



**BAW BAW  
SHIRE COUNCIL  
ANNUAL REPORT  
2013/14**



# OVERVIEW

# performance highlights for the year

Goal	2013/14 Achievements	Challenges
<b>Our Community - (pages 43-51)</b>		
<p><i>Delivering affordable and quality services to the community.</i></p> <p><i>Dynamic, vibrant and inclusive communities.</i></p> <p><i>Enhanced quality of life.</i></p>	<p>Family Day Care received an overall rating of 'Exceeding the National Quality Standard.</p> <p>Public Health Unit achieved a 100 per cent registration renewal rate of all commercial businesses.</p> <p>Hosted a community conversation around preventing men's violence against women.</p> <p>\$306,242 awarded in community development grants.</p> <p>Municipal Public Health and Wellbeing Plan developed.</p> <p>\$577,120 received in external funding towards improvement works associated with roads, drainage and traffic.</p>	<p>The Municipal Public Health Plan was adopted by Council in December 2013, however did not quite meet the statutory time frame for completion being within 12 months of the general election of Council.</p> <p>Baw Baw Shire Council has a statistically significant greater proportion of adults with low levels of psychological distress* (72.5%) compared to the Victorian average of (64.6%). This is outside the acceptable benchmark set in the Council Plan. New survey data will be available in 2016.</p> <p>*depression and anxiety</p>
<b>Council Leadership and Management - (pages 52-60)</b>		
<p><i>Financial responsibility and responsible management of Council resources and people.</i></p> <p><i>Council is community focused, engaged and accountable.</i></p>	<p>Developed the Long Term Financial Strategy 2014/15 to 2023/24, Long Term Financial Plan 2014/15 to 2023/24, Budget 2014/15, Rating Strategy 2014/15, Borrowing Policy and Investment Policy.</p> <p>Eight service reviews completed as part of the Best Value program.</p> <p>Implementation of Tenderlink using e-tendering.</p> <p>Stage 1 of the renewal of Councils core systems has been implemented.</p> <p>Adopted the Baw Baw Engagement Policy and launched 'Have Your Say Baw Baw'.</p> <p>Communicating through Facebook saw an increase of 850 people on the previous financial year.</p>	<p>The Communications Strategy did not achieve the Key Strategic Activity, as the strategy was considered in the 2012/13 financial year. The strategy was scheduled for completion by the end of June 2014.</p> <p>In 2013/14 Baw Baw Shire Council's Workcover claims were 50 per cent lower than the industry average. However, days lost due to injury increased from 895 hours to 1,131 hours.</p>



Goal	2013/14 Achievements	Challenges
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### Infrastructure and Community Assets - (pages 61-64)

<p><i>Continuing to reduce the asset renewal gap.</i></p> <p><i>Investing in quality and affordable community assets which are balanced against the growing needs of the community.</i></p>	<p>Developed and implemented the Long Term Infrastructure Plan 2014/15 to 2023/24.</p> <p>Asset data for roads, footpaths, bridges and major culverts, and stormwater drainage uploaded to a consolidated fixed asset register.</p> <p>Dedicated \$11.73 million from the 2013/14 Capital Works budget to renewing infrastructure.</p> <p>Allocated \$894,880 to undertake an extensive gravel resheeting program across 16 areas, and \$915,959 for road pavement upgrades to three locations.</p> <p>A bypass around flood-damaged North Canal Road in Trafalgar East completed.</p>	<p>Council continued implementation of its Asset Management Strategy and Asset Management Plans have also been prepared for all infrastructure asset classes.</p> <p>There was an increase in community satisfaction for the majority of reviewed services, however there was a small decrease for 'local streets and footpaths' and 'enforcement of local laws'.</p>
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### Growth and Prosperity - (pages 65-69)

<p><i>Planning to meet the needs of the community today and in the future.</i></p> <p><i>Prosperous local business and industry.</i></p>	<p>Developed Planning Scheme Amendment C104 Settlement Management Plan.</p> <p>Developed Warragul and Drouin Precinct Structure Plans.</p> <p>Revised the Walhalla Design Guidelines and Planning Scheme Controls.</p> <p>Completed the Yarragon Drainage Strategy.</p> <p>Sought more than \$1.7 million for major community projects.</p> <p>Facilitated grant funding for nine businesses in the Shire worth \$2.672 million, creating 212 new jobs.</p> <p>Developed a Tourism Branding Strategy to successfully promote business and development.</p>	<p>The 'Review the Domestic Wastewater Management Plan' was scheduled to occur during 2013/14. However Council was seeking funding for its preparation, which has now delayed the plan until 2014/15.</p> <p>Developing Urban design frameworks for Longwarry and Neerim South (implementation of settlement strategy) has been placed on hold while Precinct Structure Plan work is underway.</p> <p>Council's annual Economic Development survey has been delayed and is unable to be reported this year. The survey will now occur in 2014/15.</p>
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Goal	2013/14 Achievements	Challenges
<b>The Environment - (pages 70-74)</b>		
<p><i>Protecting and sustainably managing the natural environment and resources now and into the future.</i></p> <p><i>Building resilience and preparedness for climate and environmental impacts.</i></p>	<p>Implemented Environmental Significance Overlay for Giant Gippsland Earthworm (ES04).</p> <p>Secured a \$29,000 Public Place Recycling (PPR) grant to install 13 new recycling bins.</p> <p>113 tonnes of E-waste collected from all the transfer stations and diverted from landfill.</p> <p>Works progressed on the Trafalgar Landfill capping, with the compacted clay surface now finished and 30 per cent of the plastic membrane surface completed to date.</p> <p>Establishment of a Bureau of Meteorology Weather station in Warragul.</p> <p>Undertook 7,798 fire management inspections.</p>	<p>Two of Council's facilities are Wastewise certified. No new certifications were achieved in 2013/14.</p> <p>There are currently 10 completed or draft plans town emergency plans, however no plans were adopted in 2013/14.</p>



# aboutthisannualreport



Baw Baw Shire Council's 2013/14 Annual Report provides commentary on Council's performance against the themes and objectives outlined in the Council Plan for the 2013/14 financial year.

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

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

## How The Report Is Structured

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

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

The Financial Report has been compiled as an accompanying document to this report. An overview of the Financial Report has been provided on *page 18* of this report.

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# welcome

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

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

The Annual Report is developed to report on the Council's performance against the Council Plan objectives, and is part of a suite of documents that Council is required to produce under the *Local Government Act 1989*. The Council Plan helps to guide Council's financial planning, service delivery priorities and capital work projects, with the annual budget developed to ensure that Council has sufficient funds to deliver on the Council Plan objectives. A more detailed explanation of Council's corporate planning framework can be found on *page. 41*.

The Annual Report focuses on key events, projects and programs that have been undertaken across the year, rather than the day-to-day operations.

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

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



## our commitments

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

## our mission

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

## 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.

## core values

### Community focused

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

### Integrity

Equitable, honest, ethical, transparent.

### Respect

Listening, compassionate, open minded, understanding, patient.

### Pride

Caring, enthusiastic, inspiring, accountable.

### Innovation

Creative, bold, challenging, flexible.

### Collaboration

Partnering, building productive relationships, inclusive.



## deliveringbestvaluereview

**This section provides a summary of Council's performance and application of the Best Value principles. 'Best Value' is State Government legislation that is applicable to all Local Governments in Victoria. It ensures Council services are planned, managed and delivered in accordance with the Best Value principles. Specifically, Council's services need to:**

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

This summary outlines the significant achievements and progress made in relation to Council's Best Value program, and Council's objectives in relation to Best Value as set out in the Council Plan strategic objective 1.1 - Delivering affordable and quality services to the community.

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

### **The Best Value program 2013/14**

All of Council's services are currently scheduled to prepare and implement a comprehensive service review in accordance with the Best Value principles over the next few years.

Business units that are yet to prepare service reviews prepare annual service overviews, which provide the opportunity to reflect on the objectives and delivery of the service, and opportunities for improvements.

Key outputs of the service review comprise service specifications, key performance indicators, and a service improvement plan, which sets out actions for the following three years to improve performance against the best value principles.

Service reviews are generally prepared for the service unit, being the fourth tier of the organisation hierarchy (CEO, directorate, business unit, service unit). Based on the current organisation structure, there are 47 service units. Eight service reviews have been completed in 2013/14, covering ten service units, or 21.2 per cent of Council's service units.

## Key highlights for 2013/14 comprise:

- Completion of eight service reviews in accordance with the Best Value methodology:
  - Home and Community Care
  - Customer Service
  - Parks and Gardens
  - Road Network Engineering
  - Payroll
  - Building Services
  - Community Compliance
  - Public Health
- Commencement of a further six service reviews, which are scheduled to be completed in the 2014/15 financial year.
- A strong focus of the program has been those areas that provide and deliver services related to the Council Plan strategic objective, 'Our Community'.
- Independent audit of the Best Value methodology carried out on behalf of Council by HLB Mann Judd. The audit identified a number of positive elements to Council's approach, in addition to opportunities for improvement, which have now been implemented.
- Briefing the Council at the completion of all service reviews, including methodology, key findings and recommendations.
- An executive summary of all completed service reviews has been provided to Council's Audit Committee.

## Service Reviews

The objectives of each review are to analyse the service in terms of the Best Value principles, and identify opportunities for improvement to the service.

Each service review includes as a minimum:

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





## Benchmarking

Benchmarking is the process of comparing Council's processes, products, and services with another organisation, and is an essential part of a service review. The idea is to compare Baw Baw's services with services at councils of a similar size or facing similar issues and with leaders and best practice examples in the industry.

During the preparation of the eight service reviews completed during 2013/14, Council benchmarked its services against the following 25 Victorian councils:

- Banyule City Council
- Bass Coast Shire Council
- Cardinia Shire Council
- City of Casey
- City of Greater Dandenong
- City of Wodonga
- East Gippsland Shire Council
- Frankston City Council
- Golden Plains Shire Council
- Knox City Council
- Latrobe City Council
- Macedon Ranges Shire Council
- Manningham City Council
- Maribyrnong City Council
- Melbourne City Council
- Melton City Council
- Moorabool Shire Council
- Mornington Peninsula Shire Council
- South Gippsland Shire Council
- Strathbogie Shire Council
- Surf Coast Shire Council
- Wellington Shire Council
- Whitehorse City Council
- Wyndham City Council
- Yarra Ranges Shire Council

## Consultation

Consultation is essential to a best value service review, as it provides information on whether the service is being provided at the right cost or quality, whether it is meeting user needs, whether it is accessible, and to gain ideas for improvement of the service.

During the preparation of the eight service reviews completed during 2013/14, Council issued over 1,750 surveys to random community members and service users, and received 498 responses across the eight services reviewed. Four areas invited community feedback on overall satisfaction with the service received, and the median satisfaction rating was 3.31 out of 5.

# Snapshot of how we improved our services against the Best Value principles in 2013/14

## Quality standards and cost of the service:



- Commenced Customer Service officer rotations between each of Council's Customer Service Centres to enhance our service across each site. Customer Service has also completed an organisation-wide tour including presentations from each department to increase its knowledge and ability to assist the community at the first point of contact with Council.
- Explored different models of Home and Community Care service delivery and improved reporting to capture cost of each service.
- Commenced implementation of the Public Health service review, including reviewing of all information sheets, better promotion of Council's fast track septic tank permit process, implementing RIAMS (web based best practice quality assurance reference database). In addition, the structure of the Public Health team has been carried out in line with quality and cost standards.
- Reviewed all Community Compliance fees and charges.
- Adjusted the process of dealing with outstanding building notices and orders, bringing them to prosecution more swiftly and saving money due to abbreviated timelines.

## Responsiveness to the needs of the community:



- Extended the options for phone payments for customers of Council, and online payments anticipated to commence next year. This includes the Public Health team that is now able to take phone payments for a number of applications including septic tank permits and registration of food, accommodation, and hair/beauty businesses.
- Reviewed Home and Community Care service delivery allocations and the completion of individual care plans to ensure the services provided meet individual support needs.
- Commenced a review of the Community Local Law following the preparation of the Community Compliance service review. Community consultation will commence in 2014/15.
- Sourced funding to review the Domestic Wastewater Management Plan following the preparation of the Public Health service review.

### Accessibility to the community:



- Maintained partnerships between Home and Community Care with other service providers to ensure seamless referral pathways.
- Planned for individual service reviews for Home and Community Care activities in the next financial year.
- The Community Compliance and Communications teams conducted a pilot 2014 Pet Expo, with more than 1,000 people attending.
- Promoted the Noise Diary for community members to document noise complaints and submit them to Council for further investigation following the Public Health service review.

### Continuous improvement in the provision of services:



- Continued to review Customer Service procedures and increasing knowledge base to ensure they are consistent across each Customer Service Centre.
- Reviewed and documented processes to provide greater clarity on the internal processes between Human Resources and Payroll. Additionally, significant training has occurred in the Payroll and Human Resources areas: Human Resources staff have been cross-trained in payroll processes and functions, and all Human Resources and Payroll staff were provided with specific systems training, ensuring we maximise the functionality of the new system and continuing to maintain industry knowledge.
- Dedicated a Community Compliance officer to full-time parking patrol responsibilities.
- Triaging all new Building related complaints within seven days of receipt. In addition, the team is scanning all permit documents so they are available and retrievable electronically.
- Reviewed Public Health processes and procedures to ensure currency of all information and standards in relation to legislative and industry changes. Public Health have also introduced the use of in-field technology to improve efficiencies and are reporting all items through Council's Customer Request Management system (CRM) to better document workload areas.

### Regular consultation with the community:



- Continued to monitor Customer Service feedback on a regular basis. Each Customer Service officer is completing six feedback surveys with customers every month.
- Developed a Home and Community Care user feedback form in order to conduct regular client surveys.

### Regular reporting to the community:



- Reporting via organisational annual report and client newsletters for the Home and Community Care service.
- Reporting via the monthly service report on the progress of projects being undertaken as an outcome of the best value reviews.



## Mayor's Message

### It is with great pleasure that I deliver to you Baw Baw Shire Council's 2013/14 Annual Report.

With almost two years under our belt as a Council group, I think the community can now begin to see the results of the hard work that we have implemented since our election in 2012.

I would like to begin by thanking the Baw Baw Shire residents for their patience in regard to the catch-up required to bring our roads and drains back to a reasonable standard. There is so much that needs to be done and a lot of it can only be completed during the dryer months of the year. As a group we have been committed to allocating the funds required to undertake these vital works. During 2013/14 we invested in excess of \$14 million into a host of major and minor road, bridge and drainage works.

The Council has worked tirelessly in developing the Settlement Management Plan (C104), which investigated the land use of 19 residential areas in our municipality. The plan has progressed through the panel stage and is now ready to go to the Minister for Planning for approval. It was no surprise that when all the overlays for flood, fire, erosion/sloping land risk and water catchments were taken into account the towns of Warragul and Drouin showed as the main residential growth areas, with projected populations of 28,000 and 17,000 respectively by 2036.

This anticipated population growth has necessitated a great deal of planning for both of these towns, and we are indebted to the Planning Minister for the assistance

of the Melbourne Planning Authority planners who worked with the Council planners during the year to produce the Precinct Structure Plans (PSPs) for Warragul and Drouin. These plans will now go through a month-long community consultation phase before they come back to Council. The PSPs should be seen as a guide for growth into the future.

With this population growth also comes demand for additional community services and infrastructure. To this end Council adopted its 'Working Together' advocacy booklet in 2014, which identifies eight priority projects for the Shire in the immediate future. The booklet will continue to be the catalyst for many conversations with relevant stakeholders about the Shire's needs and the best ways to meet them.

Baw Baw Shire Council along with other rural councils are saying to the State and Federal Governments that we have had enough of the cost shifting onto local government, without the provision of appropriate funding to provide services on their behalf. I am reminded that of the total revenue raised by the three levels of government, local government gets 3.4 per cent in the form of rates, with the State and Federal Governments getting 96.6 per cent through taxes. Further to this, metropolitan councils have much better rate revenue with their large populations in smaller geographical areas.

It was good to see the commercial development in the Warragul CBD, with the State and Federal Governments supporting the Warragul Railway Precinct upgrade and the private development in Mason Street finally going ahead this year. Council continues to offer help to facilitate the private development of the eyesore commonly known as the former Bonlac site and its surrounds.

As I enter the last six months of my two year term as Mayor, and due to the fact I will not stand for Mayor come November, I have many people to thank. Firstly, thank you to my fellow Councillors who have made my role so much easier because of their openness and hard work. Likewise I would like to thank the Council staff who have been accommodating and professional toward yet another different Council that has been thrown their way. I look forward to the next two years of our Council term and the accomplishments that we will work together to achieve.

**Cr Murray Cook**  
Mayor of Baw Baw Shire



# CEO's Message

**The success of Baw Baw Shire Council continues to be the collegiate relationship between the Councillors and staff. Working together, as a unified team, delivering outstanding services to the community. This team has a shared vision for the future and are working together to ensure it can be delivered in a timely and efficient manner.**

When reflecting on 2013/14 I am proud of all the outstanding work that our organisation has accomplished. We have fulfilled many of the strategic objectives outlined in the Council Plan, whilst working towards Council's vision of ensuring financial sustainability and excellence in service delivery.

The organisation undertook eight Best Value Service Reviews in 2013/14. The reviews identify potential efficiencies in our service provision and ensure that we are meeting the appropriate quality standards and costs for the service. Key outputs of the reviews comprise service specifications, key performance indicators, and a service improvement plan, which sets out actions for the following three years to improve performance against the best value principles. All of Council's services will be undertaking reviews, with a further six service reviews scheduled to be completed in the 2014/15 financial year.

Council also completed and adopted the Long Term Financial Strategy, which provides an assessment of the financial resources required to accomplish the objectives in the Council Plan; establishes a framework against which Council's strategies, policies and financial performance may be measured; and plans for the long term financial sustainability of the organisation.

A number of tough decisions were made by the Council this year that will drive future cost savings for the organisation. The decision was made to increase utilisation of our own buildings and forgo two commercial leases. The first move saw the Family and Children's Services team relocate from leased premises in Williams Square, Warragul to a Council-owned building on Normanby Street, Warragul. The second decision will see 85 staff from the Community Assets, Community Services, and Growth and Economic Development directorates relocate to renovated council offices in Drouin from mid-2015. Given that the leased properties accounted for outgoings of around \$250,000 per annum, Council expects to recoup the cost of the renovation. Investing in these community assets rather than paying rent will ultimately benefit all in our community.

The past year has also seen the announcement of some exciting projects for the Shire. The Council announced approximately \$14 million for the redevelopment of the Warragul Leisure Centre, with works commencing during 2014/15 for completion by 30 June 2016, and the Victorian Government committed \$32 million to build the Sand Road interchange in Longwarry.

Along with these announcements, progress has been moving fast on the Warragul Station Precinct Project and Newmason Development in Warragul, both of which will provide enormous benefits to not just Warragul, but the wider community.

Council also successfully sought more than \$1.7 million for major community projects, including:

- \$500,000 from the Victorian Government's Putting Locals First fund for the Neerim South Wetlands.
- \$300,000 from the Victorian Government's Putting Locals First fund for McGregor Park in Trafalgar.
- \$309,000 from the Victorian Government's Putting Locals First fund to link Warragul's Community Assets.
- \$250,000 from the Victorian Government's Crime Prevention fund for Memorial Park in Drouin.

These accomplishments would not be possible without the dedicated team of employees that we have. The staff put their energy into delivering quality services to the community that they themselves are a part of every day. I want to thank each and every one of them for their tireless efforts, determination and drive this past year.

I encourage you to read through this comprehensive review of the financial accounts, services and activities of the Council.

**Helen Anstis**  
Chief Executive Officer





**FINANCIAL REPORT**  
**OVERVIEW**

Understanding Council’s financial performance from the financial statements prepared in accordance with Australian Accounting Standards can frequently be problematic and the purpose of this overview is to provide readers with a greater understanding about the financial outcomes for the 2013/2014 financial year, and how these results impact on Council’s financial sustainability.

Council’s 2013/14 Income Statement highlights that Council achieved a surplus for the year of \$6.320 million.

This result is then impacted by two significant items in the calculation of the “Total Comprehensive Result”. The net revaluation increment is a multi million dollar adjustment due to the work that has been completed in the identification and review of Council’s infrastructure assets, combined with a change in accounting policy. Impairment losses are identified on an annual basis, but the amount can vary significantly each year.

### Revenue

Council’s total revenue for 2013/14 was \$74.940 million, (\$82.213 million in 2012/13) including rates and charges revenue (\$44.312 million), capital and operating grant income (\$19.676 million), fees and charges (\$5.157 million) and contributions of non-monetary assets (\$3.578 million).

Natural disaster income has been identified as part of Council’s grant income, but separately disclosed within the Income Statement.

