure	Corporate & Community Services	Planning and Development	Total
Permanent – Full time – Female	16.0	12.0	37.0	35.0	100
Permanent – Full time – Male	12.0	71.0	7.0	25.0	115
Permanent – Part Time – Female	1.1	3.1	48.8	11.7	64.7
Permanent – Part Time – Male	0.6	1.6	2.7	7.4	12.3
Total	29.7	87.7	95.5	79.1	291.9

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	3.6	4.4	7.9
Band 2	1.8	18.0	19.8
Band 3	31.6	9.6	41.2
Band 4	18.1	29.0	47.1
Band 5	18.4	42.0	60.4
Band 6	16.5	23.2	39.8
Band 7	16.7	19.7	36.4
Band 8	7.6	5.0	12.6
Band not applicable	12.0	13.6	25.6
Total	127.3	164.6	291.9

*Note: Casual employees not included.*

## Growing Culture Baw Baw

This year marked the third year of Council's #Growing Culture program. In accordance with the 2019–2021 Growing Culture action plan, the 2019–20 year was focused on improving the employee onboarding experience, development and recognition opportunities and leadership support and capability. A key outcome of the action plan was the establishment of a comprehensive and inclusive recruitment and onboarding process. The success of this initiative was captured through Council's onboarding survey via 'Culture Amp' with 96 per cent of employees commencing in 2019/20, stating they felt welcomed and the recruitment process was professional. Additionally, 97 per cent of new employees confirmed they would recommend Baw Baw Shire Council as a great place to work.

Council facilitated a series of initiatives to continue the growing culture journey, including workshops to establish agreed behaviors for appropriately supporting team members through one-on-ones, customer service training for all staff and a virtual empowerment webinar from Craig Harper. The investment in Baw Baw's culture has seen significant increases in staff participation and engagement. This year, 72 per cent of employees participated in the annual engagement survey captured via 'Culture Amp'. The survey focused on six themes; engagement, work and life blend, enablement, leadership, development and alignment. Team members were asked to respond to 18 questions that captured the overall engagement of the organisation, with results being directly compared to the 2018 data. The overall engagement result was 68 per cent, with 12 of the 18 questions having an average improvement between five and 15 per cent compared to 2018.

## Professional Learning and Development

During the 2018 engagement survey, Council identified the opportunity to improve employee development. In response to the survey, Council implemented a new e-learning platform providing team members access to over 1,000 courses to support development needs. Council delivered the second iteration to the leadership program and partnered with the Resilience Project to provide team members with access to tools and training to support their wellbeing and resilience.

## Enterprise Bargaining Agreement

Council commenced negotiations for the Enterprise Bargaining Agreement on 17 September 2019. Council's vision for the process was to establish a modernised and consolidated Agreement. Council and the Bargaining Representatives held its final negotiation meeting on 19 November 2019 with all parties reaching an in-principle support stance on the proposed agreement.

Council received a 63 per cent employee voting participation rate and had overwhelming support with 96 per cent – yes vote. The Fair Work Commission approved Baw Baw Shire Council's Enterprise Agreement 2019 (No.9) on 10 February 2020, with the commencement of Council's consolidated Agreement taking effect on 17 February 2020.

# 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.



# Other Staff Matters

## 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.

## Employee Consultative Committee

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

# Other Staff Matters

## 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 2019/20 include:

- Continued refreshment of the existing health and safety framework to implement the new ThinkSAFE program. This program is aligned to the National Audit Tool and will assist us in growing our safety culture while achieving compliance to self-insurance accreditations.
- Roll out and ongoing training of the Donesafe safety management system. This software has various components to provide effective management of health and safety requirements. Donesafe is designed to complement the existing ThinkSAFE framework program and allows for improved reporting, recording and tracking of our safety lead and lag indicators for continuous improvement. The infield functionality of this software is important to operational teams to identify, assess and control hazards in their mobile work environments.
- External auditors were engaged to review the current ThinkSAFE framework and explore ways we can improve our processes, this audit identified 11 opportunities for improvement with seven items already completed and four items in progress.

- New Health and Safety Representatives (HSR) were elected for the 2020-2022 term. This election has provided wider organisational coverage within our business units and has more staff participating in the OHS Committee. Worksafe approved training and ongoing internal training is undertaken to support these roles.
- Health and Wellbeing programs include:
  - Are U Ok day - promotion and activities
  - The launch of the Resilience Project, with guest speakers and ongoing development tools
  - 10,000 steps challenge.

## WorkCover Insurance Premium and Benchmark

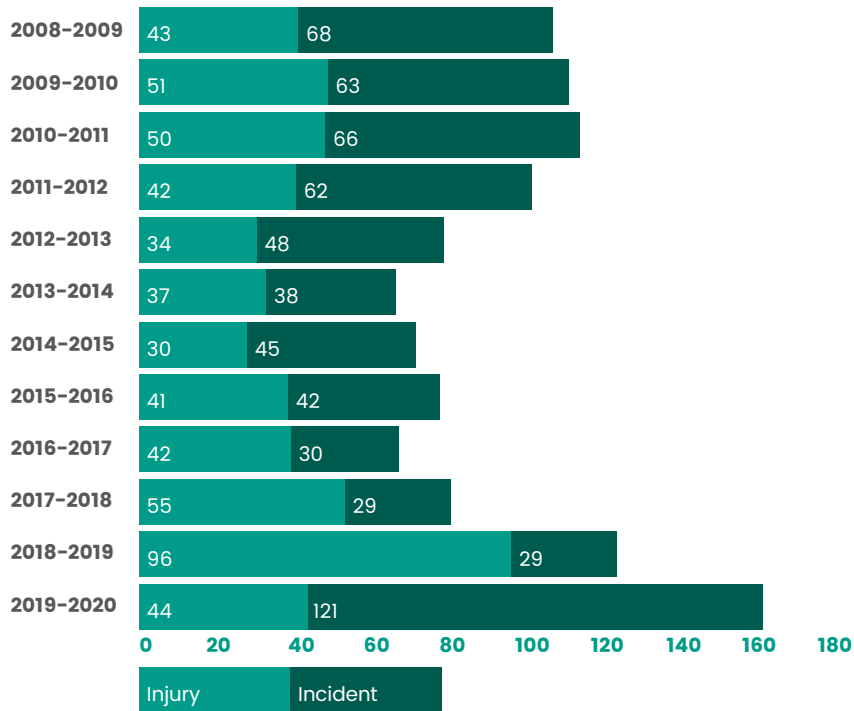
Baw Baw Shire Council's premium costs for 2019/20 were \$387,170.37

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.

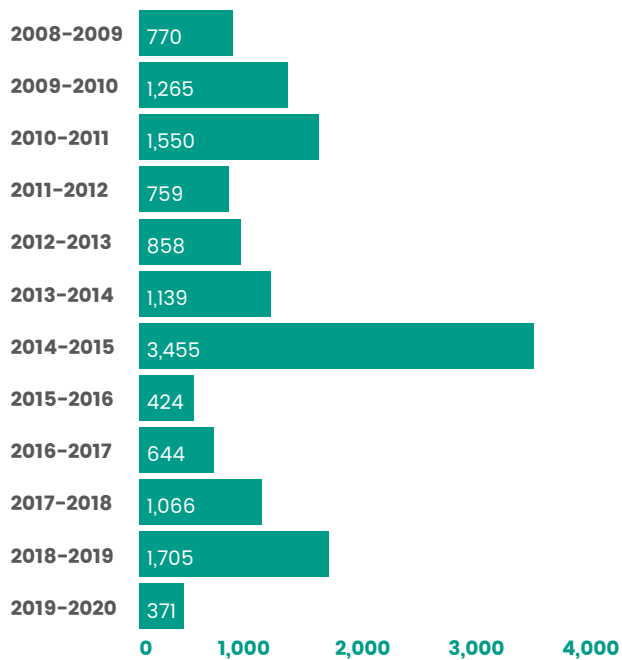
Council's EPR for 2019/20 was 0.92 indicating a 0.08 per cent better than industry average.