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

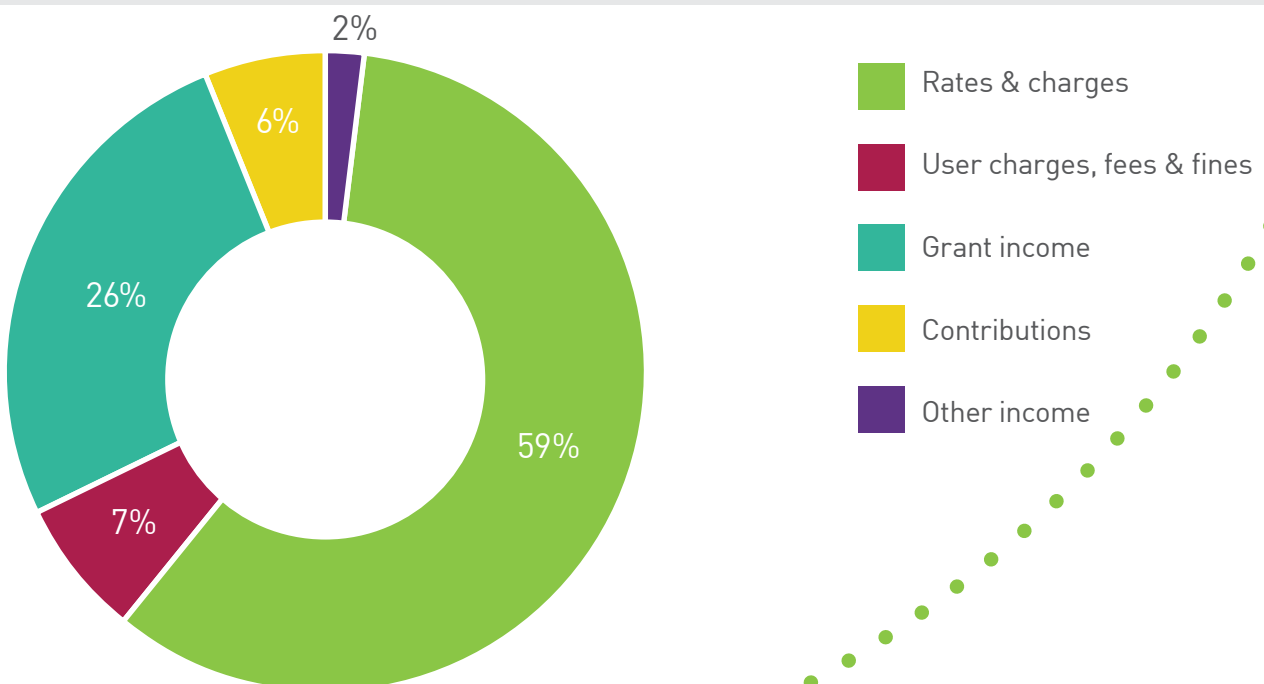
The financial results achieved by Council in the 2013/14 financial year are a key component of ensuring the long term financial sustainability of Council, and providing Council with the ability to continue its ongoing commitment to service provision for the Community, and an ongoing investment in renewal of infrastructure assets, such as roads.

Major factors affecting the result are discussed below.

Natural disaster income is grant funding received by Council to enable works to be completed for infrastructure damage following the occurrence of a natural disaster. There is offsetting expenditure to Natural disaster funding which has been separately disclosed.

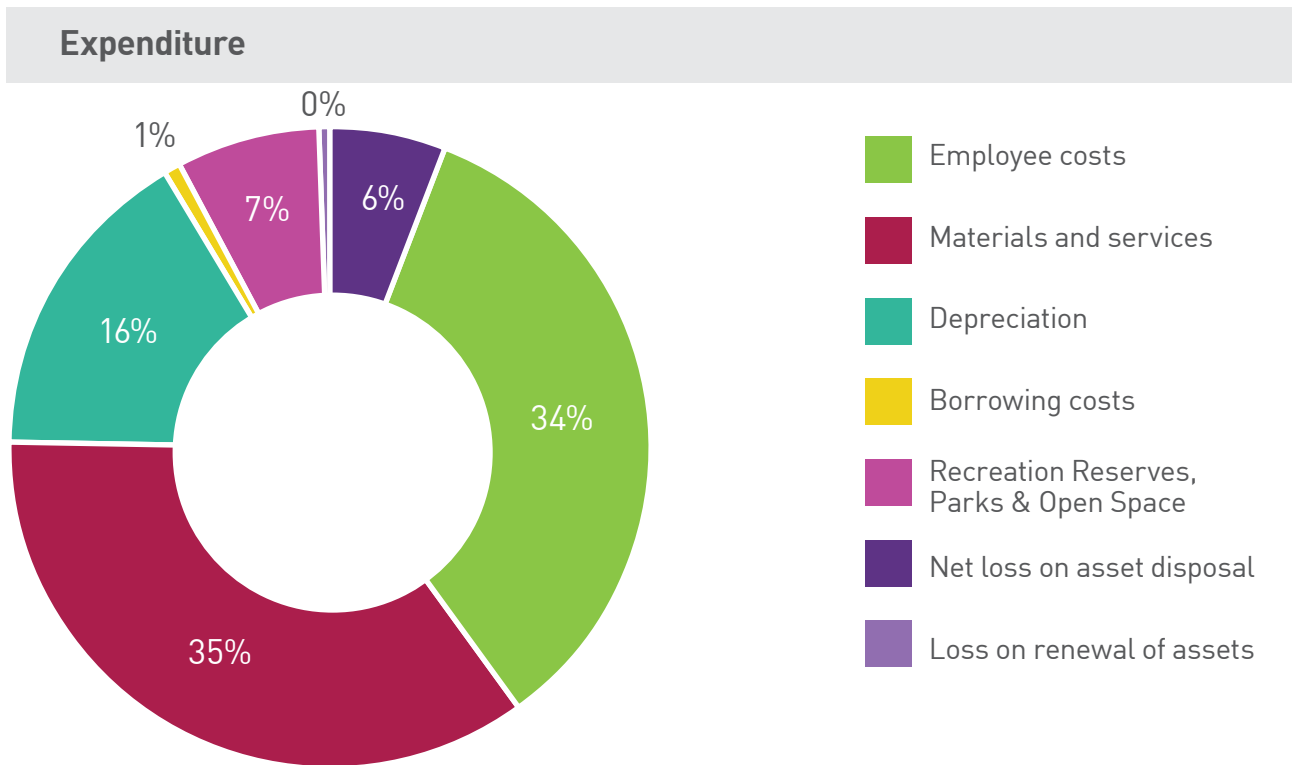
The breakdown of operating revenue by major category is provided below:

Sources of Revenue (\$Million)



## Expenditure

Council's total expenditure for 2013/14, including depreciation was \$68.620 million (\$70.422 million in 2012/13).



Comments are provided below on the major categories of expenditure.

**Materials and services (\$24.268 million)** includes the costs associated with major areas of expenditure including;

- Assets and Roads (\$5.813 million)
- Waste Management (\$5.147 million)
- Community Care and Strengthening (\$2.242 million)
- Arts and Culture (\$1.533 million)
- Information Services (\$1.544 million)

**Employee costs (\$23.348 million)** include salaries expenditure and oncosts, such as Workcover premium, annual leave, long service leave and superannuation contributions.

**Depreciation (\$11.079 million)** represents the reducing value of an asset due to wear and tear and obsolescence. The major contributor to depreciation expense within Council is infrastructure assets, which include roads, bridges, footpaths, drainage and car parking.

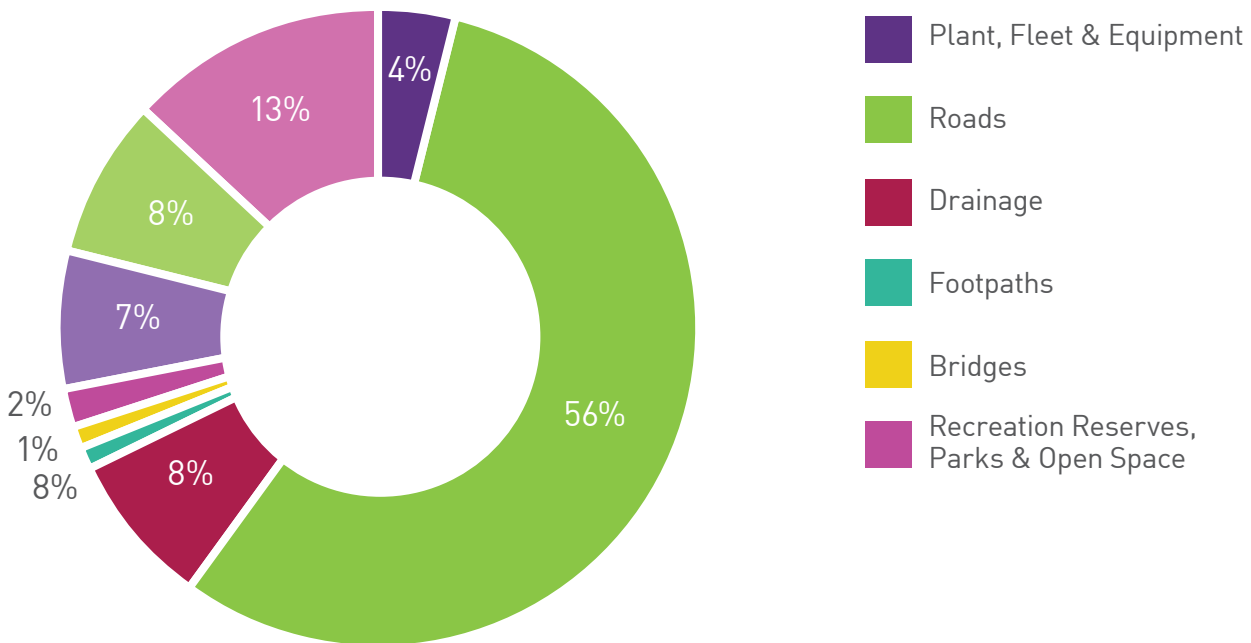
## Capital Expenditure

Council spent \$22.686 million on capital works, which included \$2.465 million of waste expenditure associated with the rehabilitation of the Trafalgar Landfill.

The most significant areas of capital expenditure were roads, buildings, drainage and land, and buildings.

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

**Capital Expenditure (\$ Million)**



Council made a significant investment in renewal expenditure, which represented 61.4% of capital expenditure. This reflects the need to maintain existing infrastructure assets, whilst continuing to invest in new and expanded infrastructure.

## Cash Flow

Council’s cash position at the 30 June 2014 was \$18.396 million compared to an opening cash balance of \$20,727 million. This represents an overall decrease in cash holdings during the financial year of \$2.331 million.

One of the major areas of cash spending for Council during the year was payments for Property, infrastructure, plant and equipment of \$21.593 million. This large cash outflow has been predominantly offset by the net cash flow from operations for the financial year of \$20.378 million. Management of cash is a key financial responsibility for Council.

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

## major projects

**During 2013/14 Baw Baw Shire Council committed a significant investment into the following major projects.**

## Warragul Leisure Centre Upgrade

In December 2013 Council committed to proceed with the redevelopment of the Warragul Leisure Centre at approximately \$14 million. The redevelopment will be conducted in three stages, with some elements subject to future funding, and will include:

- A new 51-metre, eight-lane enclosed outdoor pool and spectator seating for 200 people;
- Upgrading the existing 25 metre indoor pool and new larger learn to swim/program pool and modification of the hydrotherapy pool together with various access ramps;
- New indoor leisure and splash pool incorporating leisure pool and splash pad;
- An outdoor water play area for children;
- Indoor spectator seating;
- Change room upgrades;
- Relocation of underground gas pipes;
- Replacement of basketball stadium roof and existing indoor pool;
- Upgrades to the existing plant room; and
- Landscaping works.

## West Gippsland Arts Centre

Council unanimously endorsed a proposal to seek support to fund a \$10.5 million upgrade to the West Gippsland Arts Centre. The project proposes:

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

The proposal seeks to advocate for funding from State and Federal Governments, a community fundraising campaign, and Council's Developer Contribution Fund. It is proposed that the project will be staged over three financial years commencing in January 2015.

## Council Office Accommodation Relocation Works

In March 2013, Council committed \$2.78 million towards relocating 85 staff from the Community Assets, Community Services, and Growth and Economic Development directorates to the former Buln Buln Shire offices in Drouin from mid-2015. In addition, Family and Children's Services moved from Williams Square to Normanby Street.

Council decided to forego the leased properties and to move staff into Council owned buildings in a move brought about by Council's drive for financial savings and greater efficiencies. The leased properties at Smith Street and Williams Square accounted for outgoings of around \$250,000 per annum. Council expects to recoup the cost of the renovation within seven to ten years.



# key achievements



2013

## July 2013:

- Reopening of the Oak Street Kindergarten following expansion works.

## August 2013:

- Settlement Management Plan developed to guide the growth and development of the Shire to the year 2036.
- The Maternal Child and Family Health Regional Conference held, organised by the Maternal Child and Family Health team. The conference was attended by 53 nurses, from as far away as Lakes Entrance through to Casey Shire, and from Bass Coast and South Gippsland Shires.
- National Meals on Wheels day celebrated.
- Established the Business Advisory Board.

## September 2013:

- Baw Baw Shire Family Day Care awarded a rating of 'Exceeding the National Quality Standard' under the New Quality System for their service.

## October 2013:

- Property Policy adopted by Council.
- 'Baw Baw's Play and Learn Experience' held as a part of Children's Week celebrations and was attended by more than 150 people.
- Carers Week event held in partnership with Latrobe community Health Services and Mental Health Fellowship.
- The first Healthy Halloween Night Market held, with over 1,500 people in attendance.
- Baw Baw Seniors Festival ran for two weeks with numerous events.

## November 2013:

- Employee Benefits Expo – Third year running with increased attendance and showcase of the various benefits offered to staff.
- Launch of Prevention of Violence Against Women Program.
- The official launch of Mobility Maps at the Baw Baw Social Inclusion Expo for Warragul, Drouin, Trafalgar, Neerim South and Yarragon.
- Carolynne McLoughlin named Victoria's Educator of the Year in the 'Excellence in Family Day Care Awards'.

## December 2013:

- Replacement of Drouin Soundshell Canopy.
- Launch of the McGregor Park redevelopment.



2014

**January 2014:**

- The Baw Baw Shire Australia Day Awards were presented at the first awards night, and Council celebrated with the community on Australia Day by hosting events in Drouin, Trafalgar and Warragul.
- Family Day Care celebrated 25 years of service in Baw Baw Shire.

**February 2014:**

- Drouin Parking Study undertaken to analyse existing parking conditions in the Drouin town centre.
- The establishment of a Bureau of Meteorology Weather Station for Warragul, a joint project with Federal, State, and local Government supported through the Natural Disaster Resilience Grant.
- Jack Butler Park launch.

**March 2014:**

- "What's Next" Expo held to inform students, parents and educators of young people with disabilities or learning difficulties in secondary school – transition to the next step in their lives.
- Community Facility Directional Signage Policy developed to encourage the erection of signs in a controlled manner, consistent with other road authorities so they are easily identified, located and understood by motorists.
- Planned Activity Group (PAG) Young Person's Group took a holiday to the Gold Coast, Queensland as part of Council's Getaway Program.
- The Happiness Cycle (an initiative by Coca-Cola) was held, offering 200 teenagers the chance to receive a bicycle to ride in and around Baw Baw.
- Developed the Baw Baw Shire Branding Strategy incorporating the 'Visit Baw Baw' logo and new website.

**April 2014:**

- The new Disability Action Plan 2013-17 adopted by Council.
- The first Baw Baw Shire Pop-Up Pet Expo was held to encourage responsible pet ownership within the community.

**May 2014:**

- National Volunteer's Week celebrated to recognise and thank our volunteers.

**June 2014:**

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

# about**baw**bawshire

## our shire

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

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

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

the shire is more densely populated, particularly in areas close to the Princes Highway and the Gippsland railway line, but still retains its rural environment.

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





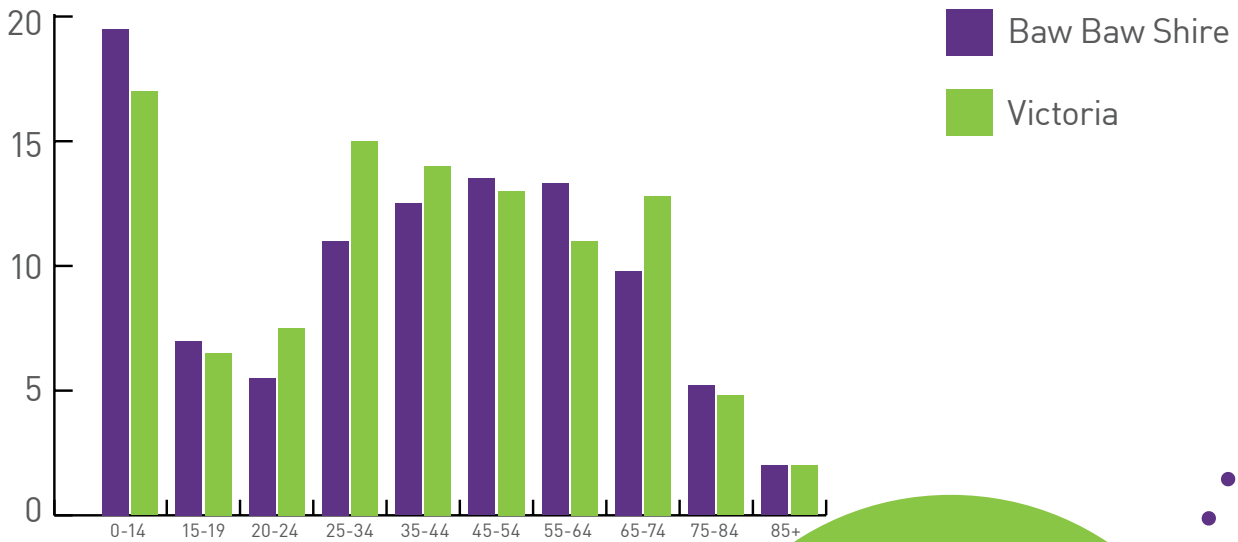
# population

Baw Baw Shire has an estimated population of 45,205 (as at 30 June 2013 Australian Bureau of Statistics - Catalogue 3218.0, Population Estimates by Local Government Area). The municipality is experiencing rapid residential growth with a 2.89 per cent annual growth rate between 2006 and 2011, or an increase of 5,806 people.

The average annual population growth rate of the growth area councils (Casey, Cardinia, Hume, Melton, Whittlesea, and Wyndham) was 4.6 per cent between 2006 and 2011, compared to Melbourne's 1.9 per cent.

Population modelling has predicted the shire will continue growing at an annual rate of 2.3 per cent to reach 60,452 by 2026. It is expected Baw Baw Shire will have 71,683 residents by 2036, having grown at a rate of over 1.7 per cent annually over the previous decade.

## Baw Baw Shire Population and Age Comparison to State



### Fast Facts

- Number of males 21,009
- Number of females 21,855
- Median Age 40
- Total number of private dwellings 18,662
- Number of Families 11,777

### Town populations (2011 Census)

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

## economic profile

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

The estimated gross output for businesses in the Baw Baw Shire for the 12 months to April 2014 was \$3.504 billion.

Manufacturing was the largest output sector at \$728.2 million, with construction being the second highest at \$471.4 million, and agriculture the third highest with an output of \$341.3 million.

Health Care and Social Assistance was the largest employer in the Shire employing 1,714 people, Agriculture was the second largest employer employing 1,683 people followed by Retail with 1,648,

Education at 1,501, and Manufacturing at 1,227.

For the 12 months to December 2013, newspaper job advertisements for positions within the Shire boundaries fell 18.75 per cent compared to the previous year. Over the same period newspaper advertisements across Victoria fell 46.89 per cent and Australia-wide fell 34.25 per cent. For the six months to June 2014 newspaper job advertisements for the Baw Baw shire region rose 13.77 per cent, whilst Victorian and Australian figures continued in decline.

As at December 2013 our unemployment rate sat at 4.2 per cent, compared to Australia's rate of 5.7 per cent and Victoria's rate of 5.8 per cent.

Industry Sector	\$M	%
Manufacturing .....	\$728.118	20.8 %
Construction .....	\$471.403	13.5 %
Rental, Hiring & Real Estate Services .....	\$354.959	10.1 %
Agriculture, Forestry & Fishing .....	\$341.227	9.7 %
Health Care & Social Assistance .....	\$183.860	5.2 %
Wholesale Trade .....	\$177.759	5.1 %
Retail Trade .....	\$165.534	4.7 %
Education & Training .....	\$151.263	4.3 %
Professional, Scientific & Technical Services .....	\$142.702	4.1 %
Financial & Insurance Services .....	\$137.713	3.9 %
Accommodation & Food Services .....	\$119.221	3.4 %
Public Administration & Safety .....	\$112.434	3.2 %
Transport, Postal & Warehousing .....	\$99.191	2.8 %
Other Services .....	\$93.545	2.7 %
Information Media & Telecommunications .....	\$77.501	2.2 %
Electricity, Gas, Water & Waste Services .....	\$54.256	1.5 %
Administrative & Support Services .....	\$49.766	1.4 %
Arts & Recreation Services .....	\$27.150	0.8 %
Mining .....	\$27.150	0.8 %
<b>Total .....</b>	<b>\$3,503.872</b>	

**Key Statistics**

- 16,898 local jobs
- 4,890 local businesses
- 20,995 employed residents

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

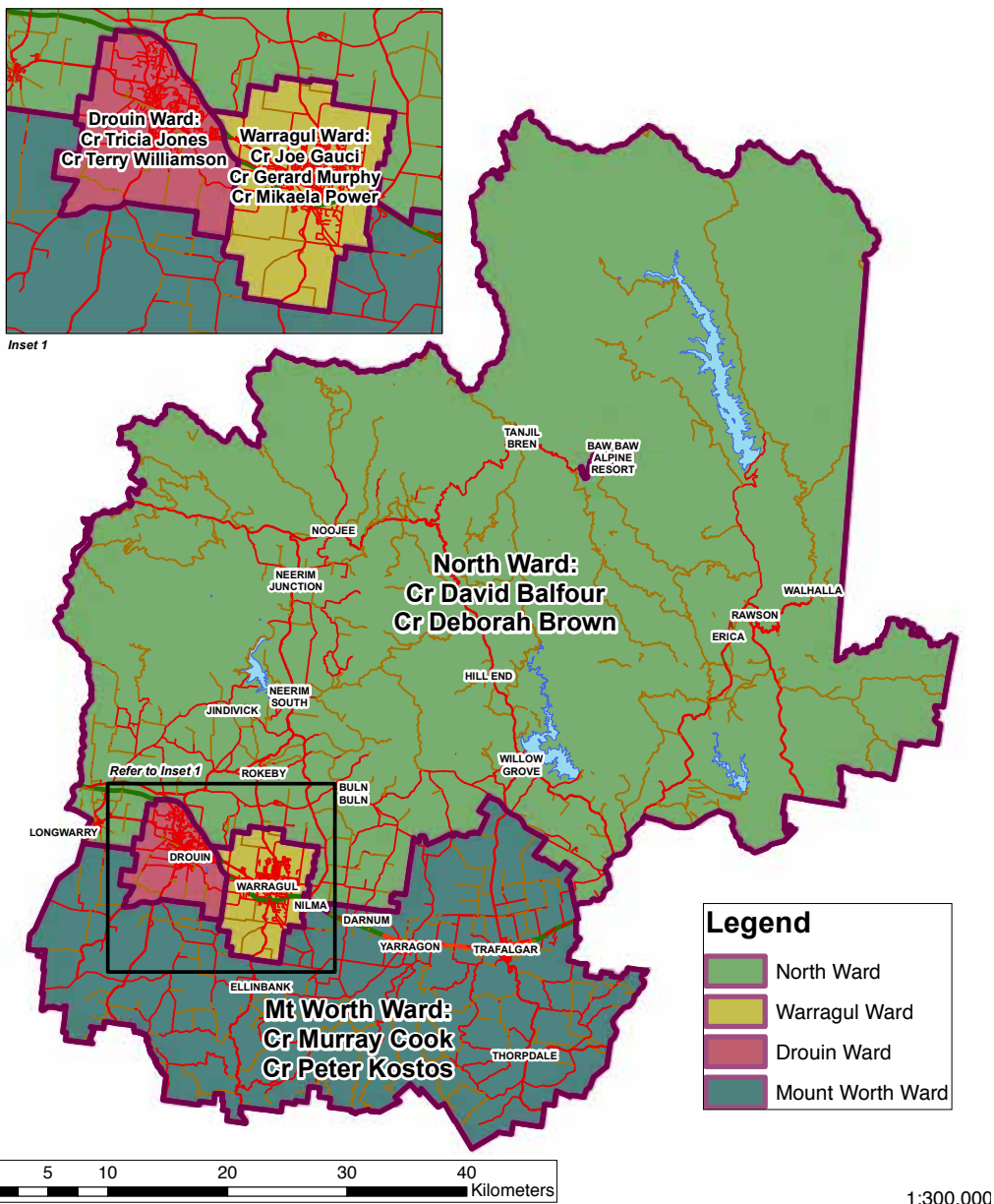


# council wards

Baw Baw Shire is divided into four wards - Drouin, Mount Worth, North and Warragul.

There are two Councillors elected for each of the three wards, with three being elected for the Warragul ward, making a total of nine Councillors.

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



# councillors

## David Balfour

**North Ward**  
2003 – current



### Current Committees:

- Red Tape Reduction Committee (substitute)
- Towns and Rural Communities Network
- Roads and Drainage Advisory Committee
- Settlement Strategy Planning Project Steering Committee (substitute)
- Gippsland Emergency Relief Fund
- Timber Towns Victoria (substitute)
- Walhalla Board of Management
- Walhalla Tourist Railway Committee
- West Gippsland Catchment Management Authority Northern Community Advisory Group
- West Gippsland Catchment Management Authority Moe River Drainage Committee

## Debbie Brown

**Deputy Mayor  
North Ward**  
2012 – current



### Current Committees:

- Australia Day Committee
- CEO Performance Review Committee
- Disability Advisory Committee (substitute)
- Towns and Rural Communities Network
- Business Advisory Board
- Settlement Strategy Planning Project Steering Committee
- Baw Baw Community Partnership
- South East Australian Transport Strategy Inc.

## Murray Cook

**Mayor  
Mount Worth Ward**  
2012 – current



### Current Committees:

- Audit Committee
- Australia Day Committee
- CEO Performance Review Committee
- Towns and Rural Communities Network
- Roads and Drainage Advisory Committee
- Gippsland Local Government Network
- Municipal Association of Victoria (MAV)
- Victorian Local Governance Association (VLGA)
- Baw Baw Community Partnership
- Peri-Urban Group of Councils
- West Gippsland Catchment Management Authority Moe River Drainage Committee

## Joe Gauci

**Warragul Ward**  
2012 – current



### Current Committees:

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

## Tricia Jones

**Drouin Ward**  
2008 – current



Current Committees:

- Arts and Culture Advisory Committee (substitute)
- Audit Committee (substitute)
- CEO Performance Review Committee
- Disability Advisory Committee
- Place Names Advisory Committee (substitute)
- Red Tape Reduction Committee
- Towns and Rural Communities Network
- Youth Action Committee (substitute)
- Early Years Advisory Committee
- West Gippsland Regional Library Corporation Board (substitute)

## Peter Kostos

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



Current Committees:

- Australia Day Committee
- Towns and Rural Communities Network
- Gippsland Regional Waste Management Group

## Gerard Murphy

**Warragul Ward**  
2012 – current



Current Committees:

- Arts and Culture Advisory Committee
- Towns and Rural Communities Network

## Mikaela Power

**Warragul Ward**  
2012 – current



Current Committees:

- Arts and Culture Advisory Committee
- Place Names Advisory Committee
- Towns and Rural Communities Network
- Environment Voice Advisory Committee
- Youth Action Committee
- Early Years Advisory Committee
- Settlement Strategy Planning Project Steering Committee
- West Gippsland Regional Library Corporation Board

## Terry Williamson

**Drouin Ward**  
2012 – current



Current Committees:

- Red Tape Reduction Committee
- Towns and Rural Communities Network
- Settlement Strategy Planning Project Steering Committee (substitute)
- Timber Towns Victoria
- West Gippsland Catchment Management Authority Northern Community Advisory Group (substitute)



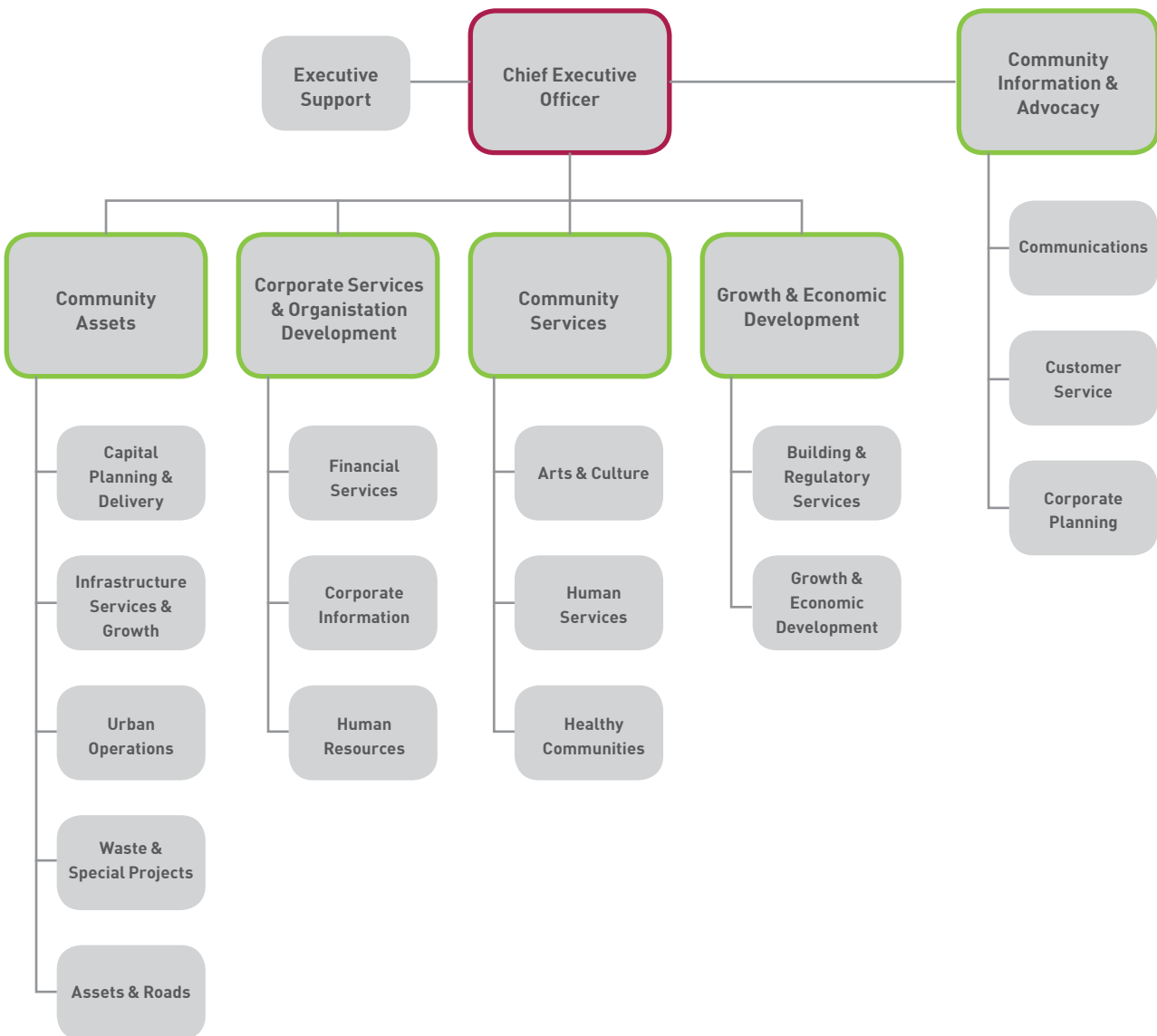
The implementation of Council policies, services and operations is managed through four directorates, each of which is made up of a number of business units. The four Directors and the Executive Officer Community Information & Advocacy make up the Executive Leadership Team (ELT). ELT reports to the Chief Executive Officer, who in turn is answerable to the Council.

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

The four directorates are:

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

## Baw Baw Shire Council Organisational Structure



# executive leadership team

## Helen Anstis

### Chief Executive Officer

Helen Anstis joined Baw Baw Shire Council as its first female CEO in 2010. Helen's diverse career, spanning over 30 years, includes time in the private sector and across all three tiers of government. Her career covers wide-ranging experience and includes roles such as litigation officer, investment manager and investigator. She has held positions at Hobsons Bay, Geelong and Hume City Councils prior to her employment with Baw Baw Shire Council. Helen's qualifications include a Master of Business Administration, Bachelor of Business Management and she is a Graduate of the Australian Institute of Company Directors. Helen is a representative on the West Gippsland Trade Training Alliance Project Management Group, the Latrobe Valley Transition Committee, the Gippsland Local Government Network, the Gippsland Regional Plan Leadership Group, the Peri Urban Group of Local Councils and the Rural Councils Victoria Executive.

## Shane Cagney

### Director Corporate Services and Organisation Development

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

## Phil Cantillon

### Director Community Assets

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

## Matthew Cripps

### Director Growth and Economic Development

Matthew has an extensive background in statutory and strategic planning, with over 17 years in local government. He has previously worked at Frankston City Council, and Banyule City Council. Matthew holds a Masters of Social Science (Environment and Planning), a Bachelor of Arts (Urban Studies), a Graduate Certificate in Business and Administration, and is a Certified Practising Planner. Matthew joined Baw Baw Shire Council in November 2013. Matthew's directorate covers Planning, Economic Development, Building, Public Health, and the Local Laws areas.

## Liana Thompson

### Director Community Services

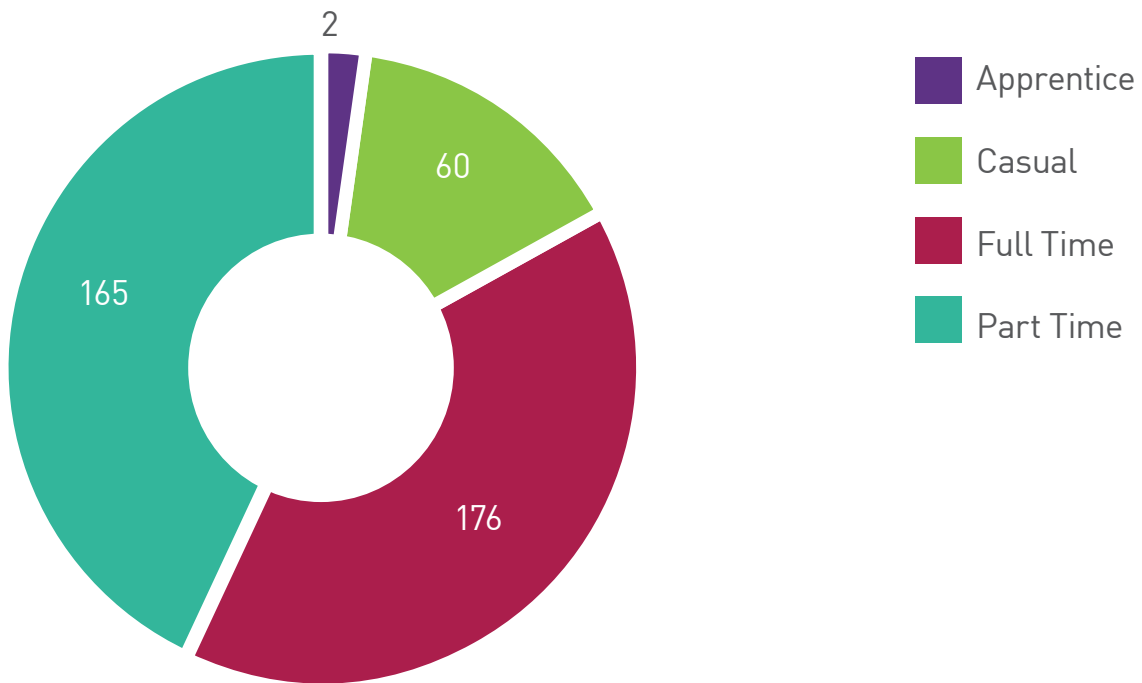
Liana's local government history spans more than 20 years, with experience as both a Councillor and in senior management. Liana was the last Mayor at the City of Port Melbourne, the first Mayor of the City of Port Phillip (following amalgamation), and a founding member and the inaugural president of the Victorian Local Governance Association (VLGA). Liana holds qualifications in Social Science (Community Development) and Business Management, is a graduate of the Australian Institute of Company Directors and she will complete a Masters of Business Administration (MBA) at the end of 2014. Liana joined Baw Baw Shire Council as Manager Governance and Compliance in October 2011 and commenced her current role of Director Community Services in August 2012, overseeing the Arts and Culture, Human Services and Healthy Community departments.

## Rick Rutjens

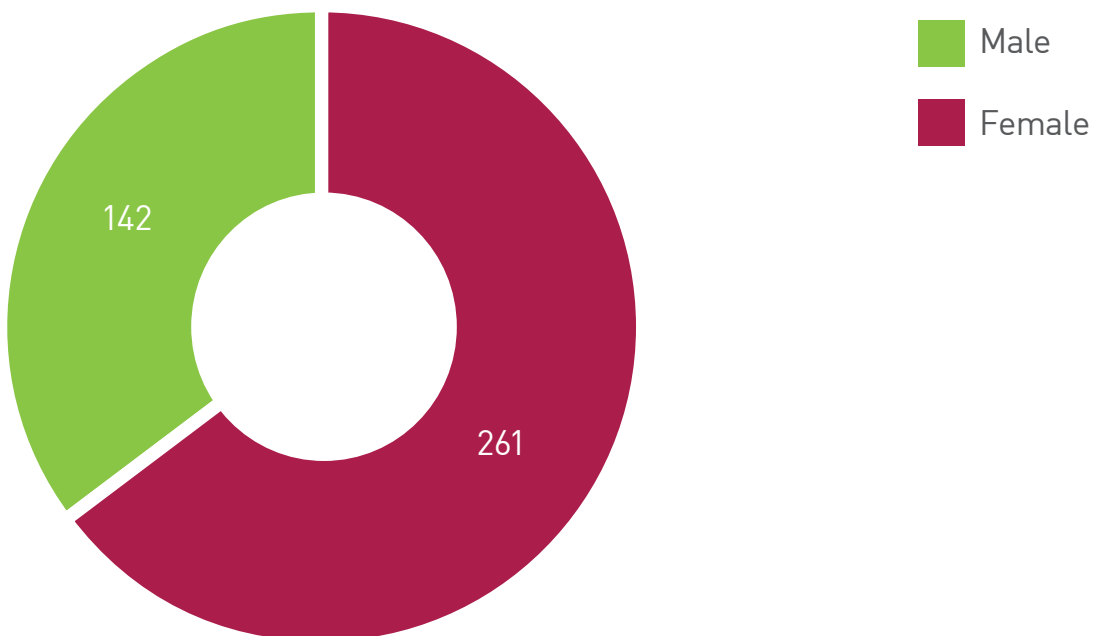
### Executive Officer Community Information and Advocacy

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

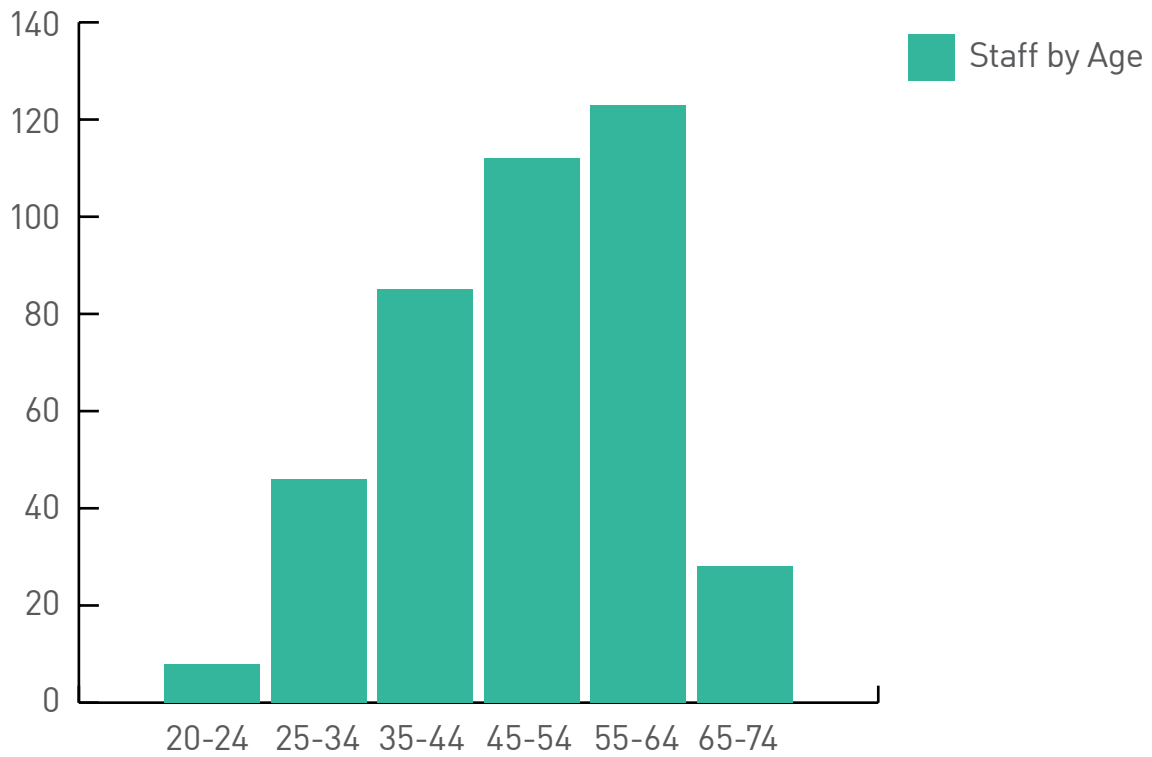
## Number of Employees By Position



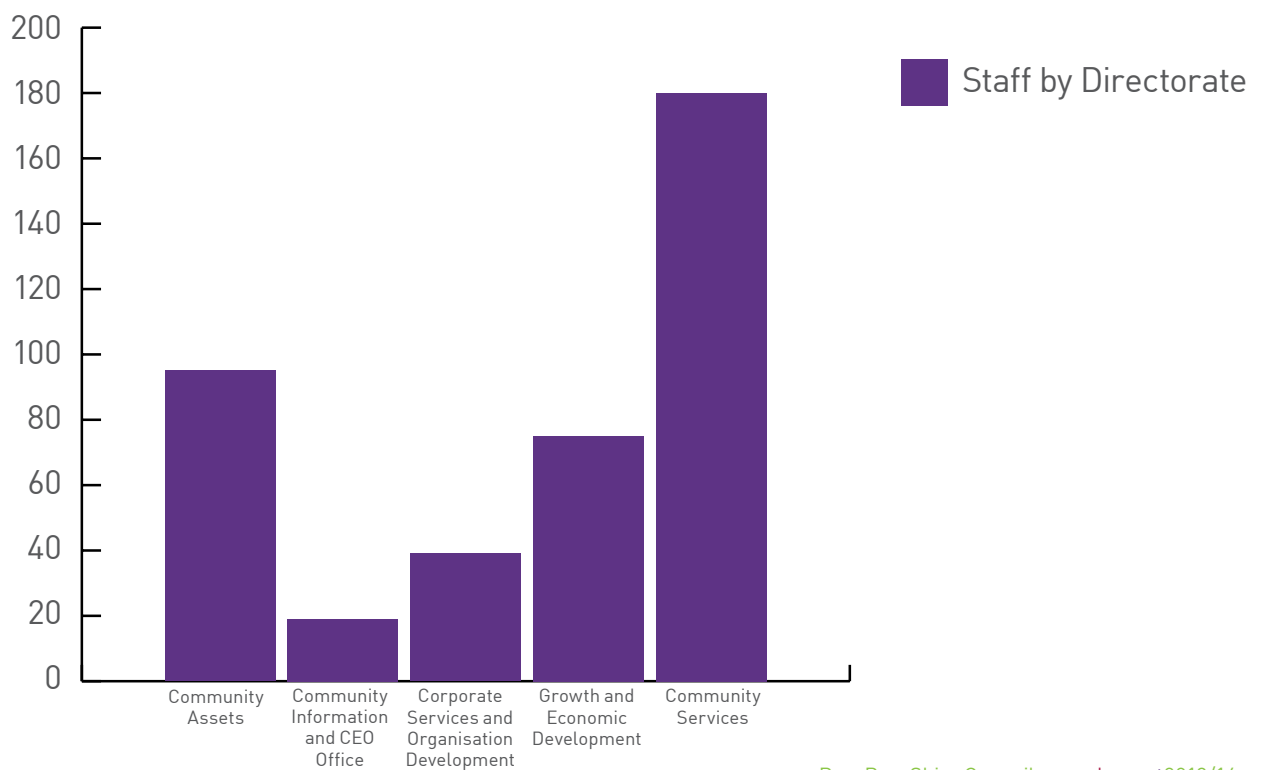
## Number of Employees By Gender



**Staff by Age**



**Staff By Directorate**



# staff achievements

## Awards and Recognition

Our employees are celebrated and recognised annually at the Best of Baw Baw Employee Reward and Recognition Awards. Showcasing the incredible efforts that are delivered by the staff each year, the awards are an opportunity for the employees and their families, CEO, Executive Leadership Team, Mayor and Councillors to get together and acknowledge these contributions.