During 2019/20, Council managed a number of injuries under the newly established Early Intervention program and Supported Work program which saw a significant decrease in hours lost due to injury and subsequent WorkCover claims. These initiatives are expected to drive down the premium costs to Council over the coming financial years.

## Injury and Incident Reports



## Hours Lost





# Volunteers



Council highly values the amazing network of volunteers who are dedicated to supporting our community. Council's Aged and Disability team engaged with over 300 volunteers during the 2019/20 financial year.

Offering more than a meal, our friendly volunteers delivered around 20,000 meals, health and wellbeing checks, and social connectedness to 250 clients.

Our dedicated volunteers supported another 200 clients maintain social connection through

the friendly visitor program, social support groups and social lunches and ensured clients with limited transported options were able to access a variety of shopping destinations and medical appointments through the community bus and community transport programs.

To recognise the efforts of our volunteers and show our appreciation, Council celebrated International Volunteer Day (IVD) on 5 December 2019 with 165 volunteers in attendance at Daisies in Warragul.

# 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:

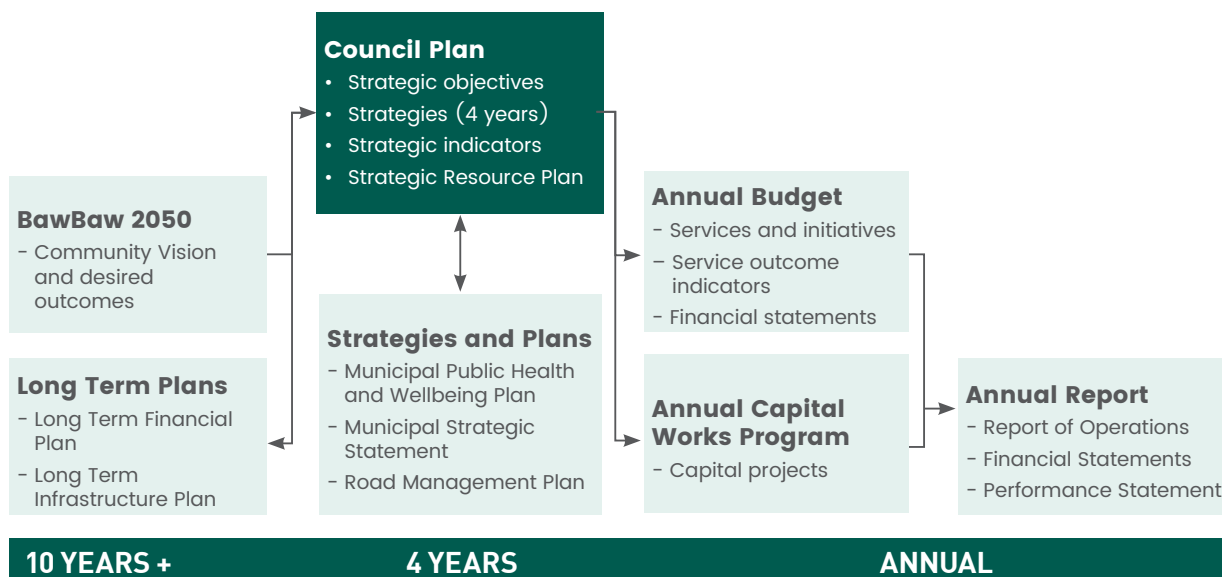
- A council plan within the six months after each general election or by 30 June, whichever is later
- A strategic resource plan for a period of at least four years and include this in the council plan
- A budget for each financial year
- An annual report in respect of each financial year.

## 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.



# Council Plan 2017–2021

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

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

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

- Being financially sustainable and live within the means of the community.
- 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 2019/20 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, including results achieved against the strategic indicators outlined in the Council Plan.

Performance Measure	Result	Comments
Number of volunteers registered on Council programs.	311	311 volunteers are registered on Council's aged and disability programs. COVID-19 has significantly impacted volunteer involvement in 2020. The Friendly Visitor Program is being delivered by telephone, internal staff and a small number of volunteers are delivering Meals on Wheels and community medical transport in order to ensure compliance with COVID-19 restrictions.
Attendance at the West Gippsland Arts Centre as a percentage of seat capacity.	68.3%	A successful season opening led to a five per cent increase in attendance on last year's result. During the second half of the year, Government restrictions related to COVID-19 resulted in zero shows and zero ticket sales. Despite this, the shows that were delivered resulted in attendances that exceeded the target by eight per cent.
Number of utilisations on designated pathways and trails per head of municipal population.	6.8	<p>The total number of utilisations for Council's designated pathways for the 2019/20 financial year was 362,055 which is the highest result in the six years of records. Utilisations per head of municipal population was 6.8, a 28 per cent increase on last year's result.</p> <p>During quarter four of the 2019/20 financial year, the Two Towns Trail between Warragul and Drouin recorded its one millionth utilisation, 11 years after construction.</p> <p>The unprecedented increase in pathway usage is attributed to the community shifting towards passive methods of exercise in response to COVID-19 related restrictions impacting organised sport and recreational activities.</p> <p>Counters are currently in place on the Nilma-Warragul Trail, Two Towns Trail, Warragul Linear Trail, and Neerim South Wetland.</p>

## Initiatives

The following statement reviews the progress of Council in relation to initiatives identified in the 2019/20 Budget for the year.

Initiative	Progress
Complete and open the new Warragul Early Years facility at Warragul Primary School.	Completed. The Warragul Early Learning Centre was delivered for the commencement of Term 3, 13 July 2020.
Commence the multi-year design and construction program for extensions to the existing Drouin Early Years facility and the new Early Years facility at Trafalgar.	Completed – The Drouin Early Learning Centre was delivered for commencement of Term 1, 28 January 2020. The majority of the Trafalgar Early Learning Centre was funded and delivered by State Government. Council contributed the funding to fit-out the centre, delivered for the commencement of Term 3, 13 July 2020. Council have funded and will deliver additional carparking at the Trafalgar Centre in 2020/21.
Commence the design of community hub facility in Drouin.	Ongoing – preliminary sketches for five options have been completed and are ready for input from the community. This initiative remains a priority and is listed in the 2020/21 Council Plan revision.
Deliver Baw Baw's youth FReeZa program.	Ongoing – this initiative remains a priority and is listed in the 2020/21 Council Plan revision.
Implement the Integrated Municipal Public Health and Wellbeing Plan.	Ongoing – this initiative remains a priority and is listed in the 2020/21 Council Plan revision.
Continue the small town and rural communities Placemaking Program.	Ongoing – Darnum, Labertouche, Noojee and Willow Grove were the focus of the program in 2019/20. Work in these towns has commenced, following extensive community engagement. The Placemaking Program remains a priority and is listed in the 2020/21 Council Plan revision. New small towns and communities will be selected for the 2020/21 program.