The awards feature three components:

- Years of Service: awarding employees for their dedicated service to the Council over 5, 10, 15, 20, and 25+ years.
- Special initiative awards: acknowledging those employees who have completed a qualification or undertaken a special project or program.
- Employee Recognition awards: employees and/or business units are recognised for their contributions in line with our core values – community focused, innovation, collaboration, customer focused, pride, respect and integrity.

Staff are also recognised by their peers during their day-to-day work via the FISH! Philosophy program. Employees are encouraged to nominate their peers for a Fish if they display one of the four practices; Choose Your Attitude; Make Their Day; Play; and Being There.

## Employee Learning and Development

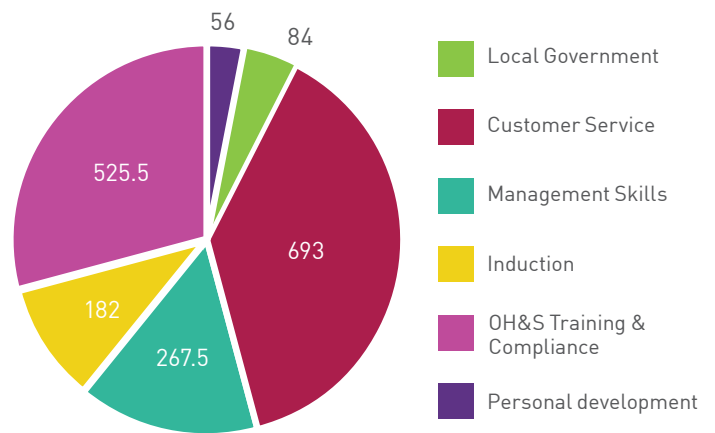
Council is committed to creating an environment and organisational culture that supports learning and growth to ensure a highly skilled, competent and flexible workforce.

Employees are provided with access to appropriate developmental programs to increase their skills, broaden their experience and enhance their future career opportunities. These programs are designed to improve employee performance and efficiency, and to assist in the achievement of the Council's strategic objectives.

A total of 1,808 training hours have been delivered via the Corporate Training program, covering a range of areas as outlined in following chart. This equates to 4.48 hours of training per staff member throughout the year.

Training has been delivered by various methods including internal staff presenters, external training providers and e-learning.

## Staff Training Hours by Topic - YTD



## Professional Development and Education

Council is committed to supporting employees in their further education. Employees are encouraged to pursue tertiary studies that support the business needs of the organisation. Certificates were presented to 14 staff as part of the annual Employee Reward and Recognition program for successful completion of tertiary studies during 2013.

## volunteers

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

The Home and Community Care (HACC) Social Support Volunteers are a team of over 500 dedicated people. Many of the volunteers assist weekly by volunteering within our Planned Activity Group (PAG) program, driving the community bus, and transporting Meals on Wheels.

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

Our volunteers also provide assistance through:

- The Pet Program, where volunteers assist clients who are experiencing mobility issues in walking their dog.
- Community gardeners actively assist community members in maintaining their gardens, to help them remain in their homes longer.
- Community bus volunteers assist in transporting clients to shopping centres, libraries and events.

### Celebrating our Volunteers

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

### 2013/14 FAST FACTS

- Total Meals on Wheels delivered 29,372
- Planned Activity Group assistance 3,055 hours
- Community Bus hours of assistance 7,459 hours
- Community Gardening Assistance 2,418 hours
  - Community Transport 1,172 hours
  - Friendly Visiting 751 hours
- Meals on Wheel Delivery 9,735 hours
  - Pet Program 824 hours

Total overall volunteer hours: 25,645

Total overall volunteer hours:

# 25,645

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

## Work Placement Students

Baw Baw Shire Council actively supports local secondary schools, TAFEs, job seekers, and tertiary educators by hosting work placement opportunities.

Throughout the year, 27 work placements were undertaken across a variety of Council departments.

Nine secondary students were hosted for a week of work experience during 2013/14.

- Six students spent time at the West Gippsland Arts Centre, with the opportunity to see how the back stage operations work.
- The Finance, Human Resources and Planning teams hosted three students, giving them an insight into the day-to-day operations of Local Government.

Three students from the Warragul and District Specialist School undertook a placement for one day per week over a number of weeks.

- Brooke assisted the Family and Children's Services teams with the Supported Playgroup.
- Jack helped out with a variety of technical tasks at the West Gippsland Arts Centre.
- Damien helped the Urban Operations team over a few weeks working alongside staff to maintain Civic Park in Warragul.

Council has also hosted TAFE and University students on placements to help them complete their course requirements. The following university placement students benefited from the experience of relating theory to practice in a real work setting:

- Jessie completed a placement with the Sustainable Environment team whilst studying a Bachelor of Social Science (Environment) at RMIT. Jessie is now working with Council as the Home and Community

Care Energy Liaison Officer.

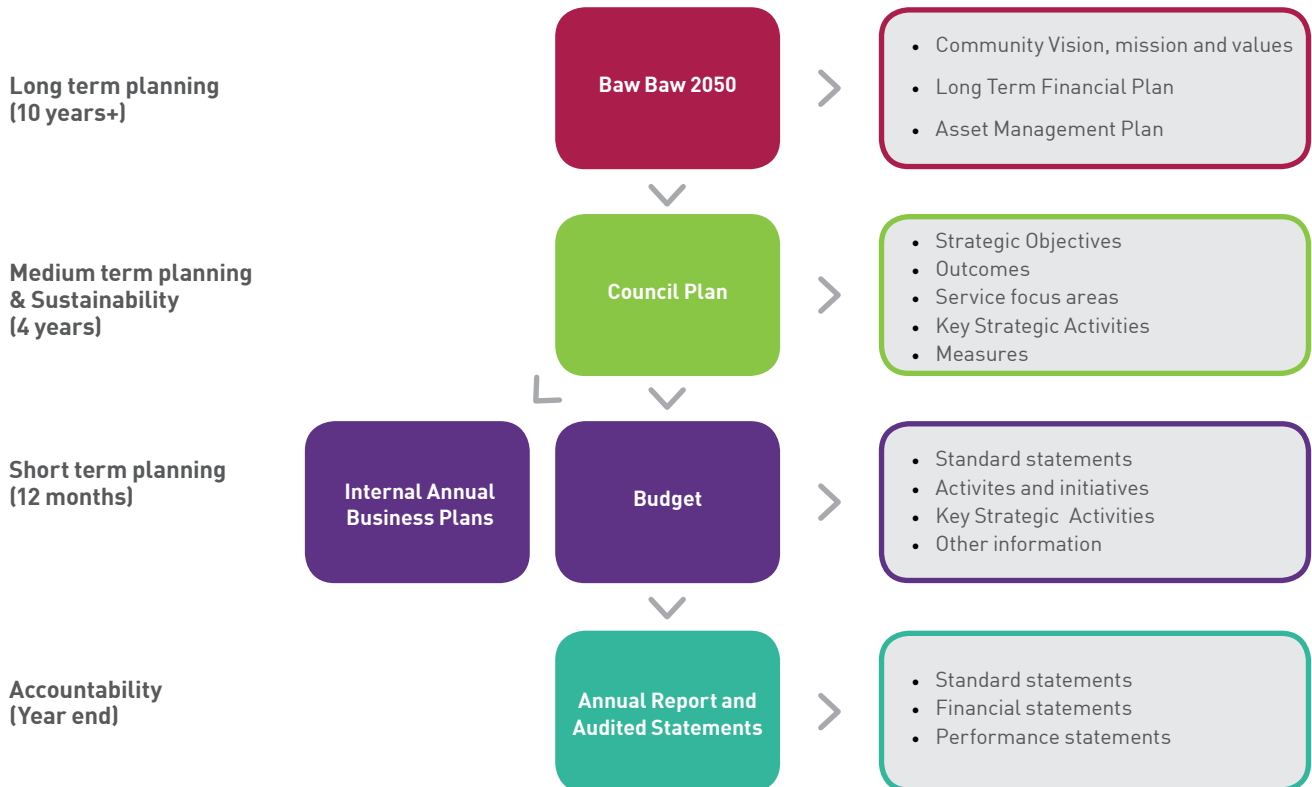
- Muj, studying a Bachelor of Civil Engineering at Victoria University, completed a summer placement with the Community Assets team assisting with a variety of engineering projects.
- Thushari, studying a Masters in Urban Planning at Melbourne University, worked with the Statutory Planning team one day per week for three months to gain valuable experience.
- Jenn, studying a Masters in Public Health at Melbourne University worked with another student Nikki, studying a Bachelor of Health Science at Monash University, to plan the Summer Pool Program for the Healthy Baw Baw team. This was a very successful program and excellent experience for these student to add to their resumes.
- Brooke, studying a Bachelor of Environmental Science at Deakin, worked enthusiastically with the Natural Environment team over the summer period and was able to assist with the mapping of roadside weeds amongst other projects.
- Danielle, studying a Bachelor Professional Communications at Monash, successfully applied for a placement opportunity with the Communications team. Working two days per week over a three-month period, Danielle gained invaluable experience in media communications, speech writing and events planning.



# Performance Reporting

## Corporate Planning Framework

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



## BawBaw 2050

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

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

# Council Plan 2013 - 2017

The Council Plan is the four year strategy for the organisation and identifies the key priorities of the Council, the objectives and highlights activities that the organisation will carry out.

It is a statutory requirement under the Local Government Act for the Council to prepare a new Council Plan following general elections, and then revise the plan once per annum. The current Council Plan was prepared immediately following the Council election, and the first review of the Plan was carried out during the first half of 2014.

## Key Themes and Principles

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

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

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

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

## Strategic Objectives and Outcomes

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

In developing these, Council has sought to balance the competing needs to fund increased resourcing requirements for roads and drains, improve Council's financial position and at the same time deliver an affordable rates increase for the community.

## Key Strategic Activities and Service Focus Areas

The key themes and principles are supported by Key Strategic Activities and service activities that outline the focus of Council's delivery for the community. These are annual commitments, which are intended to be undertaken during the 2013/14 financial year to deliver projects and services for the community.

## Measures

Council's performance against the Council Plan and Budget is regularly monitored using the measures contained in the Council Plan and Budget document. These measures have been developed by Council to measure progress towards its strategic objectives, and by the State Government for all Local Governments in Victoria as a consistent measure of service performance.

Council's Integrated Quarterly Performance Report details Council's quarterly performance against its Key Strategic Activities, service activities and the performance measures. This Annual Report documents the status of Key Strategic Activities, service activities and performance measures for the year. The results of the Key Strategic Activities form Council's externally audited Performance Statement.

# Financing the Council Plan

## Strategic Resource Plan

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

## Annual Budget

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

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

## Strategic Objectives

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

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

# Strategic Indicators

## For the Year Ending 30 June 2014

These indicators measure Council's achievements against each of the Council Plan strategic objectives over the past twelve months.

They include a mix of:

- Key data gathered by Council and other agencies to assist in evaluating community wellbeing (e.g. percentage of waste diverted from landfill).
- Community Satisfaction Indices (CSI) measured by the State Government in its annual survey of Local Governments in Victoria.

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

Performance Measure	Target	Result		Results Comment
		2012/13	2013/14	
<b>Strategic Objective 1.1 Delivering affordable and quality services to the community</b>				
Percentage of Council services with adopted quality and cost standards.	100%.	0%	21.7%	Ten Council services have completed quality and cost standards.  100% is a medium term target and will be achieved within several years.
Results of all Best Value reviews communicated to the community <sup>1</sup> .	Published as part of Annual Report.	-	Achieved	A report on the Best Value program, including key review achievements, is included in the 2013-14 annual report.
Community satisfaction with services that are reviewed as indicated by the State Government Annual Community Satisfaction Survey <sup>2</sup> .	Increase.	(2011/12)		
- <i>Elderly support services</i>		69	69	There was an increase in satisfaction for the majority of reviewed services, however there was a small decrease for 'local streets and footpaths' and 'enforcement of local laws'.
- <i>Disadvantaged support services.</i>		62	62	
- <i>Customer service</i>		62	67	
- <i>Appearance of public areas</i>		71	72	
- <i>Local streets and footpaths</i>		50	47	
- <i>Unsealed roads</i>		32	34	
- <i>Enforcement of local laws</i>		64	62	
Library activity rate as a percentage of the Shire population.	-Increase.			
- <i>Visits as a percentage of the population.</i>		397.64%	380.54%	There has been a small decrease in number of visits and loans.
- <i>Loans as a percentage of the population.</i>		699.23%	665.66%	
Number of children aged 12 – 63 months that have been immunised <sup>1</sup> .	Increase.	-	1,566	92% of children aged 12 – 63 months were immunised in 2012-13.

Performance Measure	Target	Result		Results Comment
		2012/13	2013/14	
Number of unplaced children in four year old kindergarten programs annually.	Decrease.	0	3	This result is for enrollments in the 2014 kindergarten year.
Number of people receiving Home and Community Care Services.	1,400	2,036	2,016	
<b>Strategic Objective 1.2 Communities which are dynamic, vibrant and inclusive</b>				
Number of volunteers registered on Council programs <sup>1</sup> .	Increase.	-	663	Volunteers comprise people participating in Council's natural environment and social support programs.
Participation in Council Committees and Committees of Management <sup>1</sup> .	Increase.	-	455	In 2013-14 there were a total of 118 people who participated in one of Council's eight advisory committees, and a total 337 attendees at Committees of Management meetings.
Total leveraged value of Community Development Grants <sup>1</sup> .	Minimum \$1 for \$1.	-	\$1:\$2.46	The Community Development Grants allocated just under \$300,000 in 2013-14 (leverage value of \$1:\$1.80). This was used to successfully apply for a further \$150,500 from State Grants plus an additional contribution of \$54,000 from the clubs involved, resulting in a total leverage of \$1:\$2.46.
Attendance at the West Gippsland Arts Centre as a percentage of seat capacity and as a percentage of the population.  - <i>Ticketed attendance as a percentage of seat capacity<sup>1</sup>.</i>  - <i>Total attendance as a percentage of the population.</i>	Increase.	-  128.0%	62.0%  128.8%	Over 2013-14, there has been a total attendance of 58,182 people, which includes non-ticketed and ticketed events (ticket sales were 36,049).
Number of young people attending youth focused programs or services <sup>1</sup> .	Increase.	-	840	Council/FReeZA events included the Forest Edge Music Festival, and the South East Skate and BMX event.

Performance Measure	Target	Result		Results Comment
		2012/13	2013/14	
<b>Strategic Objective 1.3 Enhanced community quality of life</b>				
<p>Community satisfaction with health and human services as indicated by the State Government Annual Community Satisfaction Survey<sup>2</sup>.</p> <ul style="list-style-type: none"> <li>- <i>Elderly support services</i></li> <li>- <i>Family support services</i></li> <li>- <i>Disadvantaged support services.</i></li> </ul>	Increase.	(2011/12)	(2011/12)	There was an increase in satisfaction with Family Support services, while Elderly and Disadvantaged services did not change.
		69	69	
		64	67	
		62	62	
Community satisfaction with appearance of public areas as indicated by the State Government Annual Community Satisfaction Survey <sup>2</sup> .	Increase.	71	72	There has been a small increase in satisfaction with Council's performance in 2013-14.
		(2011/12)		
Number of walkers on the Two Towns Trail.	Increase.	93,404	98,429	There has been a 5.4% increase in users on the trail between 2012-13 to 2013-14.
Baw Baw Local Government Area results of the annual State Government Victorian Population Health Survey <sup>1</sup> .	Acceptable benchmark of no measure significantly less than the Victorian average.	-	1 measure	<p>Baw Baw has a statistically significant greater proportion of adults with low levels of psychological distress (72.5%) compared to the Victorian average of (64.6%). This is outside the acceptable benchmark set in the Council Plan.</p> <p>New survey data will be available in 2016.</p>
<b>Strategic Objective 2.1 Financial responsibility and responsible management of Council resources and people</b>				
Council's liquidity (Council's ability to pay existing liabilities).	Greater than 1.03. Increase to 1.2 by 2017.	1.51	1.38	Council's Long Term Financial Plan maintains liquidity ratio at or above 1.1 for the life of the Plan.
Indebtedness ratio (Council's ability to cover noncurrent liabilities with cash).	Guideline maximum 40% for Local Government.	14.68%	8.77%	

Performance Measure	Target	Result		Results Comment
		2012/13	2013/14	
Consistency between the Annual Budget and the Council's Long Term Financial Plan <sup>1</sup> .	Annual budgets improve Long Term Financial ratios year on year.	-	Achieved	Council's Long Term Financial Plan reflects an improved financial position and aligns with the 2014-15 Budget.
Average response time to a community request (in the Customer Relationship Management system) <sup>1</sup> .	Decrease.	-	6.6 days	The average response time has decreased across 2013-14, and averaged 6.6 days for the year.
Number of outstanding community requests (in the Customer Relationship Management system) <sup>1</sup> .	Decrease.	-	460 requests	The number of outstanding requests decreased across 2013-14, from 554 in the first quarter. As of 30 June 2014 there were 460 outstanding requests.
Days lost due to injury.	Decrease.	895 hours	1131 hours	

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

Community satisfaction with community engagement as indicated by the State Government Annual Community Satisfaction Survey <sup>2</sup> .	Increase.	45	53	There has been a large increase in satisfaction with Council's performance in 2013-14.
Community satisfaction with Council's overall performance as indicated by the State Government Annual Community Satisfaction Survey <sup>2</sup> .	Increase.	41	57	There has been a large increase in satisfaction with Council's performance in 2013-14.
Community satisfaction with customer contact as indicated by the State Government Annual Community Satisfaction Survey <sup>2</sup> .	Increase.	62	67	There has been an increase in satisfaction with Council's performance in 2013-14.



Performance Measure	Target	Result		Results Comment
		2012/13	2013/14	
Number of Best Value service reviews conducted and reported to Council.	A minimum of two per annum, conducted in accordance with statutory requirements.	0	8	The target has been achieved for 2013-14

### Strategic Objective 3.1 Continuing to reduce the asset renewal gap

Dollar value of the asset renewal gap (comparison of expenditure on asset renewals and asset depreciation).	Decrease (\$).			The results indicate that the performance measure is achieved, as renewal expenditure exceeds depreciation and is increasing.
	Renewal \$	\$10.5 million	\$13.9 million	
	Depreciation \$	\$10.0 million	\$11.0 million	
Percentage of adopted Capital Renewal Projects completed by end of financial year.	90%.	100%	100%	
Dollar value of expenditure on capital renewal.	100% of the Depreciation Charge stated in the previous year's Annual Report.	104.6%	125.7%	Capital renewal expenditure has significantly exceeded depreciation, positively exceeding the target.

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

Percentage of total adopted Capital Works Projects completed by end of financial year.	90%	91.0%	95.8%	
Community satisfaction with local roads and footpaths as indicated by the State Government Annual Community Satisfaction Survey <sup>2</sup> .	Increase.	50 (2011/12)	47	There has been a small decrease in satisfaction with Council's performance in 2013-14.
Number of defects identified and reported by asset management inspections and community requests.	Decrease.	7,789	3,021	The number of defects has decreased since 2012-13 and across the 2013-14 year.  This may be the result of increased capital funding and improved contract management.

Performance Measure	Target	Result		Results Comment
		2012/13	2013/14	
Extent of adopted capital works program by the following asset classes <sup>1</sup> : <ul style="list-style-type: none"> <li>- <i>Length of roads resealed.</i></li> <li>- <i>Length of gravel road re-sheeted.</i></li> <li>- <i>Length of major roads reconstruction.</i></li> <li>- <i>Value of drains projects.</i></li> <li>- <i>Value of footpath projects.</i></li> </ul>	Measured against the adopted Capital Works Program.	-	63.4 km	
		-	27.4 km	
		-	14.6 km	
		-	\$1.86 million	
		-	\$0.19 million	

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

Residential land supply within Baw Baw Shire as indicated by Council's land monitoring.	Within a 5 yr span of the 15 yr State Government requirement.	11 – 14 years	11 – 13 years	The Warragul and Drouin Precinct Structure Plans once implemented will provide land supply in excess of 40 years for the Shire.
Grant funding attracted by Council advocacy <sup>1</sup> .	Reported minimum of quarterly to Council.	-	\$1.72 million	Council has successfully attracted \$1,719,450 funding in competitive grants applications in 2013-14. Council has also strongly advocated for funding to improve the Sand Road interchange, and funding of \$31.8 million has been included in the State 2014-15 budget for this project.
Community satisfaction with advocacy as indicated by the State Government Annual Community Satisfaction Survey <sup>2</sup> .	Increase.	44	52	There has been a large increase in satisfaction with Council's performance in 2013-14.
Community satisfaction with planning for population growth in the area as indicated by the State Government Annual Community Satisfaction Survey <sup>2</sup> .	Increase.	44 (2011/12)	48	There has been an increase in satisfaction with Council's performance in 2013-14.

Performance Measure	Target	Result		Results Comment
		2012/13	2013/14	
<b>Strategic Objective 4.2 Prosperous local business and industry</b>				
Level of satisfaction with economic development as indicated by the State Government Annual Community Satisfaction Survey <sup>2</sup> .	Increase.	52 (2011/12)	57	There has been an increase in satisfaction with Council's performance in 2013-14.
Trend in local business confidence as indicated by Council's annual Economic Development survey <sup>1</sup> .	Increase.	-	-	The survey was delayed, and results are expected in September 2014.
Number and value of building permits issued in Baw Baw Shire. <ul style="list-style-type: none"> <li>- <i>Number of permits</i></li> <li>- <i>Value of permits</i></li> </ul>	Reported minimum of quarterly to Council.	1,186 \$153.5 million	1,144 \$157.6 million	Reports have been made to Council at least quarterly.
Number of procurement training events held with local suppliers <sup>1</sup> .	Minimum two per annum.	-	2	The target has been achieved for 2013-14.