# Vibrant Communities

## Services

The following table provides information in relation to the services funded in the 2019/20 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.	(1,157) (871) (286)
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.	(302) (68) (234)
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.	(1051) (789) (262)
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.	(1,960) (1,236) (724)
Aged and Disability 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.	(1,516) (1,766) 250
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.	(137) (165) 28
Libraries	The library service is delivered through a service agreement between the West Gippsland Libraries; including Baw Baw, Bass Coast and South Gippsland Councils.	(1,925) (2,080) 155
Facilities Management	The Facilities Management function is responsible for the overall maintenance of Council's facilities, including buildings and public structures.	(600) (652) 52
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.	(4,215) (4,372) 157
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.	53 (8) (45)

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.	(2,260) (2,381) 121
<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.	(542) (609) 67
<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.	(1,697) (1,817) 120
<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.	(2040) (2178) 138

# 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
	2017	2018	2019	2020	
ANIMAL MANAGEMENT					
<b>Timeliness</b> <i>Time taken to action animal management requests</i> [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]	1.4	1.1	1.2	1.3	Time taken to action animal management requests remains consistent with previous year's results, most animal management requests were responded to on the same day of being received.
<b>Service standard</b> <i>Animals reclaimed</i> [Number of animals reclaimed / Number of animals collected] x100	55.0%	57.5%	45.4%	40.2%	There has been a decrease in the number of domestic animals reclaimed by their owners. 714 animals were collected, of which 287 were reclaimed by their owners. The majority of remaining animals were placed in other homes, see 'Animals rehomed' measurement. In total, 86 per cent of animals collected by Council were reclaimed by their owner or adopted to a new home.
<b>Service standard</b> <i>Animals rehomed</i> [Number of animals rehomed / Number of animals collected] x100	New in 2020	New in 2020	New in 2020	45.4%	Of the 714 animals collected by Council, 45 per cent (324) were rehomed.



SERVICE/indicator/ measure/[calculation]	Results				Comments/ Material Variations
	2017	2018	2019	2020	
<b>Service cost</b>					
<i>Cost of animal management service</i>	<i>New in 2020</i>	<i>New in 2020</i>	<i>New in 2020</i>		
[Direct cost of the animal management service / Municipal population]	\$3.50	\$9.50	\$10.50	\$12.50	<p>The cost of animal management service (including compliance activities and management of the Municipal Animal Pound) was \$12.50 per head of municipal population.</p> <p>This measure was amended in 2019/20, which changed the cost calculation method to per head of municipal population (from per registered animal). <i>The results for previous years have not previously been reported but are included in italics for reference.</i></p> <p>The costs of this service increased in 2019/20 due to increase demand for animal management services and costs of delivering the service, including: compliance activities; expansion of afterhours services; changes in staff costs associated with new Enterprise Bargain Agreement; additional resourcing at the Municipal Animal Pound to ensure a service standard that meets the needs of impounded animals; and increased expenditure on veterinary services.</p>
<b>Health and safety</b>					
<i>Animal management prosecutions</i>					
[Number of successful animal management prosecutions / Number of animal management prosecutions]	New in 2020	New in 2020	New in 2020	100%	<p>There were seven animal management prosecutions, and Council was successful with all seven cases. 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.</p> <p>There is no historical data for previous years as this calculation changed in 2019/20. It was previously reported as number of animal management prosecutions.</p>

# Vibrant Communities

SERVICE/indicator/ measure/[calculation]	Results				Comments/ Material Variations
	2017	2018	2019	2020	
AQUATIC FACILITIES					
<b>Service standard</b> <i>Health inspections of aquatic facilities</i> [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]	1.0	1.0	1.5	1.3	All public aquatic facilities were inspected and/or water sampled during Summer. All sampled facilities were compliant with operating requirements for aquatic facilities.
<b>Service standard</b> <i>Reportable safety incidents at aquatic facilities</i> [Number of WorkSafe reportable aquatic facility safety incidents]	0	0	0	0	There were zero significant incidents received by either employees or visitors to Council aquatic facilities.
<b>Utilisation</b> <i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Municipal population]	4.7	5.2	5.0	3.7	<p>Council aquatic facilities include those at Drouin, Neerim South, Rawson, Trafalgar, Thorpdale and the Warragul Leisure Centre. Due to the COVID-19 pandemic, Council's aquatic and leisure venues closed on 22 March 2020, in line with advice and restrictions placed by State and Federal Governments.</p> <p>Following a change in restriction levels, the Warragul Leisure Centre (Council's only indoor aquatic venue that operates all year round) reopened for lap swimming only on 9 June 2020. The venue continues to operate at reduced patron and programming capacity due to the restrictions still in place and as such, sees much lower levels of attendance than can be expected during normal operations.</p> <p>The total number of attendances for Warragul Leisure Centre was 189,102. This is a decrease of 58,839 (24 per cent) in comparison to the previous financial year.</p> <p>The deficit indicates the significant impact the COVID-19 pandemic had on the aquatic and leisure industry as a whole.</p>
<b>Service cost</b> <i>Cost of aquatic facilities</i> [Direct cost of aquatic facilities less income received / Number of visits to aquatic facilities]	<i>New in 2020</i> \$6.35	<i>New in 2020</i> \$4.30	<i>New in 2020</i> \$4.30	\$5.25	<p>The cost calculation method changed in 2020, from the cost per visit to indoor and outdoor aquatic facilities separately, to a combined cost per visit. The results for previous years have not previously been reported but are included in italics for reference.</p> <p>A reduction in attendance at aquatic facilities caused by COVID-19 restrictions increased the cost of service per visit to \$5.00.</p>

SERVICE/indicator/ measure/[calculation]	Results				Comments/ Material Variations
	2017	2018	2019	2020	
FOOD SAFETY					
<b>Timeliness</b> <i>Time taken to action food complaints</i> [Number of days between receipt and first response action for all food complaints / Number of food complaints]	1.8	1.0	1.3	1.0	Food complaints received were actioned within one day of receipt. This result is consistent with previous years.
<b>Service standard</b> <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	55.6%	100.0%	119.5%	105%	Council has completed all required annual food safety assessments for registered class 1 and 2 food premises.
<b>Service cost</b> <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> ]	\$257	\$252	\$377	\$361	The cost of the food safety program was \$361 per registered food premises.
<b>Health and safety</b> <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	58.9%	76.7%	100%	100%	During the reporting period there were a total of 40 critical or major non-compliance notifications relating to food premises. All were followed up to ensure compliance, with the exception of two food businesses that chose to cease trading.



# Vibrant Communities

SERVICE/indicator/ measure/[calculation]	Results				Comments/ Material Variations		
	2017	2018	2019	2020			
LIBRARIES							
<div> <div>Utilisation</div> <div>Library collection usage</div> <div>           [Number of library collection item loans / Number of library collection items]         </div> </div> <div> <div>Resource standard</div> <div>Standard of library collection</div> <div>           [Number of library collection items purchased in the last five years / Number of library collection items] x100         </div> </div> <div> <div>Service cost</div> <div>Cost of library service</div> <div>           [Direct cost to Council of the library service / Municipal population]         </div> </div> <div> <div>Participation</div> <div>Active library borrowers</div> <div>           [Number of active library borrowers in the last three years / The sum of the municipal population for the last three years] x100         </div> </div>					<div>4.2</div> <div>83.9%</div> <div>\$30.40</div> <div>14.3%</div>	<p>There were 45,778 printed items, audio-visual, digital materials, and games available in Baw Baw public libraries during the year. 191,655 library items were loaned, this is 33 per cent lower than 2018/19.</p> <p>All West Gippsland Libraries closed to the public from 18 March 2020 to 22 June 2020 due to COVID-19.</p> <p>Quality of the current library collection increased this year, with 84 per cent of the collection having been purchased in the last five years.</p> <p>The direct cost to Council of library services is equal to \$30 per resident across the Shire.</p> <p>The cost calculation method was changed to per head of municipal population (from per visit) in 2020, the results for preceding years have not previously been reported but are included in italics for reference.</p> <p>7,180 library members borrowed a library collection item. This equates to 14 per cent of residents being 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.</p> <p>All West Gippsland Libraries closed to the public from 18 March 2020 to 22 June 2020 due to COVID-19.</p>	
					6.2	6.5	5.6
					75.6%	79.3%	71.8%
					<i>New in 2020</i> \$32.80	<i>New in 2020</i> \$32.65	<i>New in 2020</i> \$30.35





# Vibrant Communities

SERVICE/indicator/ measure/[calculation]	Results				Comments/ Material Variations	
	2017	2018	2019	2020		
MATERNAL AND CHILD HEALTH (MCH)						
<b>Satisfaction</b> <i>Participation in 4-week Key Age and Stage visit</i> [Number of 4-week key age and stage visits / Number of birth notifications received] x 100					97.6%	The service received 618 birth notices during the year and made 603 four-week Key Age and Stage visits. Despite the impact of COVID-19, this is a high result.
<b>Service standard</b> <i>Infant enrolments in Maternal and Child Health service</i> [Number of infants enrolled in the Maternal and Child Health service (from birth notifications received) / Number of birth notifications received] x100						101.6%
<b>Service cost</b> <i>Cost of Maternal Child Health service</i> [Cost of the Maternal Child Health service / Hours worked by Maternal Child Health nurses]					\$75.90	13,575 hours of Maternal and Child Health services were provided for families during the year, resulting in a cost of \$76 per hour of service. Hours of service provided is significantly higher than previous years, partly in response to direction by Department of Health and Human Services. The Maternal and Child Health Services team adapted to an online mode of delivery to maintain this important service during COVID-19 restrictions.
<b>Participation</b> <i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100					70.9%	2,629 children were enrolled in the Maternal and Child Health service and 1,863 of those children attended the service at least once during the year.
<b>Participation</b> <i>Participation in the MCH service by Aboriginal children</i> [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100					84.3%	Participation in the Maternal and Child Health by Aboriginal children remain high. 80 Aboriginal children enrolled in the Maternal and Child Health service and of those, 67 children attended the service at least once during the year.



SERVICE/indicator/ measure/[calculation]	Results				Comments/ Material Variations
	2017	2018	2019	2020	
STATUTORY PLANNING					
<b>Timeliness</b> <i>Time taken to decide planning applications</i> [Median number of days between receipt of planning applications and a decision on the planning application]	88	90	99	99	The median number of days to decide a planning application was 99 days, this is consistent with 2018/19.
<b>Service standard</b> <i>Planning applications decided within 60 days</i> [Number of planning application decisions made within 60 days / Number of planning application decisions made]	67.1%	56.5%	50.8%	54.4%	The number of applications decided within 60 days has increased compared to the previous year's results, with 54 per cent of planning applications decided within the prescribed timeframe.
<b>Service cost</b> <i>Cost of statutory planning service</i> [Direct cost of the statutory planning service / Number of planning applications received]	\$1,273	\$1,613	\$2,320	\$2,745	The cost of the Statutory Planning service is approximately \$2,700 per planning permit received. The increasing trend for this measure reflects the complexity of planning applications associated with residential growth. For comparison, the average cost for 'Interface' Councils for 2018/19 was \$2,800 per permit received. Another contributing factor to the increased cost per permit is that the number of applications referred to VCAT doubled in 2019/20, costing Council more for legal representation.
<b>Decision making</b> <i>Council planning decisions upheld at VCAT</i> [Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	57.1%	90.0%	50.0%	50.0%	Eight of Council's planning decisions were appealed to VCAT. Council's decision was upheld for four of the eight applications to VCAT.







# 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, including results achieved against the strategic indicators outlined in the Council Plan.

Performance Measure	Result	Comments
Number of visitors to 'Visit Baw Baw' website.	94,040	Physical visitation was dramatically impacted by bushfires in December 2019 to February 2020; in addition, the management of COVID-19 since March 2020 has and continues to influence traveller behaviour. Number of users to the 'Visit Baw Baw' website has decreased this year and is expected to result from people's limited ability to travel caused by the above events.
Number of visitors to the Shire.	1,067,750	This figure is an averaged number of visitors based on the quarterly year-on-year comparison data from Tourism Research Australia.
Dollar value of visitor spend in Baw Baw Shire.	\$16.1 million	2019/20 is the first year of reporting this measurement.
Dollar value of financial grants to municipal businesses or community groups as a result of Council advocacy.	917,385	Council partnered with the Latrobe Valley Authority to deliver the Latrobe Valley Authority Business and Industry Capability Fund, which included providing over \$850,000 to 70 successful applicants. Council supported a number of community groups to access funding including: the Warragul Croquet Club; Trafalgar Chamber of Commerce and Industry; and other community-based organisations. As part of the Stage One Business and Community Support Package \$100,000 was provided to local businesses through the Baw Baw Business Grants program, this resulted in 31 successful applications with funds dispersed within 18 days of the funding round commencing.
Number of businesses in the Shire.	9,400	The 9,400 businesses in the Shire support approximately 16,600 jobs.
Gross Regional Product (GRP).	\$2.19 million	The \$2.19 million GRP has an economic output of \$5.01 billion.

## Initiatives

The following statement reviews the progress of Council in relation to initiatives identified in the 2019/20 Budget for the year.

Initiative	Progress
Implement Council's Economic Development Strategy.	Ongoing – this initiative remains a priority and is listed in the 2020/21 Council Plan revision.
Implement Council's Destination Action Plans as part of the Shire's Tourism Marketing Campaign.	Ongoing – this initiative remains a priority and is listed in the 2020/21 Council Plan revision.
Implement the 'Closer Than You Think' tourism marketing and events attraction and delivery.	Completed. Council has undertaken a buy local campaign 'Be Kind to Business Baw Baw' to encourage the community to support its local businesses during COVID-19.
Continue to implement Council's Recreation Vehicle Strategy.	Ongoing – this initiative remains a priority and is listed in the 2020/21 Council Plan revision.

## 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.	706 (1,033) 327

## 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, including results achieved against the strategic indicators outlined in the Council Plan.