Performance Measure	Target	Result		Results Comment
		2012/13	2013/14	
<b>Strategic Objective 5.1 Protecting and sustainably managing the natural environment and resources now and into the future</b>				
Energy consumption at Council buildings, facilities and lighting.	Decrease.	3,109 MWh	3,073 MWh	Energy consumption is measured at Council's top 10 energy consuming sites and public lighting.
Potable water consumption at Council buildings and facilities.	Decrease.	68,804 ML	89,206 ML	Council's water use has been increasing by an average of 30% per annum for the past three years. Approximately 66% of water is being used by ten sites.
Equivalent CO <sup>2</sup> emissions from Council owned and managed buildings, lighting and fleet.	Decrease.	5,172 tonnes	5,089 tonnes	CO <sup>2</sup> emissions are calculated based on energy consumption (above) plus Council's diesel, LPG and petrol consumption.
Wastewise certifications at Council owned or managed sites.	Increase.	2	0	Two of Council's facilities are certified. No new certifications were achieved in 2013-14.
Rates of annual household and total residential waste generation.	Decrease.			
- <i>Total annual residential waste</i>		7,928 tonnes	7,994 tonnes	An increase in number of houses has resulted in an increase in waste collected, but waste per household has decreased.
- <i>Total annual household waste</i>		468.9 kg	461.8 kg	
Total rates of diversion of waste from landfill total recyclables and total greenwaste.	Increase.			
- <i>Total recyclables</i>		4,319 tonnes	4,498 tonnes	The trend shows increase in volume for both recyclables and green organics, increasing by 179 tonnes for recyclables and 673 tonnes for green compared to 2012-13 financial year.
- <i>Total greenwaste</i>		3,825 tonnes	4,498 tonnes	
Community satisfaction with waste management as indicated by the State Government Annual Community Satisfaction Survey <sup>2</sup> .	Increase.	65 (2011/12)	71	There has been an increase in satisfaction with Council's performance in 2013-14.

Performance Measure	Target	Result		Results Comment
		2012/13	2013/14	
<b>Strategic Objective 5.2 Building resilience and preparedness for climate and environmental impacts</b>				
Community satisfaction with emergency and disaster management as indicated by the State Government Annual Community Satisfaction Survey <sup>2</sup> .	Increase.	67 (2011/12)	70	There has been a small increase in satisfaction with Council's performance in 2013-14.
Number of adopted town emergency plans <sup>1</sup> .	Increase.	-	0	There are currently 10 completed or draft plans, however no plans were adopted in 2013-14.

## Explanatory Notes

The above measures are identified in the Council Plan 2013 – 2017.

1. Results are left blank with a dash ( - ) where a result is not comparable, where indicators were not part of the 2012/13 Strategic Indicator set, or where a result is not applicable or relevant. However, data has been provided where available.
2. Community Satisfaction with Council's performance is measured by the Victorian Local Government Community Satisfaction Survey, coordinated by the Department of Transport, Planning and Local

Infrastructure. These indicators are reviewed on an ongoing basis to ensure continued alignment with Council's objectives and priorities, and are subject to change. For several measures, results are not available for the period 2012/13, so the 2011/12 results are included for comparison.

Victorian Local Government Indicator	Result	
	2012/13	2013/14
<b>Overall performance</b> Community satisfaction rating for overall performance generally of the council.	41	57
<b>Advocacy</b> Community satisfaction rating for Council's making representations on behalf of the community.	44	52
<b>Community consultation</b> Community satisfaction rating for Council's community consultation and engagement.	45	53
<b>All rates</b> Average rates and charges per assessment.	\$1,762	\$1,868
<b>Residential rates</b> Average residential rates and charges per assessment.	\$1,214	\$1,285
<b>Operating costs</b> Average operating expenditure per assessment.	\$2,990	\$2,893
<b>Capital expenditure</b> Average capital expenditure per assessment.	\$647	\$956
<b>Infrastructure</b> Renewal.	\$10,500,000	\$13,928,000
<b>Infrastructure</b> Renewal and maintenance.	\$15,480,700	\$18,325,400
<b>Debts</b> Average liabilities per assessment.	\$1,130	\$962
<b>Operating result</b> Operating result per assessment.	\$501	\$266

## Explanatory Notes

- The Victorian Local Government Indicators will change, and a new set of indicators will be reported in the 2014/15 Financial Statements, Performance Statements and the Annual Report.
- Several of the measures above are reported elsewhere in this Annual Report where they form part of Council's strategic indicator set, the Performance Statements and/or Financial Statements, however are brought together in this one table to clearly demonstrate compliance with this reporting requirement.

## Community Satisfaction

The Community Satisfaction Survey is carried out annually, coordinated by the Department of Transport, Planning and Local Infrastructure on behalf of all Local Governments.

The survey is carried out via telephone to a random survey of 400 residents aged 18+ years. Minimum quotas are applied to gender and age groups, and post survey weighting is also applied to ensure accurate

age and gender representation. In 2014, the survey was carried out over the period 31 January – 11 March.

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

Community satisfaction performance measure	Result			Trend
	2011/12	2012/13	2013/14	
Decisions made in the interest of the community	-	-	51	-
Overall Council direction	35	42	52	^
Lobbying on behalf of the community	47	44	52	^
Community consultation and engagement	47	45	53	^
Overall performance	45	41	57	^
Informing the community	52	-	57	^
Contact customer service	61	62	67	^
Maintenance of unsealed roads in your area	32	-	34	^
Condition of sealed local roads in your area	-	-	35	-
Condition of local streets and footpaths	50	-	47	v
Emergency and disaster management	67	-	70	^
Waste management	65	-	71	^
Appearance of public areas	71	-	72	^
Planning for population growth in the area	44	-	48	^
Planning and building permits	48	-	54	^
Business and community development and tourism	52	-	57	^
Enforcement of local laws	64	-	62	v
Disadvantaged support services	62	-	62	>
Recreational facilities	64	-	65	^
Family and support services	64	-	67	^
Elderly support services	69	-	69	>
Art centres and libraries	73	-	74	^

### Explanatory Notes

The above measures are identified in the Council Plan 2013 – 2017.

1. Community Satisfaction with Council's performance is measured by the Victorian Local Government Community Satisfaction Survey, coordinated by the Department of Transport, Planning and Local Infrastructure. These indicators are reviewed on an ongoing basis to ensure continued alignment with Council's objectives and priorities, and are subject to change.

2. Results are left blank with a dash ( - ) where the measure did not form part of the 2012/13 survey.



# reporting against the council plan

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

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

The following sections detail the work that was undertaken by various teams during 2013/14. Each section has been broken down to align with each of the eleven Council Plan objectives.

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





our community



UNITING CHURCH  
IN AUSTRALIA  
— DROUIN —

WORSHIP ... 9.00 a.m. ...

on SUNDAY - Additional Service at 2.00pm

HALL HIRE - 5625 1162

Minister: Rev. ...

**Outcomes**

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

As an organisation, Baw Baw Shire Council works to deliver quality and affordable services to the community through Family and Children's services, Home and Community Care, Arts and Culture, Libraries, Community Compliance, Public Health, Building, Planning and Customer Service.

The Maternal Child and Family Health Service provides free, confidential specialist nursing, lactation, health and development checks and support services to parents with infants and young children. Throughout 2013/14 the team:

- Received 726 enrolments for children 0-6. This includes births in the area, as well as new enrolments for children moving into Baw Baw.
- Maternal Child and Family Health Nurses undertook 7,472 consultations during this time, including 4,595 Key Ages and Stages visits.
- In addition, five Toddler Information Sessions, and four Diet, Development and Dental Information Sessions were held for parents.

Family Day Care provided a total of 27,077 hours of care over the year to 294 children from 182 families living in the Shire. An exceptional accomplishment for Family Day Care in 2013/14 was receiving an overall rating of 'Exceeding the National Quality Standard', under the National Quality Framework. This is the highest possible rating that can be awarded by DEECD. Another highlight for the team was Carolynne McLoughlin, a Baw Baw Family Day Care educator from Drouin, being named Victorian Family Day Care Educator of the Year in the 'Excellence in Family Day Care Awards'.

The Central Enrolment Scheme manages the enrolments for 12 out of the 15 sessional kindergartens in Baw Baw Shire. As at the cut-off date for first round offers in 2015, applications for 522 four year old places were received and 165 applications for three year old places.

The Supported Playgroup and Parent Group Initiative aims to engage disadvantaged and vulnerable families to provide quality play opportunities for children at a critical time in their development. The playgroup provided support to over 70 children from 42 different families in 2013/14.

Family and Children's Services operate a capsule hire service, allowing residents to hire baby capsules for babies from birth to 6 months of age. The capsules are clean and fully sanitised and include all accessories for safe installation. Between 1 July 2013 and 30 June 2014, 37 capsules were hired out.

The provision of the Home and Community Care (HACC) services provided to vulnerable and ageing residents remains paramount. Council continues to review and implement processes to best meet community needs through its delivery of aged and disability services. During the 2013/14 financial year, our Human Services team supported 2,016 people to remain living at home and accessing their community via our HACC programs and services.

Jointly funded by the State and Commonwealth Government to provide subsidised support services to support our frail aged, people with a disability and their Carers, 57 Home Support Workers travelled 9,539 kilometres over the year to support people in their homes with domestic assistance, shopping, personal care and provided respite to give carers a break from their caring role.

To enhance the opportunities available to patrons at the West Gippsland Arts Centre (WGAC), a master-plan for the redevelopment as well as a funding and application process was undertaken during 2013/14. Further development was undertaken on the café service at WGAC to ensure the centre is a welcoming, friendly and comfortable place for the broader community to meet and socialise. The café turnover for the year increased from \$308,362 in 2012/13 to \$352,272 in 2013/14, being an increase of 14 per cent. The WGAC also presented nine new professional shows at an accessible 11.00am timeslot on weekdays across the year.

The Building and Public Health units completed a best value service review in 2013/14, which identified improvements to ensure these services were meeting best value principles as set out in the Local Government Act. These reviews will provide the foundation for the teams' work over the coming years.



Some of the highlights achieved to date include:

- Amending the process to resolve building notices and orders.
- Reviewing processes and procedures and identifying efficiencies.
- Using the Council's customer request management system to accurately record the type of requests received and the time taken per request.

One of the highlights for 2013/14 for the Public Health Unit was achieving a 100 per cent registration renewal rate of all commercial businesses including food and public health and wellbeing (hair/skin/beauty). A new approach of issuing warnings before issuing infringements for failing to renew registration was introduced, which led to a more rapid response from business owners. Registrations are required to ensure that health and safety standards are met and the community is protected.

The Customer Service team undertook a Best Value Service Review during 2013/14, to identify and implement a number of measures to ensure the organisation is providing the highest quality of Customer Service to our community. Throughout the year Customer Service:

- Rolled out the new customer service induction to staff, including reinforcement of our customer service roles and responsibilities.
- Reviewed and made improvements to the after-hours script to provide better communication to our customers.
- Continued working towards providing first point of contact resolution and service improvements. These focussed on the peak periods for rates, animal registrations, planning, roads and waste management.
- Reviewed and improved the process for paying with credit cards over the phone to provide a better service to customers.
- Officers commenced rotations between each of Council's four centres to develop a multi-skilled team and foster cross training to enable our business to be more flexible.

Throughout the year, at quarterly intervals, the West Gippsland Regional Library Corporation Board reviewed its performance against its 2011-15 plan.

During 2013/14 the West Gippsland Regional Library Corporation either conducted or participated in a number of events within the Shire:

- Warragul Library partnered with the West Gippsland Genealogical Society to present a series of Ancestry classes.
- Library staff participated in Winterfest, Learn and Play, Gardivalia and Ficifolia festivals.
- The Thorpdale mobile library site was relocated to the Thorpdale Hall.
- Warragul and Drouin libraries collaborated with Consumer Affairs for talks to be held in branches.
- The library partnered with Council on a trial kinder membership drive with the aim of enabling all children to become library members.
- Library staff visited supported playgroups and outreach kinder services promoting the library, membership and services.
- Tech Talk sessions were offered at Noojee, Longwarry, Rawson, Trafalgar and Yarragon on topics such as "What is a Blog?".
- A successful collaboration with Warragul Theatre Company for "Phantom of the Opera: behind the theatre curtain".

Other notable library happenings during 2013/14 included commencing a trial of extended hours at Noojee Library.

# 2013/14 FAST FACTS

- West Gippsland Arts Centre attracted 58,182 attendances (including non-ticketed and functions attendances) and sold 36,049 tickets.
- Council received 1,144 building permits for works that are estimated to be valued at \$157,603,459.
- Family Day Care celebrated 25 years of service in Baw Baw on Thursday 30 January 2014.
- The Preschool Field Officer Service provided support for 86 children with additional needs to assist in the developmental and learning of these individual children in kindergarten.
- HACC Assessment officers completed over 6,000 hours offering people the opportunity to improve their capacity to be as independent as they can for as long as they can with the provision of minimal support services.
- Volunteers delivered over 25,000 meals on wheels.
- HACC provided 2,660 hours of support services to 66 people through the Veterans Home Care program.
- Home Maintenance officers supported 778 people with handyman tasks in and around the home, assisting over 140 people with the installation of mobility aids such as rails in the bathroom or hand held showers, cleaned spouting on 400 houses, cleaned windows on 325 houses and completed over 340 garden maintenance jobs.
- HACC Assessment officers received 476 electronic referrals from allied health services, hospitals and case managers.
- Over 500 Planned Activity Group (PAG) sessions were provided to approximately 250 clients totalling 28,224 hours of activity based support.
- Presented 145 performances at West Gippsland Arts Centre.
- Hosted 228 non-arts functions such as meetings, seminars, conferences and functions at West Gippsland Arts Centre.
- West Gippsland Arts Centre presented nine theatre productions, two dance companies, two comedy shows, five music concerts and six professional touring productions suitable for schools and families in the programmed season.
- West Gippsland Arts Centre hosted two dance companies, three comedy shows and 20 music concerts touring productions presented by commercial hirers.
- 596 registered businesses inspected.
- 118 food samples undertaken.
- 242 wastewater management permits issued.

### Outcomes

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

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

A Community Planning Working Party made up of Councillors, community members and Council officers all helped steer the community-planning program in 2013/14. The townships of Aberfeldy, Drouin, Darnum, Ferndale/Seaview/Trida and Trafalgar all led the way in the development of community plans for their townships.

As part our continued work to improve skills and work with sporting and community groups to promote leadership and participation, Council provided a Community Leadership Skills Workshop for 22 community representatives, providing information on the changes to the *Associations Incorporation Reform Act 2012*.

During 2013/14 Council continued its Community Conversation events, hosting a conversation around preventing men's violence against women. The event was a great success, with 170 community members attending, along with the Minister for Crime Prevention, Russell Broadbent MP Federal Member for McMillan and other community members who stood together, united against men's violence against women.

The Healthy Communities team ensures that Council's leisure facilities are available and accessible for the region's young citizens. This includes skate and BMX facilities, swimming pools, football ovals and recreation reserves, netball courts and parks. Each year the Recreation Team helps to facilitate the annual South Eastern Skate and BMX competition in the shire. This year the event was held in April and attracted a large number of competitors from around the state to compete at Burke Street Park in Warragul. Unfortunately, in July 2013 Council's Youth Action Committee became inactive due to Council no longer having a Youth Officer to run the program.

Council has worked with the community to develop a response to the Local Government Aboriginal Partnership Project. This plan calls for a focus on strengthening relationships and builds on the good work that is already happening at Council. Baw Baw is well placed to work with Aboriginal communities to drive positive change in areas such as employment and economic development, health and wellbeing, recognition and respect, civic participation, access to land and protection of cultural heritage.

In June 2014 Reconciliation Week was again celebrated in Baw Baw with a community barbeque and street party with the community surrounding Butler Park, Drouin. Approximately 40 adults and children attended the fun in the park. As an outcome from the event, six community members have offered to work with Council to develop future project/activities in the area.

In the lead up to NAIDOC Week, the West Gippsland Arts Centre presented a production from the Darwin Festival called 'Wulamanaywi', celebrating indigenous arts and their place in contemporary life.

During 2013/14, Council received 110 Community Development Grants applications, with 52 grant applications being successful in obtaining funding, which equated to \$306,242. As part of Council's commitment for community involvement in decision making, seven community members assisted in the assessment of the grant applications. Council also awarded \$3,500 in sponsorship, supporting many and varied initiatives including a substance abuse support group.

Council also provided 25 community groups access to the Community Administration Fund that supports our local rural and township groups to operate. This fund totals \$3,850 and assists with the costs of meeting spaces and administrative expenses. The funding allows these groups to operate and contribute to the vibrancy of their local communities.

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

- Developing a closer working relationship with the Warragul and District Historical Society, which led to a successful exhibition featuring works from both Council's and the Society's collections. Support has been given to funding applications that will enable further expert assessment and curatorial work to be undertaken.
- Hosting two workshops on the use of Social Media as a business tool for artists. These proved to be very effective and participants have used this knowledge to increase the success of subsequent arts events.
- Recruiting a local choir to sing as part of a performance at the venue by Victorian Opera of their new opera 'The Magic Pudding'.
- Encouraging the development of local skills and creative capacity by partnering with Warragul Youth Theatre to produce an original theatre work ('Welcome to Reality') and with Off The Leash Theatre to produce an original script ('Wild Dogs' in November) and 'the Boys' in March 2014, both for inclusion in our program.
- Hosting 66 performances presented by community hirers and schools, supported by Council subsidy.
- Working with the regional group 'Creative Gippsland' to deliver the Gippsland Arts Festival. Thirty-one local events featured in the Baw Baw Shire part of the festival. A community arts participation project, known as 'Gatescape' was also run at this time with 11 entries from Baw Baw Schools, Community Groups and individuals.
- Providing advice and support for community arts organisations and event organisers, to enable them to work within the community to provide opportunities for engagement and participation in a range of arts and community activities.
- Provided a venue for the West Gippsland Music and Drama Eisteddfod and the West Gippsland Dance Festival, which together attracted 9,414 attendees, many of whom were visitors from outside the shire.
- Delivering public art projects in conjunction with Council park improvement and renovations at Market Street Yarragon, Burke Street Warragul and Contingent Street Trafalgar.
- Hosting 11 exhibitions in the foyer gallery, showing work by community artists as well as artists from outside the area.

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

- The Warragul Arts Market successfully partnering with the Warragul Farmers Market to run concurrently in Civic Park, October through to March.
- The Neerim District Progress Association obtaining \$350,000 under the Victorian Government Small Towns Transformation Fund, to fund a major piece of public art at the Neerim South town entrance, a biennial sculpture exhibition, a series of arts workshops involving residents, local schools and aged care facilities locally and a community Arts Festival to be held for the first time in October 2014.
- Local Theatre Group Off the Leash was supported in its successful bid to the Regional Arts Fund, which led to speech, movement and set design workshops, and the production of the original work, 'Wild Dogs'.
- The Baw Baw Arts Alliance, Yarragon District Community Association and Bendigo Bank Trafalgar negotiating with Vic Track Community Building Program to renovate Yarragon Railway Station to become a community hub and gallery space.

**Outcomes**

- A healthier community and experiencing an improved quality of life.

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

In 2013 Council's Customer Service Centres and the Warragul Leisure Centre implemented a communication access program in partnership with Scope to improve access and opportunities for community members with communication difficulties.

The Being Healthy Baw Baw project came to a close on 30 June 2014. Council was successful in receiving funding for this project as part of COAG's (Council of Australian Government) National Partnership Agreement on Preventive Health. We set out to strengthen collaborative action in the development, delivery, accessibility and sustainability of local physical activity and healthy eating activities for all residents in Baw Baw Shire, with a focus on residents who are Aboriginal or Torres Strait Islander, unemployed, aged or have a disability, or who live in the five lowest socioeconomic areas of the Shire. The Being Healthy Baw Baw project worked to improve the health, nutrition and wellbeing of vulnerable people while providing mainstream benefits to the broader Baw Baw Shire community. Healthy Baw Baw has trained and involved 166 community champions over the past two and a half years. Developing champions is very important to supporting and sustaining behaviour change.

The Community Garden Program (an initiative of the Being Healthy Baw Baw Project) has made a considerable improvement for the target population in terms of healthy eating and access to healthy nutritious food. The Drouin Caravan Community Garden continues to go from strength-to-strength with the added support of Quantum Support Services, which has been able to ensure project sustainability. One resident reports that they have gone from eating take away and pizza to now having salad and vegetables. Quantum Support Services' assistance on this project has resulted in at least one caravan park resident moving into more secure housing.

Community gardens were also established at the Drouin Primary School and Eastern Park in Warragul. Council was able to secure additional funding that has resulted in a major capital improvement at Eastern Park, with the installation of a shed, garden beds, paths, fencing and public art. The following groups have been involved in the establishment of the community garden at Eastern Park, totalling 800 + volunteer hours:

- Warragul Rotary Club
- Community College Gippsland
- Warragul Lions Club
- Baw Baw Artists Alliance
- Labertouche Men's Shed
- Warragul Woodies
- Berry Street
- Warragul Community House
- Mental Illness Fellowship

An innovative Municipal Public Health and Wellbeing Plan was developed during 2013/14 and cemented many of the initiatives from the Being Healthy Baw Baw Project and actions of our key partners into a three year strategic document.

Called 'Being Healthy in Baw Baw', this plan was developed utilising a strong foundation of research from Vic Health, local demographic data, information from the community, and input from key stakeholders. The community submitted 170 postcards to Council as part of the engagement for the plan, which helped steer the direction and involved the community in the decision making process. A four year action plan has been developed, and is supported by the West Gippsland Healthcare Group, Gippsport, Central West Gippsland Primary Care Partnership, Victoria Police and Gippsland Women's Health.

Council also worked on the preparation and implementation of a grant-funded food security plan in association with Primary Care Partnership throughout 2013/14. The grant funded food security project, Food For All Baw Baw (FFABB), has made considerable progress raising awareness of the importance of Healthy Eating. The project has adopted the 'Go For 2&5' campaign, which promotes eating two serves of fruit and five serves of vegetables each day. Local statistics show that only 49 per cent of the Baw Baw community eat the recommended fruit intake and 90 per cent do not eat the recommended serves of vegetables. FFABB is working with communities, businesses, schools, service clubs, sporting clubs and others to come up with practical ways to improve access to fresh, healthy food at a reasonable

price and to encourage healthy eating habits. FFABB is a partnership between Baw Baw Shire and the Central West Gippsland Primary Care Partnership.