Performance Measure	Result	Comments
Asset renewal expenses as a percentage of depreciation.	140.7%	Council focussed on ensuring the asset renewal program covered asset depreciation and achieved a result of 100 per cent. The result of 140.7 per cent reflects a mandated change to Local Government reporting and includes expenses arising from asset upgrades.
Percentage of adopted capital works projects completed by end of financial year (target: 90 per cent).	88.6%	Council completed 101 of 114 projects in the adopted Capital Works Program due for completion in the 2019/20 year.
Length of sealed local roads resealed.	34 km	A detailed description of Council's Capital Works Program and major drain projects is identified in the Capital Works section on page 24 of this report..
Length of unsealed local roads re-sheeted.	36 km	
Square metres of sealed local roads reconstructed.	56,611 m <sup>2</sup>	
Value of drains projects (\$).	\$1.85 million	
Length of footpath projects (km).	6.2 km	
Total number of building permits issued by building surveyors in Baw Baw Shire.	1,486	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). The number has decreased by 11 per cent compared to the previous year.
Total value of buildings for which building permits are issued by building surveyors in Baw Baw Shire.	\$262 million	This is the value of buildings for which building permits were issued during the year. The value has decreased by 26 per cent compared to the previous year.
Council energy consumption.	2,688 MWh	Energy consumption by Council's 10 largest sites and public lighting remains consistent with the previous year.
Council CO2 emissions.	4,928 T	Emissions have increased on the previous year and can be primarily attributed to an increased demand for heating and cooling at the West Gippsland Arts Centre. In addition to this, the street lighting network has increased to service new residential development; and fuel consumption by machinery involved in open space and urban maintenance programs also increased in 2019/20. Council is working to improve energy efficiency and reducing greenhouse gas emissions.
Council potable water consumption.	100,330 ML	Water consumption increased this year by approximately 20 per cent. Faulty equipment has since been identified and repaired.

## Initiatives

The following statement reviews the progress of Council in relation to initiatives identified in the 2019/20 Budget for the year.

Initiative	Progress
Develop a new Waste Management Strategy.	Ongoing – the project was paused until receiving the Victorian Government’s new waste policy in February 2020. Since recommencement, community consultation has informed a draft Waste Management Strategy to be finalised in 2020/21.
Implement Council’s Environmental Sustainability Strategy action plan.	The Environmental Sustainability Strategy is halfway through its current life (2018-2022), 48 per cent of the actions in the action plan have been delivered. This initiative remains a priority and is listed in the 2020/21 Council Plan revision.
Engage with the community in relation to options for improved management of car parking in the Warragul CBD.	Ongoing – delivery of this project was significantly impacted by COVID-19. Despite this, 550 responses were received during a successful community engagement campaign and a Community Panel has been developed to further the project.
Continue the Warragul CBD streetscape improvement works.	Completed. Works on Victoria Street included new footpaths, streetscaping, road resealing, line marking, roundabout reconstruction, new seating, signage, new bin stations and landscaping.



# Safe and Sustainable Environments

## Services

The following table provides information in relation to the services funded in the 2019/20 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.	(870) (12,387) 11,517
<i>Building Services</i>	Building Services is responsible for the provision of statutory services pursuant to the <i>Building Act 1993</i> .	(504) (761) 257
<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.	(1,051) (789) (262)
<i>Environment Sustainability</i>	Environment Sustainability carries out functions in relation to management of the built and natural environment, including implementation of Council's Environmental Sustainability Strategy and Action Plan, environmental community education programs, pest plant and animal programs, waste education and advocacy, Council energy efficiency and sustainability, operation of Council's Native Vegetation Offset Scheme, provision of environmental planning and compliance advice and management of the Shire's bushland reserves.	(1,318) (1,043) (275)
<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 Infrastructure Maintenance Department.  The Unit also manages on a day to day basis the Depot infrastructure to ensure it meets the needs of the Infrastructure Maintenance Department.	741 795 (54)
<i>Fire and Emergency Management</i>	The Fire and Emergency Management function provides the support to Council to comply with statutory provisions under the <i>Country Fire Authority Act 1958</i> and <i>Emergency Management Act 1986</i> .  The objective of the service is to improve Council's preparation and planning in the three functional areas of emergency management; prevention, response and recovery. This is done by using an all communities, all emergencies approach to emergency management.	79 (367) 446
<i>Infrastructure Planning and Growth</i>	Infrastructure Planning and Growth team coordinates Council's functions in relation to: <ul style="list-style-type: none"> <li>Planning, delivery and prioritisation of drainage, traffic, parking and footpath infrastructure works across the Shire.</li> <li>Assessment of traffic management plans for works within road reserves.</li> <li>Review of new planning applications, plan checking and supervision of subdivision/development works.</li> <li>Planning of Council's long term Capital Works program.</li> <li>Delivery of Capital Works projects.</li> </ul>	(1,161) (994) (167)
<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.	(498) (811) 313

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.	
	• Investigate infectious / communicable illness in the community.	(193)
	• Conducting tobacco education and enforcement inspections.	(167)
	• Monitoring and registration of prescribed accommodation and caravan parks.	(26)
	• 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.	(8,736)
		(7,838)
Waste Management		(898)
	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.	(9,502)
	The team also manages the Environment Protection Authority compliance regulations for the closed Trafalgar Landfill.	(7,636)
	Delivery of Capital Works projects related to waste services and some major building capital projects.	(1866)

## 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
	2017	2018	2019	2020	
ROADS					
<b>Satisfaction of use</b>					
<i>Sealed local road requests</i> [Number of sealed local road requests / Kilometres of sealed local roads] x100	36.6	58.4	54.8	78.9	A total of 869 requests were received in relation to sealed local roads, which is equivalent to 79 requests per 100 kilometres of road. Multiple significant storm events including flooding, contributed to an overall increase in sealed road related customer requests.
<b>Condition</b>					
<i>Sealed local roads below the intervention level</i> [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100	91.3%	96.3%	96.9%	96.3%	The condition of the sealed local road network is assessed every four years and is due for reassessment in the 2020/21 financial year. The slight variations between assessments can be attributed to additional sealed road lengths being obtained from roads that were completed during new residential developments.

# Safe and Sustainable Environments

SERVICE/indicator/ measure/[calculation]	Results				Comments/ Material Variations
	2017	2018	2019	2020	
<b>Service cost</b>					
<i>Cost of sealed local road reconstruction</i>					
[Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	\$38	\$39	\$54	\$56	Council reconstructed over 56,000 square metres of local roads during the year. The cost per square metre was consistent with the previous year.
<b>Service cost</b>					
<i>Cost of sealed local road resealing</i>					
[Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	\$5.20	\$5.75	\$6.00	\$5.65	Council resealed 200,211 square metres of road. The cost of local road resealing decreased slightly from 2018/19 to \$5.65 per square metre.
<b>Satisfaction</b>					
<i>Satisfaction with sealed local roads</i>					
[Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	42	42	40	41	The annual Community Satisfaction Survey assesses the community's satisfaction with Council's performance. Satisfaction with sealed local roads increased slightly on the previous year and was rated 41 out of 100.

## WASTE

<b>Satisfaction</b>					
<i>Kerbside bin collection requests</i>					
[Number of kerbside garbage and recycling bin collection requests / Number of kerbside collection households] x1000	69.8	89.3	88.3	93.6	Council received approximately 94 bin collection requests per 1,000 residential households. The requests related to; additional bins, replacement of damaged bins, missed collections or stolen bins. This is an increase on last year's number of requests and aligns with the overall steady increase in bin requests since 2014/15. The kerbside collection contract and therefore garbage bins are in their seventh year of service, it is to be expected that as the bins age the number of requests for replacement components will increase.



SERVICE/indicator/ measure/[calculation]	Results				Comments/ Material Variations
	2017	2018	2019	2020	
<b>Service standard</b>					
<i>Kerbside collection bins missed</i>					
[Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10000	2.3	1.4	1.5	1.7	There was a total of 299 kerbside collection bins missed, or 1.7 bins for every 10,000 scheduled kerbside garbage and recycling bin lifts. This is an excellent result and is consistent with previous years.
<b>Service cost</b>					
<i>Cost of kerbside garbage bin collection service</i>					
[Direct cost of the kerbside garbage collection service / Number of kerbside garbage collection bins]	\$117	\$121	\$121	\$111	The cost of kerbside garbage collection service is \$111 per garbage bin. The number of garbage bins serviced by Council is 23,469. This is lower than previous years.
<b>Service cost</b>					
<i>Cost of kerbside recyclables bin collection service</i>					
[Direct cost of the kerbside recyclables collection service / Number of kerbside recyclables collection bins]	\$22	\$34	\$48	\$55	Limited competition in the domestic recycling industry and the demand for increased product quality from the international market are increasing costs across the recycling sector, which is flowing through to local Councils. The increased volume of material being recycled has also resulted in a higher total cost.
<b>Waste diversion</b>					
<i>Kerbside collection waste diverted from landfill</i>					
[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	53.0%	52.5%	53.2%	55.6%	Waste diverted from landfill is the highest achieved over the past four years. More than half of waste collected is being recycled or processed as green organics. In collaboration with its waste contractors, Council continues to implement and develop waste recycling education programs and initiatives.



# Organisational Excellence

A full-page photograph of a park-like setting in autumn. In the foreground, a person with curly hair, wearing a dark coat and a white scarf, walks along a gravel path. The path is surrounded by green grass and fallen leaves. In the background, there are several tall, slender trees with yellow and orange foliage. To the right, a small white building with a blue roof is visible. The sky is bright, and the sun is shining through the trees, creating a lens flare effect. The overall atmosphere is peaceful and scenic.







# Organisational Excellence

Council will be innovative, 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, including results achieved against the strategic indicators outlined in the Council Plan.

Performance Measure	19/20 Result	Comments
Number of process reviews completed.	8	Organisation processes were reviewed and improved in the following areas: <ul style="list-style-type: none"><li>• Family Day Care</li><li>• Aged and Disability Services</li><li>• Arts, Culture and Events</li><li>• Fleet Services</li><li>• Infrastructure planning and delivery</li><li>• Open Space</li><li>• Small Business</li><li>• Asset Protection.</li></ul>
Hours lost due to injury.	371	Hours lost due to injury decreased by 78 per cent compared to last year. In 2019/20 the Early Intervention Program commenced, this program actively supports team members to remain at or return to work in a suitable manner while maintaining their safety in the workplace.
Customer requests for service resolved within 10 business days.	76.5%	Council have a target to resolve customer requests within 10 business days. Despite the number of customer requests increasing by 14 per cent, the percentage of requests resolved within 10 business days is consistent with last year.
Customer inquiries resolved at first point of contact.	76.9%	Council improved last year's result and also exceeded the target of 70 per cent of customer enquiries resolved at the first point of contact.
Number of community engagement opportunities and submissions received.	238	Council facilitated 28 different Have Your Say campaigns allowing community input in 2019/20. 238 submissions contributed to the development of the 2020/21 Council Plan and Budget.
Number of media releases.	170	The number of media releases has increased by 29 per cent compared to last year.
Number of people reached via social media.	5,023,929	The number of people reached via social media decreased by 11 per cent compared to last year.

## Initiatives

The following statement reviews the progress of Council in relation to initiatives identified in the 2019/20 Budget for the year.

Initiative	Progress
Advocate on behalf of community needs as set out in Council's new advocacy strategy A Better Future for Baw Baw.	<p>Ongoing – Council continues to facilitate meetings with key Government representatives and agencies to deliver the priorities outlined in the strategy.</p> <p>To enable advocacy for priority projects Council has established Community Action Groups (CAG) with members from the local community and industry.</p> <p>Council is an active member of the Peri Urban Group of Regional Councils to advocate for funding to support the residential growth in the Shire.</p> <p>In 2019/20 a CAG was initiated to progress recreation projects in the Shire, including upgrading female friendly facilities and the synthetic pitch project at Baxter Park.</p> <p>This initiative remains a priority and is listed in the 2020/21 Council Plan revision. 2020/21 will see the development of two CAG's: 1. To explore options to improve traffic management in Warragul and Drouin; and 2. To advocate in the education sector.</p>
Continue Council's service planning and review program to improve the effectiveness and efficiency of Council services.	<p>Ongoing – In order to continue providing a level of service to the community in 2019/20, Council, at short notice and for the remainder of the year managed the impacts of COVID-19 by regularly reviewing its service delivery and business planning in accordance with Council's Business Continuity Plan.</p> <p>As part of the service planning and review program Council completed analysis in the following areas: Family Day Care; Aged and Disability Services; Arts, Culture and Events; Fleet Services; Infrastructure planning and delivery; Open Space; Small Business; and Asset Protection.</p> <p>This initiative remains a priority and is listed in the 2020/21 Council Plan revision.</p>

# Organisational Excellence

## Services

The following table provides information in relation to the services funded in the 2019/20 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.	(117) (5766) 5,649
<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.	(407) (426) 19
<i>Chief Executive's Office</i>	The Chief Executive's Office represents the management of Council, including the core governance functions of the Chief Executive Officer and expenses relating to: <ul style="list-style-type: none"> <li>• Maintaining an appropriate organisational structure.</li> <li>• Ensuring the decisions of the Council are implemented without undue delay.</li> <li>• Day-to-day management of the operations of the organisation in accordance with the Council Plan.</li> <li>• Providing timely advice to the Council.</li> <li>• Proactively advocating to other levels of government and stakeholders on behalf of the Council and community.</li> </ul>	(849) (868) 19
<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.	(775) (775) (-)
<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.	(1,165) (959) (206)
<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.	(320) (319) (1)
<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.	(1,252) (1,304) 52



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.	(1,053) (911) (142)
<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.	(2,632) (2,624) (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.	(995) (931) (64)
<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.	(255) (251) (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.	(989) (942) (47)

# 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
	2017	2018	2019	2020	
GOVERNANCE					
<b>Transparency</b> <i>Council decisions made at meetings closed to the public.</i> [Number of council resolutions made at an ordinary or special meeting of council, or at meetings of a special committee consisting only of Councillors, closed to the public / Number of Council resolutions made at an ordinary or special meeting, or at meetings of a special committee consisting only of Councillors] x100	17.8%	0%	1.7%	2.1%	A total of two percent of Council decisions were made within meetings closed to the public during the year. 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 increased by three points and was rated as 52 out of 100.  Councillors attended 93 per cent of ordinary and special council meetings during 2019/20, consistent with the high level of attendance over previous years.
<b>Consultation and engagement</b> <i>Satisfaction with community consultation and engagement</i> [Community satisfaction rating out of 100 with the consultation and engagement]	48	50	49	52	
<b>Attendance</b> <i>Councillor attendance at meetings</i> [The sum of the number of Councillors who attended each ordinary and special Council meeting / Number of ordinary and special Council meetings multiplied by the number of Councillors elected at the last Council general election] x100	91%	94%	93%	93%	

SERVICE/indicator/ measure/[calculation]	Results				Comments/ Material Variations
	2017	2018	2019	2020	
<b>Service cost</b>					
<i>Cost of Governance</i>					
[Direct cost of the governance service / Number of Councillors elected at the last Council general election]	\$30,612	\$38,369	\$37,545	\$40,891	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.
<b>Satisfaction</b>					
<i>Satisfaction with Council decisions</i>					
[Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community]	46	48	43	46	The annual Community Satisfaction Survey assesses the community's satisfaction with Council's performance. Satisfaction with Council making decisions in the interest of the community has increased to a rating of 46 out of 100.