Council's very popular Walk Ride Baw Baw booklet has been transformed into an app called Baw Baw Trail Trak. Baw Baw Shire Council's Trail Trak app provides some fantastic walking, jogging, and riding tracks throughout the Shire. Users are able to track their walks, snap some photos and share them with friends. Whether it's a long walk that can take an hour or more, or shorter walks that they can take advantage of in a lunch break, there is something to suit people of all ages and abilities. The trails feature some great parklands and views and offer the opportunity to explore the many different environments within the Shire.

The past year has seen an increase of 11 per cent in users on the Two Towns Trail, with a total of 98,429 counts recorded.

In March, Council was excited to partner with the Bicycle Network to host the The Happiness Cycle. This opportunity provided 200 school-age children with a free bike to ride in and around Baw Baw Shire.

Two major towns received park transformations during the past year. The community of Yarragon is now able to enjoy a great new park in Market Street. Developed in partnership with the Yarragon community, Council and the State Government, this community facility has been transformed from an old tennis court into a great local park with barbeque, shelter, toilet, playground, footpath connections, a bike education track and local art work.

In Drouin, a path now connects Bertram Street and Alcorn Street through the Jack Butler Park where the community can enjoy upgraded playground equipment, a basketball half court, park furniture and landscaping. This project was made possible thanks to funding from the Being Healthy Baw Baw project and Council.

The Trafalgar Soccer club are enjoying brand new

facilities at the newly developed facility on Waterloo Road. As part of the broader Trafalgar Recreation Master Plan this facility now has an upgraded first class pitch and canteen and amenities to match. This project was made possible with funding secured from the State Government.

Major improvements have also been made at the Bellbird Park Oval for the Drouin Junior Football Club and Drouin Cricket Club to enjoy. Despite some delays and project setbacks the oval was ready for the junior football season in 2014.

The Infrastructure Growth Team developed and submitted external funding applications for various projects totalling \$866,120 in 2013/14, of which \$577,120 has been granted and the remainder is awaiting application outcomes. These funding applications include improvement works associated with roads, drainage and traffic, which will enhance the quality of life for Baw Baw residents.

Throughout the year Council utilised its variable message sign (VMS) trailer to engage with the community on a number of subjects, including creating awareness of road rules to enhance traffic safety, especially near schools.





# Council Leadership and Management

### Outcomes

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

Council developed a suite of documents during 2013/14 to ensure Council's financial position is sustainable for the future. These included the Long Term Financial Strategy 2014/15 to 2023/24, Long Term Financial Plan 2014/15 to 2023/24, Budget 2014/15, Rating Strategy 2014/15, Borrowing Policy and Investment Policy. Further work will take place on the Development Contributions Plan during 2014/15.

The Rating Strategy 2014/15 sets out the framework upon which Council collects rate and charges revenue that is necessary to maintain financial sustainability.

The Long Term Financial Strategy was adopted by Council in June, and provides an assessment of the financial resources required to accomplish the objectives and strategies included in the Council Plan.

The strategy also:

- Establishes a financial framework against which Council's strategies, policies and financial performance may be measured.
- Ensures that Council complies with sound financial management principles, as required by the *Local Government Act (1989)* and plans for the long term financial sustainability of Council.
- Provides 10 year financial projections of operating and capital expenses with detailed performance measures to demonstrate improved financial position.
- Incorporates 10 year capital works projects that demonstrates Council's capacity to fund Developer Contribution Plan projects.

The statutory Best Value program aims to review all Council services to ensure services are meeting quality and cost standards, are responsive to community needs and are accessible. During 2013/14:

- Eight service review reports (covering ten service units) were completed, meeting Council's performance target.
- A further six service reviews (covering eight service units) are currently underway, meaning 39.1 per cent of Council service units have completed or are currently preparing comprehensive service reviews.

- All of Council's other 28 services have completed Service Overviews, which broadly outline their objectives, program areas and key performance measures.
- Service reviews are assisting the organisation and each service by providing a better platform for organisational decision making, business planning and budget development.
- In 2014/15 Council will continue to develop comprehensive service reviews for a number of services, with the aim of all teams completing service reviews within future financial years.
- A more comprehensive report on the Best Value program is contained on page 10 of this report.

In line with Council's Workforce Planning Framework, the 2014/15 Workforce plan has been drafted, and submitted to the Executive Leadership Team for consideration, to be implemented immediately upon receipt of endorsement. A number of other initiatives have been undertaken during 2013/14 to contribute to Council's workforce planning and development. This has included:

- Ageing Workforce
  - Development and implementation of retirement transition policy and procedures.
  - Development and implementation of transition to retirement toolkit and external provider partnerships.
  - Provision of individual retirement planning information and resources suite.
- Employee Support and Development
  - Development and implementation of an internal mentoring program, and coaching skills training.
  - Promotion of carers' recognition, support and assistance available to the Baw Baw Shire Council workforce.
- Employee Health and Wellbeing
  - Active involvement and support of health and wellbeing initiatives and integration of employee support programs (e.g. EAP).
  - Provision of managing mental health information and resources suite.
  - Development and implementation of the Paving the Way (family violence) partnership project.
  - Development and implementation of psychological risk indicators with OH&S workplace assessments.
  - Development and implementation of position descriptions containing inherent physical requirements for 'high risk' roles.

- Workforce Review Schedule
  - Development of Human Resources calendar embedded with all cyclic workforce review functions (Performance Management System, structural review, policy and process review schedule, training needs analysis, and flexible work agreements).
- Attraction and Retention
  - Development and implementation of Mercury e-recruit candidate management system.
  - Redesign of recruitment advertisements.
  - Employee Benefits Expo and ongoing review and promotion.
  - Identification and promotion of targeted professional development opportunities (XLP, ELP, inter-organisation secondments, DISC profile).
  - Best of Baw Baw staff awards.
  - Review of relevant workforce policy and procedures.

A number of Human Resources deliverables have been held over for the 2014/15 workforce plan. These include:

- Develop budget, policy and schedule for periodic functional assessments for 'high risk' roles to ensure ongoing physical capacity to fulfil inherent requirements as outlined in PDs.
- Development and implementation of Remuneration Management framework, policy and procedures.

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

- Creation of Procurement Centre
- Creation of Procurement Working Group
- Developing the process map for procurement
- Creation of Tenders and Purchasing website
- Implementation of Tenderlink using e-tendering
- Review of Procurement Policy
- Implementation of One Council for purchasing and contract management (available from September 2014)
- Creation of how-to guides and video tutorials for use of One Council
- Aggregated procurement activities

During the 2013/14 year, there has been a focus on improvement in Council's business planning and performance reporting, particularly in response to the introduction of the Local Government Performance Reporting Framework. Business planning has been significantly revised during the first year review of the Council Plan 2013 - 2017, to more strongly focus on the key corporate activities and performance measures, while each directorate maintains plans covering activities for the year.

Council's performance measures have been revised and updated to include many of the measures set out in the new Local Government Performance Reporting Framework, which will provide an important ongoing measure of Council's performance, with the first reports against the new measures to occur in the 2014/15 financial year. Performance monitoring and reporting also changed during the year, with Council establishing an integrated quarterly report, which brought together a number of new and existing reports into one document. This is sent to the Council and published in Council Meeting minutes each quarter.

Council continues to investigate performance management and reporting software, linked with staff performance management; however this has been delayed to the 2014/15 year due to the implementation of the significant core information technology systems project.

During 2013/14 the Urban Operations team continued to review the types of vehicles to be used for Council operations. The fleet review was originally conducted in 2011 and since then Council's fleet has reduced by two vehicles in 2012/13 and a further vehicle in 2013/14. The 2013/14 list is detailed in the Draft Vehicle Use and Fleet Management Guidelines. As models change further vehicle analysis is necessary to ensure best value. The updated Vehicle Fleet policy was also completed and accepted by Council during the year.

The Corporate Services team have had a successful year implementing Stage 1 of the Core System Renewal project. The project includes upgrading core council systems including those that support the Finance, Human Resources and Payroll functions. Stage 2 (to be delivered in 2014/15) will involve an upgrade to the property and rating functions of Council as well as delivery of enhanced e-services to the community. New GIS software has also been successfully procured and will offer a range of enhanced information systems to Council staff both at their desks and in the field via mobile devices. This will improve the efficiency of council services to the community.





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

During 2013/14, Council engaged a top tier insurance firm to undertake a review of its risk framework and to assess its insurance program.

The review included:

- Risk focus workshops
- Insurance program structure assessment
- Policy wording review
- Insurance gap analysis
- Insurance program pricing review
- Risk tolerance analysis

The outcomes of the Insurable Risk Review were used to develop a strategy for Council's 2014/15 insurance program renewal, which resulted in premium reductions and the establishment of appropriate cover terms, particularly in the Industrial Special Risk policy.

In 2013/14 Baw Baw Shire Council's Workcover claims were 50 per cent lower than the industry average. While the number of recorded workplace accidents was slightly up on last year, the number of hours lost was less. The industry comparative 2013/14 rankings released by Worksafe reflect an increase across the state.

For 2013/14 the weighted industry rate, for local government was 1.57 per cent. Baw Baw Shire Council's rate for 2013/14 is 0.83 per cent, which is a significant achievement.

More thorough Risk Management and OH&S reports for 2013/14 can be found on pages 96 to 99 of this report.

### Outcomes

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

Council is committed to providing transparency when making decisions. A variety of platforms are utilised to ensure it is communicating to its residents about Council decisions and providing accurate information.

In 2013/14 Council actively sought community involvement in its planning and decision making and provided a range of consultation opportunities to discuss issues that will impact on the wider community.

In May 2014 Council adopted the Baw Baw Engagement Policy and launched 'Have Your Say Baw Baw'. The policy includes a standard consultation pack that will provide the maximum opportunity for the community to be involved in decision making and help to shape Baw Baw Shire.

In 2013/14 Council consulted on the following:

- Amendment C104 - Implementation of Settlement Management Plan
- *Community Local Law 2008*
- Dogs off Leash Areas
- Draft Budget 2014/15
- Draft Disability Action Plan 2013 - 2017
- Draft Revised Council Plan 2013 - 2017
- Drouin Parking Study
- Footpath Trading Policy
- Proposed Councillor Allowances and Expenses Policy
- Proposed name for Waterford Rise Park
- Public Health and Wellbeing Plan 2013 - 2017
- Roadside Vendor and Itinerant Trading Permits
- Walhalla Bushfire, Heritage and Overlay Review
- Warragul Leisure Centre Redevelopment plans
- Warragul Parking Study

In an effort to reduce red tape, Council is reviewing its planning computing systems. As a part of this work a full review of all statutory planning processes and operations will be undertaken, to drive a best practice service delivery responsive to the increasing population and its complex needs.

During 2013/14 the Community Assets directorate developed an internal priority listing system for drainage, traffic and footpath works that will enable standardised assessment of community requests for new infrastructure, resulting in increased accountability while responding to the community.

To ensure that Council is providing the information residents want, the Customer Service Team introduced a feedback form at each Customer Service Centre. A process of randomly surveying customers was established to gauge customer satisfaction. The Customer Service team also focused on improvement by reviewing processes and procedures to ensure they were consistent across all of the Customer Service Centres.

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

In 2013/14 the Communications Team undertook a review of Council's advertorial spend, to maximise Council's reach both across the breadth of the shire and across demographics. In June, the Council adopted a 12 month trial to include news in both the Warragul and Drouin Gazette and Warragul and Baw Baw Citizen, in community newspapers across the shire and radio slots on 3GG, 3BBR FM and Star FM.

The Communications Team also worked on the creation of a data harvesting project, to establish a database of email addresses and mobile phone numbers of our residents. This will enable Council to use email and SMS in the future to communicate directly with residents and stakeholders. It would also provide the opportunity to issue electronic rates notices at a fraction of the current cost of hardcopy notices. Not only would such a move facilitate a streamlined rates process, access to email addresses and mobile phone numbers will allow real-time, targeted information based on user preferences and demographics. The project commenced in June and will be completed in the 2014/15 financial year.



Council has continued to grow its base of followers on both its Facebook and Twitter pages. These channels have become a regular avenue for residents to communicate directly with Council and to receive information in a public forum. Facebook is the preferred social media channel for residents, with 1,424 people liking the page (as at 30 June 2014). This was an increase of 850 people on the previous financial year (or 148 per cent). Twitter also grew in popularity with the page having 632 followers (as at 30 June 2014), an increase of 387 (or 158 per cent) on 2012/13.

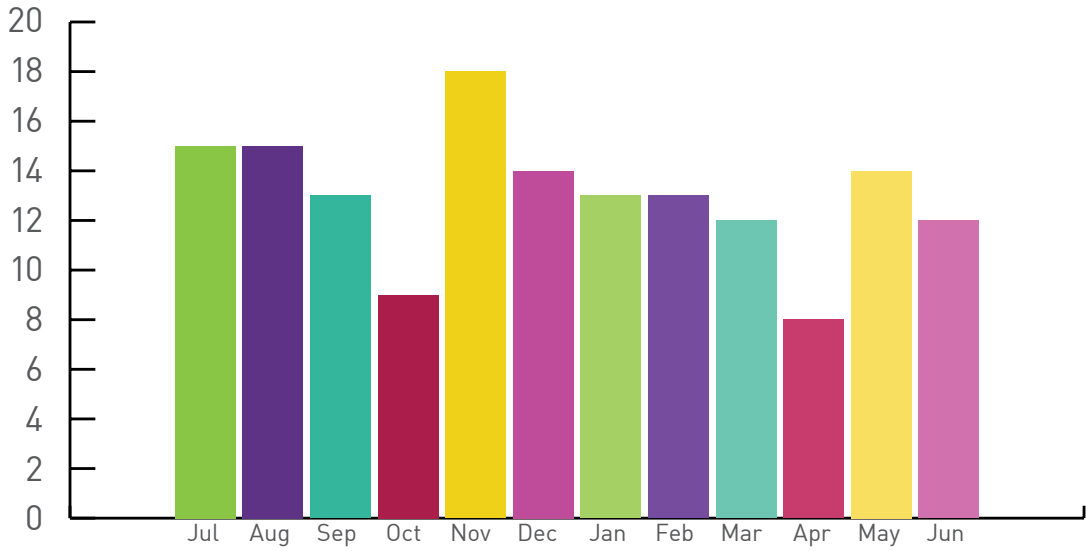
This annual report is part of a suite of materials that are tangible examples of Council's commitment to effective reporting and communication. The Communications team liaised with other Council departments to assemble the 2012/13 annual report. The report, which was completed and delivered to the Victorian Government by the end of September deadline, was awarded a silver medal at the 2014 Australasian Reporting Awards.

In addition to the Communication team's daily tasks, the team also delivered a number of initiatives and projects during 2013/14, including:

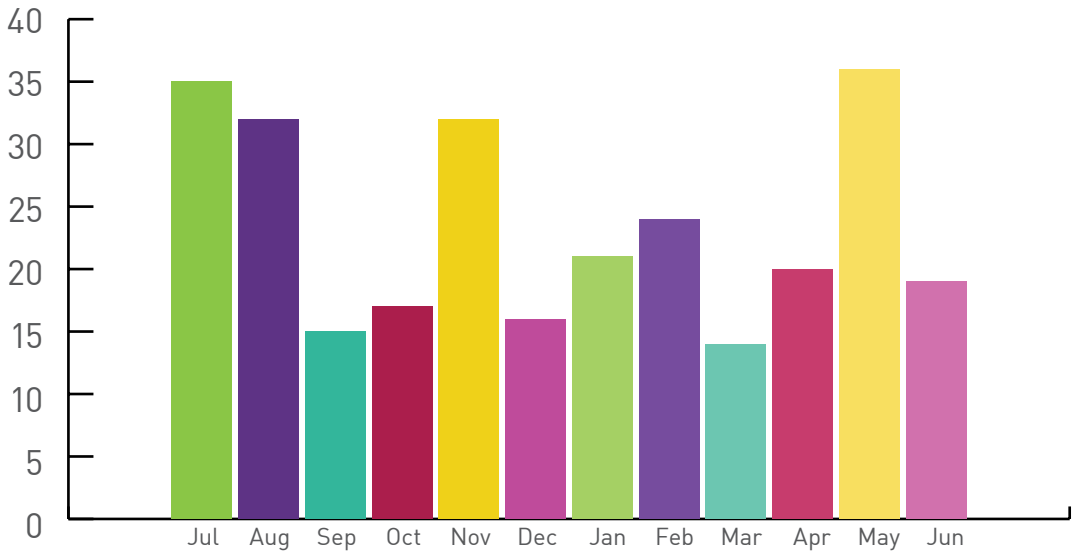
- A redesign of the website navigation menu to make finding information easier.
- Worked with staff from other departments to deliver the Premier's funding announcement event for the Neerim South Wetlands Project and the official opening of Oak Street Kindergarten in Drouin.
- Undertook communications activities for Paving the Way - a workforce initiative to prevent men's violence against women in the community, and developed a joint partnership with Wellington Shire Council for the project.
- Worked closely with other officers to produce Healthy October and Healthy Halloween.
- Assisted with the following launches; Warragul Weather Station; SP AusNet Business Awards; and Butler Community Park.
- Developed material to assist in promoting the changes to the current HACC services.
- Worked with Community Assets to develop the 10 Year Infrastructure Plan
- Organised and hosted the; 2014 Baw Baw Shire Australia Day Awards night; Australia Day breakfast ceremonies in Drouin and Trafalgar; Flag Raising Ceremony; free community barbecue in Warragul; and provided support to 14 community events.
- Developed material for the community regarding the staff relocation from Warragul to Drouin, and the relocation of Family and Children's Services from Williams Square, Warragul to Normanby Street, Warragul.
- In conjunction with SOLO developed a rubbish education plan to commence in 2014/15.
- Held the first Pop-Pet Expo at Burke Street Park in Warragul, with over 1,000 people in attendance throughout the day.
- In conjunction with the Healthy Baw Baw team developed a series of educational path stickers for the Two Towns Trail highlighting local endangered species.
- Prepared an Advocacy Pack highlighting Council's eight priority projects for the shire.
- Assisted with the Ministerial funding announcement at Memorial Park, Drouin.
- Prepared a Footpath Trading Guidelines and an Economic Development Strategy booklet.
- Revised the Corporate Style and Writing Guide.
- Prepared a Baw Baw Shire Industry Brochure to be taken on the Victorian Super Trade Mission to South East Asia.

<b>Media releases written</b>		<b>156</b>
<b>Speeches written</b>		<b>46</b>
<b>Website hits</b>		<b>164,901</b>
<b>Facebook reach (how many people read our posts)</b>		<b>257,187</b>
<b>Media enquiry responses</b>		<b>281</b>
<b>Facebook likes</b>		<b>1,424</b>
<b>Twitter followers</b>		<b>632</b>

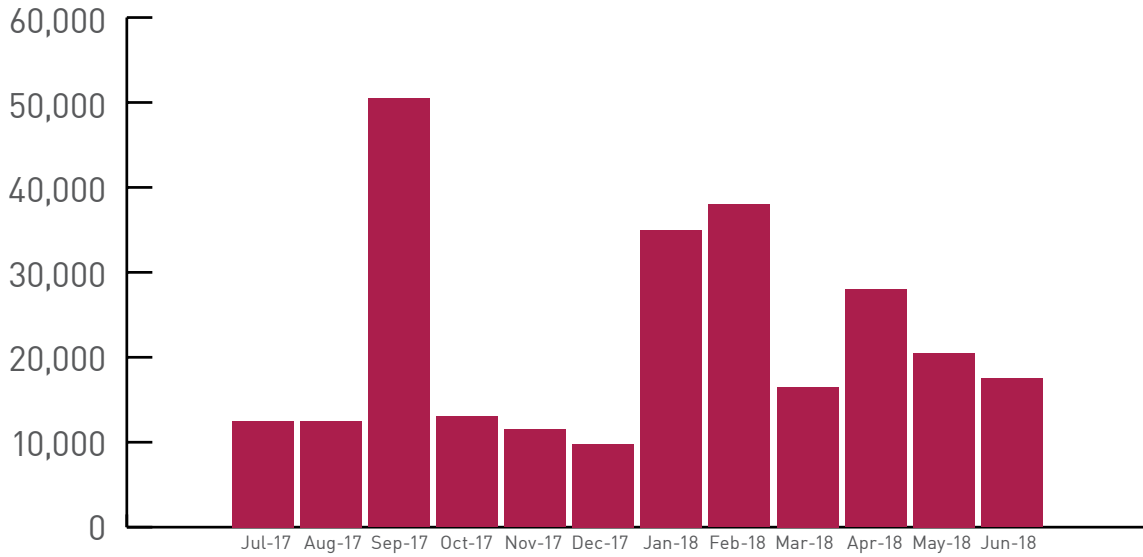
### Media Releases 2013/14



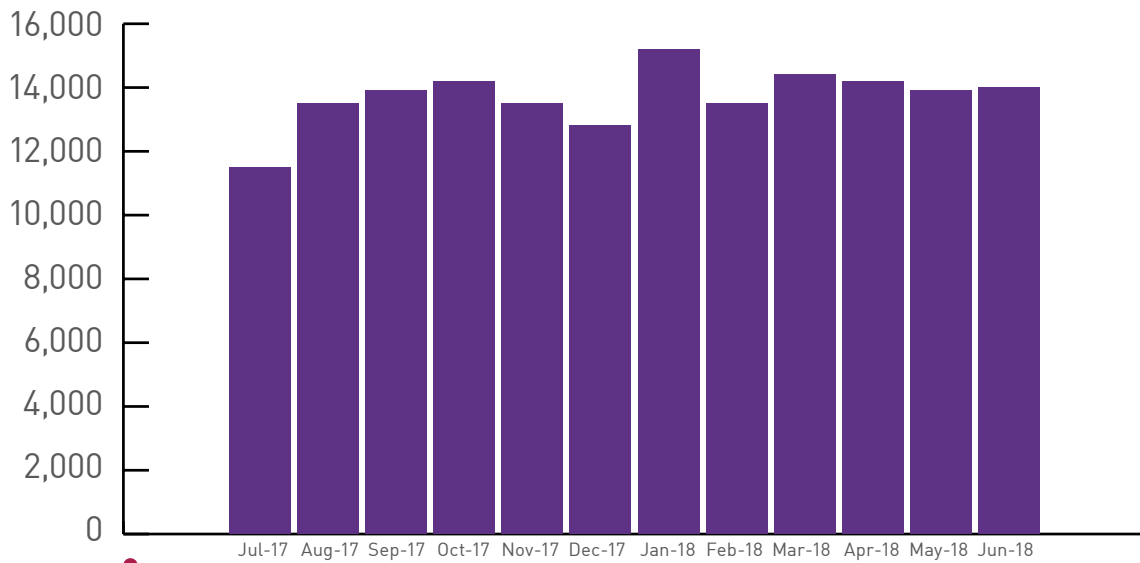
### Media Enquiries 2013/14



### Facebook Reach 2013/14



### Website Hits 2013/14





The image features a landscape photograph of a field at sunset. The sky is a mix of purple, pink, and orange, with a white semi-circle on the left side. A teal circle is overlaid in the center, containing the text 'infrastructure and community assets'. A string of white lights is visible in the foreground, and a utility pole stands in the background.