# Governance, Management and other Information

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 2019/20 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 Councillors Mikaela Power and 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. A revised policy was adopted by Council at its 11 March 2020 Council Meeting.

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.

Councillor	Allowance inc Superannuation	Travel	Car Mileage	Child Care	IT Expenses	Conferences & Training	Total
Cr Joe Gauci	28,503	0	0	-	588	0	29,091
Cr Keith Cook	28,503	615	5,639	-	588	0	35,345
Cr Danny Goss	65,231	0	1,552	-	588	0	67,370
Cr Tricia Jones	28,503	0	0	-	588	682	29,773
Cr Peter Kostos	28,503	0	3,662	-	588	182	32,935
Cr Michael Leaney*	30,263	0	15,687	-	713	0	46,663
Cr Jessica O'Donnell	28,503	0	0	-	588	100	29,191
Cr Mikaela Power	51,465	612	2,308	-	588	100	55,126
Cr Darren Wallace	28,503	167	3,101	-	588	0	32,358

*\*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 Meetings

Council held a total of 23 Council and Special Meetings in 2019/20, with a total of 168 officer reports, 2 notice of motions and 19 general business motions considered. At these meetings, Council also:

- Answered 129 Questions on Notice
- Heard 178 submissions
- Made 4 decisions in Confidential Council with 2 being released to the public
- Presented 1 civic ceremonies in Council meetings.

## Councillor Attendance at Council Meetings

Councillor	Council Meetings Attended
Cr Danny Goss	21 of 23 meetings
Cr Joe Gauci	22 of 23 meetings
Cr Keith Cook	22 of 23 meetings
Cr Tricia Jones	21 of 23 meetings
Cr Peter Kostos	21 of 23 meetings
Cr Michael Leaney	23 of 23 meetings
Cr Jessica O'Donnell	19 of 23 meetings
Cr Mikaela Power	21 of 23 meetings
Cr Darren Wallace	22 of 23 meetings

# 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 2019/20:

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

- Victorian Grants Commission with John Watson, Michael Ulbrick and Colin Morrison

- West Gippsland Hospital Advocacy Group
- Stuart Moseley, CEO Victorian Planning Authority
- Rural Councils Victoria with David Morcom and Cr Jenny O'Connor
- Delburn Wind Farm Proposal, Strzelecki Alliance Briefing
- Developer Contribution Plan & Subdivision 101 Workshop for Councillors with Gary McQuillan
- Aged and Disability services Strategic Review, Ernst and Young Consultants
- Environmental Voice Committee, Shayne Annette

Commencing in 8 April 2020 Council began a trial of monthly Open Officer Community Briefings. The following reports were presented by Officers at these briefings;

- Differential Rating Review 11 March 2020
- Drouin Township Plan – Preparing Draft Plan for Public Exhibition 08 April 2020
- Draft Capital Works Program and Revised LTIP 13 May 2020
- Precinct Structure Plan Review 10 June 2020

Two Special Council Meetings were held in the financial year:

- Statutory Council Meeting: Election of the Mayor and Deputy Mayor.
- Adoption of the Financial Report and Performance Statement.





# 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 10 Advisory Committees in various areas of Council business. These are formally established with Terms of Reference. Additionally, Council appoints Councillor representatives to 12 external committees. Council rescinded its Business Advisory Board at its 13 November 2019 Council Meeting.

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 2019/20, 44 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 25 March 2020. 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.

## Local Government Act 2020

The *Local Government Act 2020* (the Act) received Royal Assent on 24 March 2020. It is principles based rather than prescriptive and provides Council's and their communities the opportunity to review a number of policies and practices.

This is an ambitious and significant reform which aims to strengthen democracy, accountability and equity in local government, delivering a higher degree of transparency and integrity for the public. The Act is predominantly defined through the overarching Governance Principles specified in Section 9.







# Governance and Management Checklist

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

Governance and Management Items		Assessment
1	<b>Community Engagement Policy</b> (policy outlining Council's commitment to engaging with the community on matters of public interest)	<b>Policy</b> Date of operation of current policy: 28 May 2014
2	<b>Community Engagement Guidelines</b> (guidelines to assist staff to determine when and how to engage with the community)	<b>Guidelines</b> Date of operation of current guidelines: 28 May 2014
3	<b>Strategic Resource Plan</b> (plan under section 126 of the Act outlining the financial and non-financial resources required for at least the next 4 financial years)	Adopted in accordance with Section 126 of the <i>Local Government Act 1989</i> Date of adoption: 26 June 2019
4	<b>Annual Budget</b> (plan under Section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	Adopted in accordance with Section 130 of the <i>Local Government Act 1989</i> Date of adoption: Deferred and adopted on 26 August 2020
5	<b>Asset Management Plans</b> (plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	<b>Plans</b> Date of operation of current plans: Roads – 27 June 2016 Buildings – 27 June 2016 Bridges and Major Culverts – 27 June 2016 Stormwater Drainage – 27 June 2016 Pathways – 27 June 2016
6	<b>Rating Strategy</b> (strategy setting out the rating structure of Council to levy rates and charges)	<b>Strategy</b> Date of operation of current strategy: 26 June 2019
7	<b>Risk Policy</b> (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	<b>Policy</b> Date of operation of current policy: 12 July 2017
8	<b>Fraud Policy</b> (policy outlining Council's commitment and approach to minimising the risk of fraud)	<b>Policy</b> Date of operation of current policy: 05 June 2017
9	<b>Municipal Emergency Management Plan</b> (plan under Section 20 of the <i>Emergency Management Act 1986</i> for emergency prevention, response and recovery)	Prepared and maintained in accordance with Section 20 of the <i>Emergency Management Act 1986</i> Date of preparation: 19 May 2020
10	<b>Procurement Policy</b> (policy under Section 186A of the <i>Local Government Act 1989</i> outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)	Prepared and approved in accordance with Section 186A of the <i>Local Government Act 1989</i> Date of approval: 13 November 2019

Governance and Management Items		Assessment
11	<b>Business Continuity Plan</b> (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	<b>Plan</b> Date of operation of current plan: 12 July 2017
12	<b>Disaster Recovery Plan</b> (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	<b>Plan</b> Date of operation of current plan: 17 June 2020
13	<b>Risk Management Framework</b> (framework outlining Council's approach to managing risks to the Council's operations)	<b>Risk Management Framework</b> Date of operation of current framework: 12 July 2017
14	<b>Audit Committee</b> (Advisory Committee of Council under Section 139 of the Act, whose role is to oversee the integrity of Council's financial reporting, processes to manage risks to the Council's operations, and for compliance with applicable legal, ethical, and regulatory requirements)	Established in accordance with section 139 of the Act Date of establishment: 20 November 2019
15	<b>Internal Audit</b> (independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	<b>Engaged</b> Date of engagement of current provider: 1 July 2019
16	<b>Performance Reporting Framework</b> (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in Section 131 of the Act)	<b>Framework</b> Date of operation of current framework: 26 June 2019
17	<b>Council Plan Reporting</b> (report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)	<b>Report</b> Date of reports: 18 September 2019 27 November 2019 26 February 2020 13 May 2020
18	<b>Financial Reporting</b> (quarterly statements to Council under Section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)	Statements presented to Council in accordance with section 138(i) of the Act Date statements presented: 18 September 2019 27 November 2019 26 February 2020 13 May 2020
19	<b>Risk Reporting</b> (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	<b>Reports</b> Date of reports: 9 September 2019 15 November 2019 30 March 2020 15 June 2020