**infrastructure and  
community assets**

**Outcomes**

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

Upgrading, renewing and building new assets for the community is a core function for Baw Baw Shire Council. Council is working to develop a corporate service and asset management program to implement the framework needed to manage Council-owned and/or managed assets.

Since implementing the asset management system, Baw Baw Shire Council has achieved the following:

- Data collection and condition assessments undertaken for all of Council's major asset groups.
- Asset data for roads, footpaths, bridges and major culverts, and stormwater drainage uploaded to a consolidated fixed asset register.
- Revaluation of these assets on a condition basis and reconciled with financial records.
- Asset management plans and service plans completed for the roads, bridges and major culverts, stormwater drainage and pathways infrastructure assets.
- Draft asset management plans and service plans for buildings and open space/recreation assets have been prepared. These plans will be finalised in the 2014/15 financial year in conjunction with the revaluation of these assets.

Future work will continue to be undertaken on the asset management system, including the development of a maintenance management system to manage workflows and record asset improvements for all major asset groups. The development of asset system training processes and continual improvements to asset management and service plans that underpin service delivery requirements.

Our methodology of setting engineering conditions for subdivisions, checking plans and supervision works is undergoing continuous improvement. This includes Council representation at the Infrastructure Design Manual (IDM) group to continuously improve engineering standards resulting in better infrastructure outcomes.

During 2013/14 Council developed and implemented the Long Term Infrastructure Plan, which is supported by the Long Term Financial Plan. The Long Term Infrastructure Plan advocates:

1. A 'first-things-first' approach that prioritises projects that will have the greatest impact in the shortest timeframe.
2. Prioritising investment that benefits the greatest number of people.
3. Maximising the use of existing assets wherever possible before investing in new assets.
4. Delivering and managing projects in the best way possible.
5. Establishing a pipeline of projects consistent with our settlement planning and development frameworks.

Council has placed a strong emphasis on improving the Shire's road network, to assist in getting our roads back to an acceptable standard. In early 2013 the Council convened a new Roads and Drainage Advisory Committee. Over the past year, the Committee has been instrumental in assisting with:

- Providing comments and input to the next generation of road maintenance services, the Long Term Infrastructure Plan and Long Term Financial Plan.
- Providing comments on road and drainage maintenance and contract management.
- The capital works program relating to roads and drainage projects.
- Capital asset renewal requirements and budget allocation.

## 3.2

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

### Outcomes

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

Council dedicated a total of \$11.73 million from the 2013/14 Capital Works budget to renewing infrastructure throughout the Shire, with an emphasis on improving the quality and resilience of roads and drainage assets.

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

- The construction of pedestrian refuge island in Sutton Street, Warragul using external funding from the Department of Transport. The development involved the construction of a refuge island between the two-lane, two-way road where the linear path crosses Sutton Street, to help pedestrians negotiate single side traffic.

- Council allocated \$894,880 to undertake an extensive gravel resheeting program across 16 areas, and \$915,959 for road pavement upgrades to three locations.
- Safety improvements were undertaken at the Trafalgar Skate Park to replace the existing timber wall along the western side of the park with a reinforced concrete boundary wall. The wall will help to secure the boundary between the park and the neighbouring property.
- Works to improve the safety of the Hazeldean Road and Jones Road intersection in Cloverlea were undertaken, at a total cost of \$200,000. The works included the installation of kerb and channel, widening and strengthening of the existing road pavement and installation of a piped culvert to improve the drainage of the road. An asphalt wearing surface and improved delineation works were also carried out as part of the road reconstruction works.
- A bypass around flood-damaged North Canal Road in Trafalgar East was completed. The works included restoring and raising the road formation of Wheelbarrow Road, Embletons Road and Heartsridge Road, along with road widening and sealing the road surface in order to cater for heavy vehicles and increased traffic volume.

In an effort to improve Council's infrastructure and asset management, Council established and enhanced project assurance and review processes to implement infrastructure projects that are the highest priority and scoped for maximum value for money, delivered in a timely and efficient manner and managed and maintained effectively over their life.

During the year Council also worked to increase occupation levels of under-utilised Council assets/buildings. An example being the Drouin RSL building that was previously used twice a month, is now at 100 per cent usage. Increasing occupation levels has resulted in supplementary revenue for Council by bringing in new tenants. The Property Management Coordinator has also improved processes to aid in maintaining existing Council properties and identified surplus and underperforming assets, some of which have been proposed for sale.

Following plan approval and construction supervision, Council accepted \$6.2 million of gifted assets (predominantly roads and drainage assets) associated with subdivisional works in 2013/14.

To continue to plan and maintain quality sporting facilities Council commissioned an audit of the lighting, sports fields and buildings at many of the community sporting facilities in the municipality. This included

a rigorous assessment of each of the assets against sporting codes to establish maintenance, renewal and upgrade plans.

During the year Council also assumed management responsibility of Rawson Recreation Reserve and Logan Park Recreation Reserve. Council would like to acknowledge and thank the many local community members who have been involved in the maintenance and management of these facilities. Seven townships have also had Rural Recreation Master Plans developed to help plan and promotes future growth in sport and recreation in these townships.

The total attendance at the summer pools was down 38 per cent on last year. Council appointed the YMCA to manage the Rawson pool for the 2013/14 summer pools season, which has streamlined services to the community.



**growth and  
prosperity**

**Outcomes**

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

The Strategic Planning and Economic Development teams are engaged in significant advocacy and project delivery work with both State and Local Government agencies to ensure the timely delivery of community services including open space, shared path facilities, the upgrade to the Warragul Railway Station and a multitude of other projects that positions Baw Baw Shire to capitalise on its proximity to Melbourne and the VLine train services.

Significant work has occurred to secure funding for the notable 'Shaping The Future' projects and in particular the Warragul and Drouin Precinct Structure Plans (PSPs) and Development Contribution Plans as part of Planning Scheme Amendment C108. The extensive structure planning will build on the current 11 years of land supply and provide a supply for the next 40 years predominantly focused around the growth areas of Warragul and Drouin to capitalise on the existing social and road infrastructure, including the well-established schools, medical services and highway and rail networks.

The Strategic Planning team has undertaken extensive community consultation and research, which culminated in the presentation to Council of Planning Scheme Amendment C104 Settlement Management Plan and its associated changes to the local planning policy and mapping frameworks. These changes included rezoning areas from farm to residential zones, and the placement of design and development overlays on Neerim South, Yarragon, and Willow Grove. This Settlement Management Plan is the result of three years hard work and was subject to in excess of 50 submissions through the exhibition of the Planning Scheme Amendment and the Independent Planning Panels Victoria hearing. Following the panel hearing this report will be presented to Council for its adoption.

The Infrastructure Growth Team also provided engineering support to the development of PSPs for Warragul and Drouin. As a result of the expanding town boundaries, significant new infrastructure is required to cater for growth areas. The Infrastructure Growth

team coordinated the functional design and costing of approximately \$300 million of new retarding basins, wetlands, roads, intersections, culvert crossings and bridge works. These costs will feed directly into the Developer Contribution Plan (DCP), which is attached to the PSPs.

In addition to this important amendment, Council has worked closely with the Walhalla community to revise the Walhalla Design Guidelines and Planning Scheme Controls to improve the quality and affordability of planning decisions and recognise the often-competing interests of heritage character versus safety. The proposed guidelines have been well received by the community and will shortly be placed on public exhibition.

Council has been an active and formative participant in the Gippsland Integrated Land Use Plan and the Gippsland Regional Plan, which have been adopted by all Gippsland Councils and the State Government, and provides an overarching direction to growth and development throughout Gippsland recognising the local attributes and strengths of this diverse region.

The Infrastructure Growth team undertook the Drouin Parking Study, which aims to address parking needs for the town today and in the future. The study was completed after an extensive consultation and engagement process, and recommendations of the study were widely accepted by the businesses and the wider community in Drouin.

The Yarragon Drainage Strategy was completed by the Infrastructure Growth team during 2013/14, which provided mitigation options for existing drainage issues in Yarragon as well as planned future drainage infrastructure to cater for continued land development in Yarragon (as per C104 amendment to the Planning Scheme). Following the study, over \$2 million of works has been reflected in the 10 Year Infrastructure Plan (10YIP). Additionally, a similar study is now underway for Trafalgar.

During 2013/14 Council again participated in the Peri Urban Group of Rural Councils (PUGRC), which comprises Baw Baw, Bass Coast, Golden Plains, Macedon Ranges, Moorabool, Murrindindi and Surf Coast. The PUGRC brings the weight of six other Councils to advancing the issues of our community to Government and stakeholders and forms a key element of our annual advocacy program. In 2013/14, Baw Baw Shire Council was represented on the PUGRC by Cr Murray Cook, Mayor and Deputy Chair of the PUGRC and CEO, Helen Anstis.

Through the work of the PUGRC Executive, Paula Lawrence, Council's concerns regarding successfully managing population growth, funding existing and new infrastructure, bushfire management overlays and maintaining the character of its communities were shared with the Victorian Government and Opposition. These challenges were recognised by the Government in Plan Melbourne, the revised Bushfire Overlay mapping and the draft Planning Policy Framework for Victoria.

Council consolidated and formalised its advocacy activities through the production of the Working Together booklet. The booklet gave an overview of Council's position, the growth it is experiencing, and the Federal and State policies within which it operates. It also identified the eight most significant priorities for the community in the immediate future. The publication of Working Together in May 2014 was the springboard for advocacy meetings with Federal and State parliamentarians – some of which were held in 2013/14. The document has been distributed to more than 100 stakeholders and will be the catalyst to ongoing conversations about community needs and the best way to meet them.

Advocacy works hand-in-hand with grant seeking, and to that end Council was very successful in 2013/14. Council successfully sought more than \$1.7 million for major community projects, including:

- \$500,000 from the Victorian Government's Putting Locals First fund for the Neerim South Wetlands.
- \$300,000 from the Victorian Government's Putting Locals First fund for McGregor Park in Trafalgar.
- \$309,000 from the Victorian Government's Putting Locals First fund for the Linking of Warragul's Community Assets project to extend the Two Towns Trail along Queen Street to Rotary Park, and make improvements to the playground and landscaping. This project also has generous support from the Warragul Rotary Club.
- \$250,000 from the Victorian Government's Crime Prevention fund for Memorial Park in Drouin.
- Secured \$100,000 to improve energy efficiency of Council and community buildings (Community Energy Efficiency program Round 2).
- Sought and received \$36,700 from Department of Transport, Planning and Local Infrastructure for the Sutton Street Warragul pedestrian and cyclist's refuge.
- \$22,950 secured for the Neerim Recreation Reserve Amenities Upgrade from the State Government Community Facilities Funding Program.
- \$118,000 for Eastern Park Community Garden from the State Government Putting Locals First.
- \$10,000 to develop the Baw Baw Trail Trak App.
- \$128,000 from the State Government's Regional Growth Fund to improve ten public halls.



## Working Together

Baw Baw Shire Council

May 2014



## 4.2

### Prosperous local business and industry

#### Outcomes

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

Baw Baw Shire Council supports industries and organisations to encourage and establish a diversity of local businesses within the municipality. The appointment of the Business Advisory Board in 2013 has allowed Council to receive advice and recommendations from a wide range of business owners on potential economic development opportunities and issues.

A major focus for 2013/14 was developing a Tourism Branding Strategy to successfully promote business and development for the Shire. The strategy provides an opportunity for Council to work with local businesses to better market all that our region has to offer. The Branding Strategy will be further implemented in the 2014/15 financial year. A key function of the strategy was the creation of a Visit Baw Baw website. The website is a key tool for businesses to list their products, services and attractions, to create a portal containing all the key information a tourist would require when travelling to the region.

During 2013/14 the Economic Development Team was responsible for facilitating grant funding for nine businesses in the Shire worth \$2.672 million, creating 212 new jobs.

To assist local companies to do business with Council in a more productive and mutually-beneficial manner, two 'Doing Business with Baw Baw' information sessions were held. The sessions focused on understanding Council's Procurement Policy, how we procure and the tender process, how to become pre-qualified with Council and invoice requirements.

Council implemented an electronic tendering service – Tenderlink, to facilitate procurement activities for quotes, tenders and expressions of interest. Tenderlink allows suppliers to submit questions online and download/upload the tender documentation, eliminating the need for hard copy submissions to be delivered to a Council office. E-tendering also allows potential suppliers to sign up to receive free email updates on relevant new tenders as they become available, and view the results of previously awarded tenders.

A key tool for Baw Baw Shire's future economic development was the adoption of the Economic Development Strategy. The strategy sets out the principles, actions and key performance indicators that the organisation will be focusing its resources on to support and develop economic activity within the municipality over the 2014 - 2018 period.

A number of additional initiatives were undertaken in 2013/14:

- A suite of eight training programs for local businesses was run throughout the year.
- Delivered 10 business mentoring workshops across the year.
- Established two StreetLife projects for retailers in Yarragon and Warragul.
- Ran four Manufacturers Network meetings throughout the year.
- Facilitated a visit by SteamRail's 'Snow Train' bringing 550 visitors to the region.
- Completed the Small Business Accelerated Growth Program.
- Supported the Villages and Gippsland Bushfire Recovery tourism campaigns.
- Ran the 2013 End of Year Business Networking Event with 100 attendees.
- Facilitated four Community Business Networking breakfasts across the year.
- Ran the Support Small Business day campaign.
- Facilitated grant funding to assist in establishing the Warragul Farmers Market.
- Attended and held stands at the 2014 Regional Living Expo and 4x4 Caravan and Camping Show, discussing the benefits of living in Baw Baw Shire.
- Facilitated the Malaysian Chef's Visit to Baw Baw Shire, filmed by ABC International.





**the environment**

### Outcomes

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

Throughout 2013/14 Council has undertaken a range of activities designed to protect or restore native vegetation and habitat, reduce energy and water usage, and increase recycling initiatives across the Shire.

The preparation of the biodiversity sections within the Warragul and Drouin Precinct Structure Plans (PSPs) using the findings of Council's Biodiversity Assessment and Mapping in Urban Growth Areas project was a significant project in 2013/14. The outcome of this work has resulted in placement of Baw Baw's urban biodiversity assets in formal reserves and the provision of development requirements, guidelines and conditions to ensure their maintenance and improvement in the future.

Council was also successful in the implementation of Council's Environmental Significance Overlay for Giant Gippsland Earthworm (ESO4), resulting in the avoidance and minimisation of development impacts on the earthworm and its habitat requirements. Joint preparation of a fact sheet with the Department of Environment and Primary Industries and the Giant Gippsland Earthworm National Recovery Team, was established and identifies guidelines for the revegetation and protection of the Giant Gippsland Earthworm habitat.

Council's Native Vegetation Offset Scheme, which contributes to retaining vegetation offsets within the municipality as well as maintaining and improving native vegetation assets located at Trafalgar and Lardner offset sites, continued to operate during 2013/14.

Council has been instrumental in setting up a scheme to preserve and enhance the valuable biodiversity remnants and assets of the Shire through a native vegetation program. This program enables Council to supply and manage important protective measures for the flora and fauna of the area paid for by development interests. This scheme is now well established and supported by the local development industry, which

recognises and strongly endorses the ease and affordability of the scheme.

The development of habitat construction guidelines for the nationally threatened Dwarf Galaxias fish for use in the construction of wetlands and retardation basins within the municipality was a significant highlight for Council.

The Natural Environment team was instrumental in coordinating the landscaping and planting of the Neerim South Wetlands Project, in partnership with the Neerim South Progress Association and the Neerim and District Landcare group. The wetlands project will feature three ponds and a large reservoir with a total water storage capacity of 1.5 million litres. With reinstated native vegetation and significant landscaping it will create a sanctuary in Neerim South. A 2.5 metre footpath surrounding the wetland will be constructed for passive recreation purposes. This project will give Neerim South residents and visitors a place to enjoy the natural environment within walking distance of the main street.

Throughout 2013/14 Council continued its allocation of rural tree grants, with 40 landowners receiving grants to plant local indigenous trees and shrubs on rural properties.

The implementation of Council's Weed Management Strategy was a significant achievement and will be instrumental in the maintenance and improvement in the quality of native vegetation and habitat within Council's road reserves.

During 2013/14 Council also supported a number of local Landcare and Friends groups with field days including:

- Springsure Hill Landcare group to run a pest animal field day.
- Warragul Landcare group's Bunny War field day.
- Tanjil Valley Landcare group to control the environmental weed, Blue Bell Creeper, along roadsides in the Willow Grove area.
- Neerim and District Landcare group and Narracan Landcare group weed information sessions.
- 'Carols by Dappled Light' event at Nangara Reserve.

As part of the Local Government Energy Efficiency Program, Council replaced 45 heat pumps with energy efficient solar hot water systems at three recreation reserves (Western Park, Yarragon and Buln Buln) during the year. A funding application was also submitted to the Office of Living Victoria, to undertake a water reuse project at Bellbird Park Oval in Drouin.

In its attempt to increase recycling across the Shire, Council was successful in securing the \$29,000 Public Place Recycling (PPR) grant to install 13 new recycling bins in the townships of Warragul, Drouin, Trafalgar and Yarragon.

Council undertook an initiative with SOLO, its waste services provider, to increase surveillance of residential bins using the new kerbside trucks GPS system. The system helps to identify contamination in the bins and has resulted in the regular issuing of informative letters to residents on the importance of recycling. Unload monitors were also introduced at Council's transfer stations in Lardner and Trafalgar to reduce recycling items going into garbage bins. For 2013/14 Council had 274 tonnes less recycling items going to landfill from all transfer stations, resulting in a 13 per cent reduction.

Works are progressing on the Trafalgar landfill capping, with the compacted clay surface now finished and 30 per cent of the plastic membrane surface completed to date. Upon completion of the remaining 70 per cent of plastic membrane, another 800mm of subsoil will be laid before the final topsoil layer is applied. With minor gas emissions detected, Council has started the design of a gas flaring system for the Trafalgar landfill in accordance with Environment Protection Authority (EPA) requirements, the construction of which will follow the completion of final cap works. It is expected that the project will be completed well before the expected timeline of June 2017. Council received a new approval from the EPA to treat leachate at the landfill, which will expire on 30 August 2014, with leachate treatment continuing at Trafalgar landfill in accordance with the requirements of EPA.

In November Council was experiencing difficulty in managing the traffic conflict points on the roads leading to and within the Trafalgar transfer station whilst the landfill capping works were taking place. The issue arose from the tight landfill work site and the increasing traffic movements associated with residents using the transfer station and trucks carting clay, leachate, transfer bins and metal recycling. For the duration of the works Council decided in the safest interest of the residents using the landfill to reduce the risk by decreasing the transfer station operating days at the site. A temporary change was implemented by reducing the Trafalgar transfer station operating days from seven to three days per week. To cover the loss of days at Trafalgar, the Lardner transfer station became operational seven days a week.

#### 2013/14 Highlights:

- A total of 113 tonnes of E-waste has been collected from all the transfer stations for 2013/14 and diverted from landfill.
- A total of 450 kilometres of roadsides were treated for noxious weeds including blackberries, broom and ragwort.
- School Tree Day was supported at three reserves with four schools participating and 1,050 seedlings planted.
- National Tree Day was supported at three reserves with a total of 1,460 seedlings planted.
- Implementation of management actions identified in management plans for Council's key nature reserves to maintain and improve their environmental value.
- Updated the Uralla Reserve Management Plan.
- Joint development of the Draft Baw Baw Shire – West Gippsland Catchment Management Authority Waterway Management Guideline.
- Engaged contractors to plant 6,300 plants on landslip sites adjoining roadsides in Mountain View.
- Engaged contractors to plant wetland plants at Chesterfield Wetland and Grange Crescent Reserve in Warragul.
- Lardner Transfer Station was upgraded to include a credit card facility to provide more efficient transactions for residents.
- Joined the South East Councils Climate Change Alliance (SECCCA) to highlight the necessary funding requirements to Council, in order to address the sustainability issues throughout the Shire.

## 5.2

### Building resilience and preparedness for climate and environmental impacts

#### Outcomes

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

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

During 2013/14, a standard operating procedure was implemented across all six Gippsland Councils for the operating of Emergency Relief Centres. The implementation included three full operational training exercises across the Councils that involved deployment of staff and testing of protocols. These processes were enacted for real time events during the fire emergencies of February, during which the Baw Baw teams were sent to Latrobe City in support of relief centres.

A key highlight for the year was the establishment of a Bureau of Meteorology Weather station for Warragul, a joint project with Federal and State Governments supported through the Natural Disaster Resilience Grant. The Australian Government's Natural Disaster Resilience Grant Scheme, overseen by the Victorian Department of Justice, provided \$75,000 in funding for the project, with Baw Baw Shire Council contributing a further \$75,000. The weather station provides data for the Bureau's forecasting, warning, and information services, as well as providing data for the Bureau's climate database.

The Emergency Management team undertook 7,798 fire management inspections during the year. This resulted in the issuing of 687 Fire Prevention Notices, with 93 notices requiring follow up action by Council to make them compliant.

The implementation of mobile technology (in the form of iPads) to Council's Emergency Management team also provided more operational flexibility in municipal emergency and fire management coordination approaches.

Baw Baw Shire Council also contributed to a number of joint initiatives across the year. These included:

- With Melbourne Water, Victoria SES, and the Glen Cromie Caravan Park, the establishment of river monitoring to support emergency flood response and recovery.
- Municipal Association Victoria, Municipal Emergency Management Enhance Group and Victoria Police, and Baw Baw Shire Council's Emergency Management Coordinator, invited to support Victoria Police Academy training of Police members in Emergency Management Coordination as a regular subject expert.
- A CFA and Baw Baw Shire Council campaign in relation to Fire Safety in the home. The campaign related specifically to solid wood home heating in response to an increase of incidents resulting from structure fires in the region, from chimney and solid fuel fires.

During the year an audit was undertaken on Council's Municipal Emergency Management and Fire Management Plans, with both being found compliant.

Numerous emergency events occurred during the year, in which Baw Baw Shire Council officers were able to provide support to the emergency services effort:

- Storm Event (shire wide) - August 2013
- Storm Event (shire wide) - September and October 2013
- Hazardous Material Incident (Longwarry) - October 2013
- Hazardous Material Incident and Trapped Persons (Cloverlea) - November 2013
- Bushfire (Westbury) - January 2014
- Bushfire (Gentle Annie) - January 2013
- Bushfires (Drouin South, Drouin West) - February 2014
- Support Teams to Latrobe City Council - February and March 2014
- Structure Fire (Warragul) - May 2014



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Throughout 2013/14 Council has undertaken a range of activities designed to protect or restore native vegetation and habitat, reduce energy and water usage, and increase recycling initiatives across the Shire.

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**governance**

# governancesystemoverview

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

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

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

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

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

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

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

In order to support these principles, reviews of our Advisory Committee structures and Policy Management have commenced within the 2013/14 financial year. These projects will be continuing into the 2014/15 financial year.

As part of the overall system, community information on how to attend Council meetings and requirements is also important. A suite of fact sheets, 'How Council Meetings Work' was developed by Governance and have been made available via the Council website.



## local laws

In 2012/13 Council reviewed its policy position regarding dogs off their leash, footpath trading and smoke-free public areas. It was anticipated that Council would determine the outcomes of these policies in the 2013/14 financial year.

However, it was agreed that a systematic review of the Local Law and potential legislative changes relating to smoke free areas would be deferred. This work is expected to recommence in the 2014/15 financial year with the current Council. A full review of the Local Law is also planned to commence in 2014/15.

### Domestic Animal Management Plan

The Baw Baw Shire Council Domestic Animal Management Plan was reviewed and revised in 2013/14. The plan sets the strategic direction of the Council in regards to its animal management services.

Highlights from the plan undertaken in 2013/14 include; educating the community about responsible pet ownership through ongoing communication campaigns and the Pop-Up Pet Expo, increasing the number of pet registrations, ensuring pets that have been impounded are microchipped and registered prior to release; and, conducting domestic animal business audits.

## meeting procedure local law

The Meeting Procedure Local Law was adopted in 2012, and is scheduled for review in the upcoming financial year.

The objectives of the Meeting Procedure Local Law are to:

1. Regulate proceedings at Council meetings, Committee meetings and other meetings conducted by or on behalf of Council where Council has resolved that the provisions of this Local Law are to apply.
2. Regulate proceedings for the election of the Mayor, Deputy Mayor and Chairpersons of various Committees.
3. Regulate the use of the common seal.
4. Prohibit unauthorised use of the common seal or any device resembling the common seal.
5. Make provision for related administrative procedures.
6. Provide for the peace, order and good government of the municipal district.



# committees

## Committees of Management

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

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

Currently, Council has a total of 18 Committees of Management, being:

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

The following Committees were rescinded at the Council meeting of 13 November 2013 and are now managed by alternative means:

- Logan Park
- Rawson Community Facilities

## Advisory Committees

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

As an outcome of the delegation review conducted, a project is currently in place, which provides for the review of each committee to update Terms of Reference, and improve reporting of their activities and management of the committees. This will continue into the 2014/15 financial year.

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

Advisory Committee	Description
<b>Roads and Drainage Advisory Committee</b>	The purpose of the Committee is to: <ul style="list-style-type: none"> <li>• Gain an understanding of the current year's roads and drainage activities that are planned and underway;</li> <li>• Share ideas and knowledge about how the management of roads and drainage network within the Shire can be improved; and</li> <li>• Support the Council in engaging with the community on the activities of the Roads and Drainage Advisory Committee and the annual works program.</li> </ul>
<b>Towns and Rural Communities Network</b>	The Baw Baw Shire Town and Rural Communities Network is a meeting of representatives of various town and rural community associations that meet to discuss and find resolutions to issues affecting towns and communities across Baw Baw Shire. Whilst Council facilitates the meetings, the intent is not for Council to run the meeting nor to set the goals, agenda and aims of the group.
<b>Youth Action Committee</b>	A forum for young people to regularly meet and express their views on issues affecting them and their peers and to inform Council on strategies.

## Audit Committee

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

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

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

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

The Committee is currently chaired by one of the three appointed independent members, Ms Theresa Glab, who was endorsed by Council as the Chair at the Council meeting on 12 February 2014. Ms Glab is supported on the committee by former Chair, Mr Mike Said, and Mr Tony Duff. Cr Cook and Cr Gauci are the Council representatives on the Committee.

## Councillor Code of Conduct and Conflict of Interest

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

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

Council adopted the current Code of Conduct on 27 March 2013 and it is available on Council's website. It is next scheduled for review in the 2014/15 financial year in order to take in proposed amendments to the *Local Government Act 1989*.

# councillor allowances

## Councillor Expense and Entitlements Policy

At its meeting of 11 June 2014, Council adopted a new Councillor and Audit Committee Expenses and Entitlements Policy, which becomes effective from 1 July 2014.

Council endorsed the Policy for community consultation purposes at the Council meeting on 12 March 2014 and in accordance with the *Local Government Act 1989*, the proposed policy was submitted through a Section 223 consultation process.

Advertisements were placed in local newspapers as well as the policy being made available on Council's website through the "Have Your Say" page. No submissions were received on the policy.

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

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

## Councillor and Audit Committee Member Expenses

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

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



### Allowances

<b>Mayor</b>	<b>\$77,371.58</b>
<b>Councillors</b>	<b>\$198,636.00</b>
<b>Audit Committee</b>	<b>\$11,011.47</b>



### Expenses

<b>Travelling Expenses</b>	<b>\$39,395.25</b>
<b>Professional Development</b>	<b>\$22,937.28</b>
<b>Child Care/Carer Expenses</b>	<b>\$0.00</b>
<b>Communication Facilities &amp; Equipment</b>	<b>\$11,671.83</b>
<b>Other Expenses</b>	<b>\$0.00</b>



### Total Cost

**\$361,023.41**

## Council meetings and assembly of councillors

Council held a total of 27 Council and Special meetings in the 2013/14 year, with a total of 184 officer reports, 10 notices of motions and 22 general business motions considered.

At these meetings, Council also:

- Answered 63 Questions on Notice
- Heard 148 submissions
- Made 32 decisions in Confidential Council with 19 being released to the public
- Presentation of six civic ceremonies in the meetings

### Councillor Attendance at Council Meetings

Cr Brown	>	25 out of 27 meetings
Cr Balfour	>	26 out of 27 meetings
Cr Cook	>	26 out of 27 meetings
Cr Murphy	>	24 out of 27 meetings
Cr Gauci	>	26 out of 27 meetings
Cr Jones	>	26 out of 27 meetings
Cr Kostos	>	22 out of 27 meetings
Cr Williamson	>	27 out of 27 meetings
Cr Power	>	26 out of 27 meetings

### Assembly of Councillors

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

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

Meetings that are classified as Assembly of Councillors do not have delegated powers and therefore cannot make decisions.

The Assembly of Councillor records were tabled at each Ordinary Council meeting.



## Community Briefings and Special Council Meetings

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

The following community briefings were held in the 2013/14 financial year:

- Coal Seam Gas (Community Group Presentation)
- Community Housing Project
- Monash University Study regarding visitor numbers to Yarragon
- Proposed Food and Wine Festival
- L2P Program
- International markets and Walhalla tourism
- South East Councils Climate Change Alliance
- Community Planning

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

- Settlement Strategy
- Community Services Planning Framework
- Proposed amendments to the *Community Local Law 2008* (and associated policies)
- Planning Scheme Amendment C104 - Implementation of the Settlement Management Plan
- Council's Proposed Budget and Council Plan

# delegation of powers

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

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

Delegation is not:

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

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

Delegation facilitates the achievement of good governance for the community by empowering appropriate members of staff to make decisions on behalf of the Council and the Chief Executive Officer. Delegations are only exercised when the decisions align with adopted policy. When utilised correctly, red tape and processing time can be reduced.

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

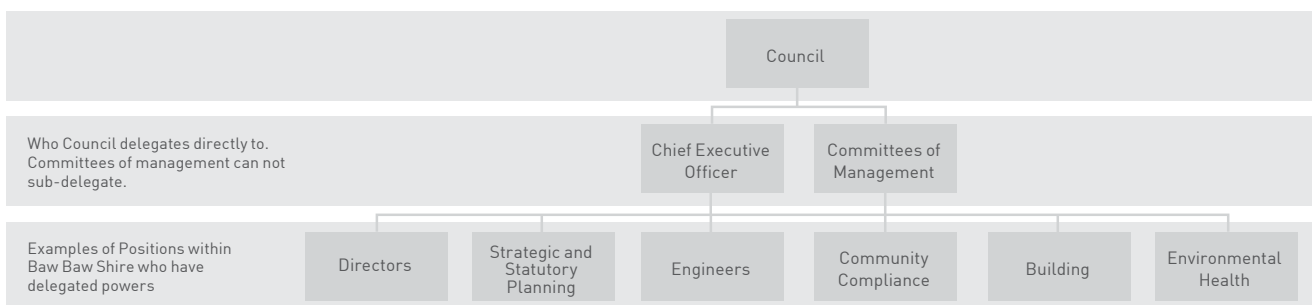
The granting of delegation is discretionary and can be revoked at any time, and both Council and the Chief Executive Officer can continue to exercise the power even if it is the subject of any delegation. The Delegate is also not compelled to act under delegation (e.g. where they have a Conflict of Interest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

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

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

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

## Broadly Enabling and Sub-Delegation Model



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

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

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

# risk management

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

- Deliver quality services.
- Identify opportunities.
- Improve decision making.
- Set priorities for competing demands/resources.
- Minimize the impact of adversity and loss.
- Ensure regulatory compliance.
- Support the achievement of Council's objectives.

Council is also committed to:

- Ensuring all decisions made within Council include the consideration of risk.
- Embedding risk management processes into Council's business processes.
- To promote and monitor the application of risk management processes within Council.

**Council's risk appetite will vary depending on particular risk impact areas however; Council's approach is to manage risks to an optimum level that is as low as is reasonably practicable.**

## Risk Management Framework/Strategy

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

- Risk profiles (corporate, directorate, business unit and service unit).
- Progress reports on Risk Treatment Action Plans.
- Risk Reviews.
- Changes in the status of risks.

As at 30 June 2014, there are 512 risks recorded in the Corporate Risk Register covering twelve risk impact areas:

- Assets
- Business Continuity
- Business Information Management
- Council Plan
- Environmental
- Financial
- Industrial Relations
- Legal and Compliance
- Probity and Fraud
- Public Health and Safety
- Reputation
- Social

Risks are also identified in the risk register as strategic and operational as well as project, procurement, event or tender related.

Council's risk appetite will vary depending on particular risk impact areas however; Council's approach is to manage risks to an optimum level that is as low as is reasonably practicable.



## Insurable Risk Review

During 2013/14, Council engaged a top tier insurance firm to undertake a review of its risk framework and to assess its insurance program. The review included:

- Risk focus workshops
- Policy wording review
- Insurance gap analysis
- Insurance program structure assessment
- Insurance program pricing review
- Risk tolerance analysis

The outcomes of the Insurable Risk Review were used to develop a strategy for Council's 2014/15 insurance program renewal, which resulted in premium reductions and the establishment of appropriate cover terms particularly in the Industrial Special Risk policy.

Future improvements will be made to Council's insurance program as a result of the Insurable Risk Review based on the recommendations of the Marsh Pty Ltd report.

## Business Continuity Planning

Council's Business Continuity Plan has been reviewed with all Service Units identifying and assessing all potential business interruption risks. The information provided by the Service Units has been used to develop a Corporate Business Continuity Plan containing:

### **Part A Management Recovery Plan, which:**

- a. declares the business interruption incident;
- b. invokes the business unit recovery plans; and
- c. monitors recovery actions.

### **Part B. Business Unit Recovery Plans, which:**

- a. recovers the essential business operations performed by business units.

This new Business Continuity Plan will be introduced and trialled during 2014/15.

# occupational health and safety

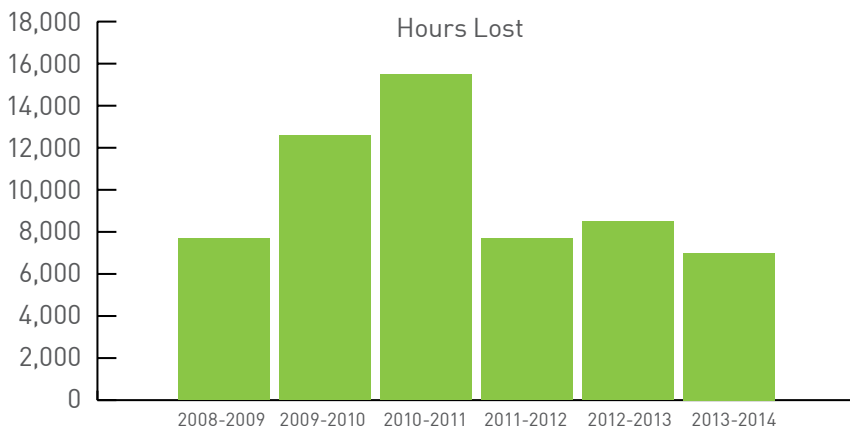
The safety and wellbeing of staff is extremely important at Baw Baw Shire Council. Council continues to pursue ways to make all workplaces and processes safer for employees through its Corporate Occupational Health and Safety System and Employee Wellbeing Program.

## Work Cover

In 2013/14 Baw Baw Shire Council's Workcover claims were 50 per cent lower than the industry average. While the number of recorded workplace accidents was slightly up on last year, the number of hours lost was less.

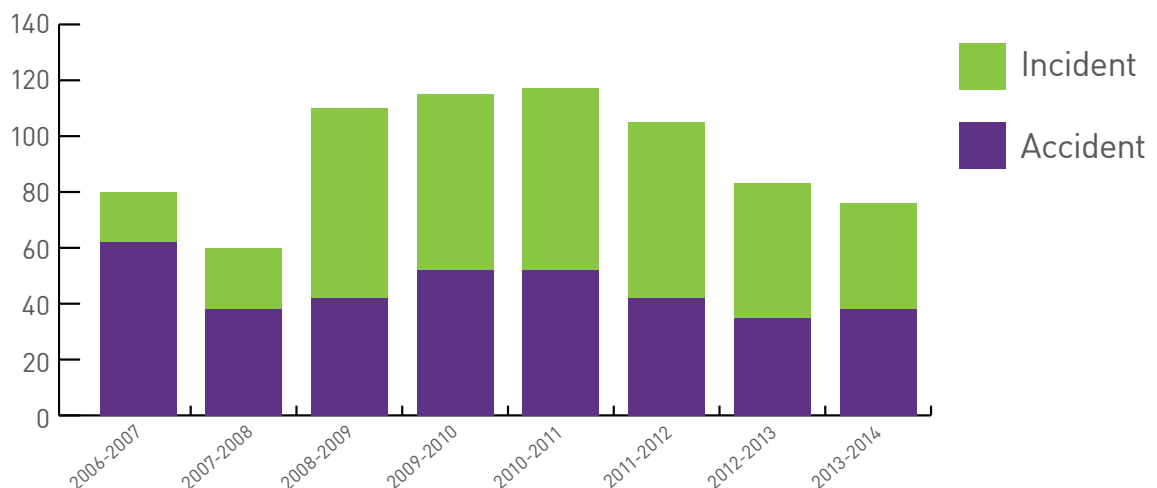
The industry comparative 2013/14 rankings released by Worksafe reflect an increase across the state. The following charts the main aspects of the movement in the rankings.

### Work Cover Hours Paid



Leave taken attributed to a workplace injury claim.

### Incident Reports Received



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

## Workcover Insurance Premium

Baw Baw Shire Council recorded a further reduction in Workcover insurance premium for the 2013/14 financial year. The Council's premium has moved from just over \$355,000 in 2010/11 to approximately \$220,000 for the financial year ending 30 June 2014, representing a saving of \$135,000.

## Workcover Benchmark

The weighted industry rate and premium rate are expressed as ratio of total premium paid versus total remuneration. For 2013/14 the weighted industry rate, for local government was 1.57 per cent. Baw Baw Shire Council's rate for 2013/14 is 0.83 per cent, which is a significant achievement.

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 above par performance. Baw Baw Shire Council's EPR for 2013/14 was at 0.502511 indicating exceptional performance.

## Public Liability Insurance Claims

For 2013/14 Baw Baw Shire Council received a total of 13 written claims. Council defended nine claims, with four claims being accepted, totalling \$2,607.

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

## 2013/14 Highlights

- **New risk assessment template and process:** An access database process that automatically calculates risk levels and integrates risk assessments into the corporate risk register has been introduced, as part of the Corporate Risk Framework.
- **OHS representatives conducting OHS spot checks:** A process that involves our elected OHS representatives conducting spot checks against corporate procedures in areas other than their normal jurisdiction has been introduced to improve the veracity of workplace safety inspections.
- **New OHS Committee:** A new OHS Committee was appointed after the three year tenure expired in June 2011. The new committee is expected to convene in August 2014. The new committee will be undertaking a review of the recent amendments to the OHS act and integrating any changes into our Corporate OHS system. They will also be reviewing the OHS training program and Corporate OHS Plan.

# Citizenship

During 2013/14, 115 people received Australian Citizenship in four individual and eight group ceremonies organised by Baw Baw Shire Council. Ceremonies were conducted at the Council Chambers in Warragul. A special ceremony was held as part of the Australia Day celebrations at the Trafalgar Public Hall.

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

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

## Asset Management

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

The asset portfolio includes over 1,900 kilometres of roads, 570 kilometres of footpaths and cycle ways, 170 bridges and major culverts, 3,500 kilometres of drains, 250 buildings, and 400 hectares of reserves and open spaces.

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

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

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

## Asset Management Program

In July 2012, Council embarked on a two year corporate service and asset management program to implement the framework needed to manage Council owned and/or managed assets.

The objectives of implementing the service and asset management program include the facilitation of life cycle management of all asset groups, setting up a consolidated register for all infrastructure asset data, and reducing the overall costs and risks associated with Council assets.

## Asset Management Plans

Comprehensive asset management plans have been developed for the major asset groups. So far plans have been completed for roads, bridges, footpaths and drains.

Asset management plans and service plans for the respective assets and services will be used to balance the levels of service, community expectations and affordability of Council's assets and services to the defined standards over the entire asset life.

# Statutory Information

## Protected Disclosures

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

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

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

Protected Disclosure Coordinator

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

During 2013/14 there were:

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

## Freedom of Information

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

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

Council's Freedom of Information Officer, who also assists the applicant in accordance with the provisions of the FOI Act, handles all requests for FOI access. There were 11 FOI applications received and finalised during 2013/14.

## Human Rights Charter

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

## Carers Recognition Act

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

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

- Distributing printed material about the Act at service points.
- Developing a feedback form, both hard copy and electronically allowing for anonymous feedback that is distributed at assessment and review meetings between workers, carers and those receiving care.

Some of the ways Baw Baw Shire Council supports carers is through our Carer Support Groups, information sessions and other activities such as our Carers Week event held in partnership with Latrobe Community Health Services and Mental Health Fellowship, which included showing the movie, *Diana*, afternoon tea and entertainment. Ninety-eight carers from within Baw Baw attended.

## Information Available For Inspection

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

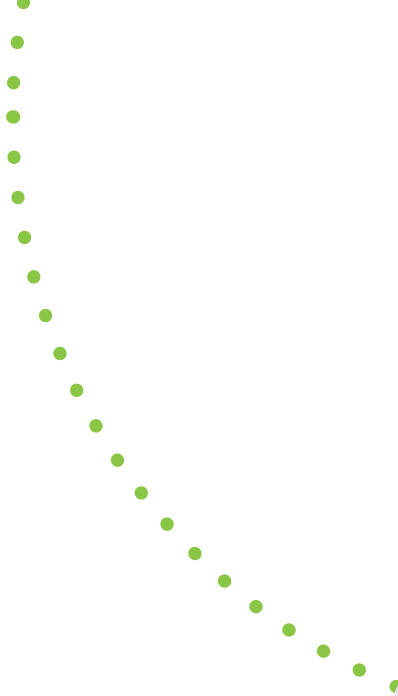
Document	Reference	Available on Website
<b>Agendas and Minutes</b>	Agendas for and minutes of ordinary and special meetings held in the previous 12 months kept under section 93 of the Act except if the minutes relate to parts of meetings which have been closed to members of the public under section 89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

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

The following documents are also available for viewing.

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





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**BAW BAW  
SHIRE COUNCIL  
ANNUAL REPORT  
2013/14**



ATM

*Deb's Bakehouse*  
Eat In or Take Away

BAKERY  
HOT COFFEE  
HOT & COLD

OPEN 7 DAYS  
GREAT CAPPUCCINO  
FOOD & DRINK





## Contact Us

**Baw baw Shire Council**

PO Box 304

Warragul, Victoria 3820

DX82014 Warragul 3820

**Phone: 03 5624 2411**

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[www.bawbawshire.vic.gov.au](http://www.bawbawshire.vic.gov.au)

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