Governance and Management Items		Assessment
20	<b>Performance Reporting</b> (six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 131 of the Act)	<b>Reports</b> Date of reports: 18 September 2019 27 November 2019 26 February 2020 13 May 2020
21	<b>Annual Report</b> (annual report under Sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial and performance statements)	Considered at a meeting of council in accordance with section 134 of the Act Date statements presented: 13 November 2019
22	<b>Councillor Code of Conduct</b> (Code under Section 76C of the Act setting out the conduct principles and the dispute resolution processes to be followed by Councillors)	Reviewed in accordance with section 76C of the Act Date reviewed: 22 February 2017
23	<b>Delegations</b> (a document setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff)	Reviewed in accordance with section 98(6) of the Act Date of review: 25 March 2020 13 May 2020
24	<b>Meeting Procedures</b> (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 Act Date local law made: 25 October 2017

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



Mark Dupe

Chief Executive Officer  
Dated: 14 October 2020



Cr Danny Goss

Mayor  
Dated: 14 October 2020



# 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.

## External Audit

Council is externally audited by the Victorian Auditor-General's Office (VAGO). For the 2019/20 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.



## 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 apply once documents have been processed and a decision on access is made (i.e. search, retrieval and photocopying charges).

Please visit [www.foi.vic.gov.au](http://www.foi.vic.gov.au) or Council's website for further information.

## 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 2019/20:

- No disclosures notified to the Independent Broad-based 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.

# Statutory Information

## 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.

In order to continue providing a level of service to the community in 2019/20 consistent with the Best Value Principles; Council, at short notice and for the remainder of the year managed the impacts of COVID-19 by regularly reviewing its service delivery and business planning in accordance with Council's Business Continuity Plan.

Despite the significant implications of COVID-19, Council were able to deliver a consistently high level of service to the community as well as completing the following Best Value initiatives during 2019/20:

- Implemented required actions resulting from the Family Day Care Service Review.
- Completed the Aged Care and Disability Services Service Review.
- Completed the West Gippsland Arts Centre Service Review which also included review of the broader Arts, Culture and Events service.
- Implement the findings of the external review of Fleet Services into the revised Fleet Policy.
- Developed a Management Framework to guide the planning and delivery of major infrastructure projects.
- Introduced a project management reporting system, to improve the monitoring and transparency of capital works project delivery.
- Reviewed Council's Open Space Maintenance Standards and associated works programs.

- Completed the Better Approvals Program with the support of Small Business Victoria. Designed to improve the experiences and outcomes of small business' interactions with Council.
- Commenced the Customer Designed Asset Protection Project. Designed to improve the experience and outcomes for people and businesses applying for asset protection permits with Council.

## Contracts

During the year council did not enter into any contracts valued at \$150,000 or more for services or \$200,000 or more for works or more of a kind specified in section 186(5)(a) and (c) of the Act. It also did not enter into any other contracts valued at \$150,000 or more for goods or services or \$200,000 or more for works without engaging in a competitive process.

## 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's Enterprise Agreement acknowledges Carer responsibilities for employees and Carer's leave can be accessed for immediate family and household members.
- Council's Flexible Work Arrangements Policy and Procedure provides flexible work options for staff who have Carer responsibilities.
- Council 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.

- Council 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.
- Council celebrated Carer's week 21 October 2019 in partnership with Latrobe Community Health Service holding Works of Wonder magician Show (The great Elio Simonetti) at the West Gippsland Arts Centre and afterwards provided all Carer's attending with a luncheon.
- Council held a Carer's Program Planning day every 3 months to ensure Council's carer program continues to support and meet the needs of our carers.
- Council held a Carer's Special stress release day in March taking a group of Carers to a midday show Partners in Crime where 20 Carers attended
- Council support partnership events and supported carers to attend a Latrobe City workshop on advocacy.
- Council 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 provides service coordination, referral and support to carers through our Carer's program funded by Victoria's Department of Health and Human Services (DHHS), Carer's Gateway, 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.

## Disability Act 2006 – Disability Action Plan Implementation

Council's Disability Action Plan 2018–2022 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:

- 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.



# Statutory Information

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.
- Support delivered under the Commonwealth Home Support Program (CHSP) for people aged over 65 years and their carers. These include domestic assistance, personal care, flexible respite, home maintenance, home modifications, social support group and individual social support.
- 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.
- Continued information sharing on the NDIS in a number of formats to community members.
- Parking permits – Council administers the disabled persons parking permit scheme.
- Accessible parking spaces across the Shire have continued to be upgraded.

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 2015–19 in July 2014. The new plan was developed through consultation with council's Animal Management Team and input from other council departments. No actions were completed at the date of this report.

## 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.

## Road Management Act Ministerial direction

In accordance with section 22 of the *Road Management Act 2004*, a 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.





## Development Contributions Plans (DCP) Report

**Table 1 –Total DCP levies received in 2019/20**

DCP name (Year approved)	Levies received in 2019/20 financial year \$ '000
DCP01 (2007)	848
DCP02 Warragul (2014)	2,106
DCP03 Drouin (2014)	Nil
<b>Total</b>	<b>2,954</b>

**Table 2 – DCP land, works, services of facilities accepted in-kind 2019/20**

DCP name (Year approved)	Project ID	Project Description	Purpose	Project value \$'000
DCPO2 (2014)	INL-NE-06	Construction of standard R/A – East west connector boulevard and north south connector street	Intersection	911
DCPO2 (2014)	RD-NE-02	Construction of standard connector between Lillico Sporting Reserve and east-west connector boulevard (20.65m)	Road	50
DCPO2 (2014)	RD-NE-03	Construction of Connector Boulevard between Brandy Creek Road and Copelands Road (234.87m)	Road	548
DCPO2 (2014)	RD-NE-05	Construction of standard connector between Paramount Springs Estate and east-west connector boulevard (23.62m)	Road	57
DCPO2 (2014)	DR-02	Pipe Works – 5 year outlet pipes connecting individual parcels to wider drainage system (542m)	Drainage	466
DCPO2 (2014)	DR-NE-03	Purchase of land for and construction of retention basin R12 and wetland W5a	Drainage	1,305
DCPO3 (2014)	RD-SE-02	Upgrade of existing road to connector standard between extend of existing construction to King Parrot Boulevard (682.30m)	Road	1,618
<b>Total</b>				<b>4,955</b>



**Table 4 – Land, works, services or facilities delivered in 2019/20 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
Paths Linear Trails (Drouin)	DIRS016	DCPO1 (2007)	40		56		96	25.0%
Construction of retention basin R5 and wetland W5	DR-NE-04	DCPO2 (2014)	1,613	-	-	-	1,613	100.0%
<b>Total</b>			<b>1,653</b>	<b>-</b>	<b>56</b>	<b>-</b>	<b>1,709</b>	



