



Council Plan 2023/24

Adopted 14 June 2023



Image: West Gippsland Arts Centre



Acknowledgements and Statements

Acknowledgement of Traditional Custodians

Council acknowledges the Traditional Custodians and their ongoing connection to the land and waters that make up Baw Baw Shire. We pay our respects to their Elders; past, present and emerging.

We thank the Traditional Custodians for caring for Country and continuing the customs that maintain the longest practised culture in the world.

Baw Baw Shire Council's Statement of Commitment to Child Safety

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

Preventing Violence Against Women

Council promotes the prevention of violence against women, through leading gender equity and building respectful and safe relationships and breaking down gender stereotypes.

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Version history

Date	Explanation
27 Oct 2021	Council Plan 2021 – 2025 first adopted
22 June 2022	2022/23 Revised Version, endorsed at Council Meeting
14 June 2023	2023/24 Revised Version, endorsed at Council Meeting

Mayor's Welcome

As any resident will know, Baw Baw Shire is facing some significant changes and challenges.

Rapid population growth and changing demographics are putting increasing pressure on our kinders, our early years services, and our social infrastructure.

The lingering impacts of the pandemic, inflation, supply chain disruptions and skills' shortages are impacting service delivery and infrastructure costs.

Climate change and severe weather events are impacting our natural and built environments.

As a Council, it is our privilege and our responsibility to play multiple roles in tackling these challenges: as a service provider, a facilitator, an advocate and as a community partner and leader.

The Council Plan identifies how Baw Baw Shire Council will play those roles and navigate those challenges through to 2025 and beyond.

It is all about building a sustainable Shire, and a healthy and thriving community – now, and in years to come.

To promote **a sustainable Shire**, we will begin the process of introducing Food Organics and Green Organics (FOGO) collection and investigate options for separate glass collection in Council's kerbside waste services. We will implement an Environment Sustainability Strategy and action plan, develop and implement a Carbon Emissions Reduction Plan, and develop a Circular Economy Plan.

To promote **a healthy community**, we will drive forward with the actions in our Municipal Public Health and Wellbeing Plan and renew our commitment to support early years services, families, and young people. We will undertake a Paths, Trails and Reserves Review and continue our investment in recreational and community facilities and services. And, importantly, we will advocate more strongly than ever before to all levels of government for funding to support crucial social infrastructure like the the Baw Baw Culture and Connection Precinct, and improvements to State-managed roads.

To support **a thriving community**, we will boost crucial resourcing to Advocacy, Tourism and Events. We will aim to lift the local economy by investing in major visitor-attracting events, implementing a refreshed Arts and Culture Strategy, and implementing the actions of our Economic Development and Visitor Economy Strategy.

Finally, we will enable our people and our organisation to boldly face the future via the continuation of our ground-breaking Future Ready Baw Baw program, focusing on service delivery improvements, refreshed core Information Technology systems, a future-focused Workplace strategy, and an embedded culture dedicated to serving our community.

I am excited about the initiatives outlined in this plan and the positive impact they will have on our community. I congratulate our dedicated officers for the work they have done to bring it to life.

On behalf of Council, I look forward to continuing to collaborate with you, our community, to create a sustainable, healthy, and thriving Baw Baw Shire together.

Sincerely,

Cr Annemarie McCabe

Mayor of Baw Baw Shire



Baw Baw Shire Council



Cr Keith Cook
(West Ward)



Cr Farhat Firdous
(Central Ward)



Cr Danny Goss
(Central Ward)



Cr Tricia Jones
(West Ward)



Cr Peter Kostos
(East Ward)



Cr Michael Leaney
(East Ward)



Cr Annemarie McCabe
(West Ward)



Cr Jazmin Tauru
(Central Ward)



Cr Darren Wallace
(East Ward)

The Council are responsible for making decisions about local issues and making strategic decisions that affect the long-term sustainability of the Shire. The Council, as stewards of community resources, have a responsibility to manage the Council's assets, provide a wide range of services and facilities, and ensure finances are allocated in the best interests of the whole community.

The Council are responsible for the strategic direction and policy of the municipality as set out in the Council Plan and the Annual Budget.

Council's Mission and Cultural Commitments

Mission

Council's mission is to be leaders in delivering quality, innovative and community focused services today that make a difference for tomorrow.

Council's cultural commitments

In implementing this Plan, Council is:

Optimistic about our organisation's ability to deliver quality services and projects to benefit the community.

Pragmatic by resolving issues and making the best possible use of our time, effort and resources.

Respectful of our organisation and of the diverse views and perspectives of our community.

Supportive by valuing our team members, empowering them to be successful in their roles and investing in their growth and development.

Authentic by undertaking our work in an open, honest and transparent manner.

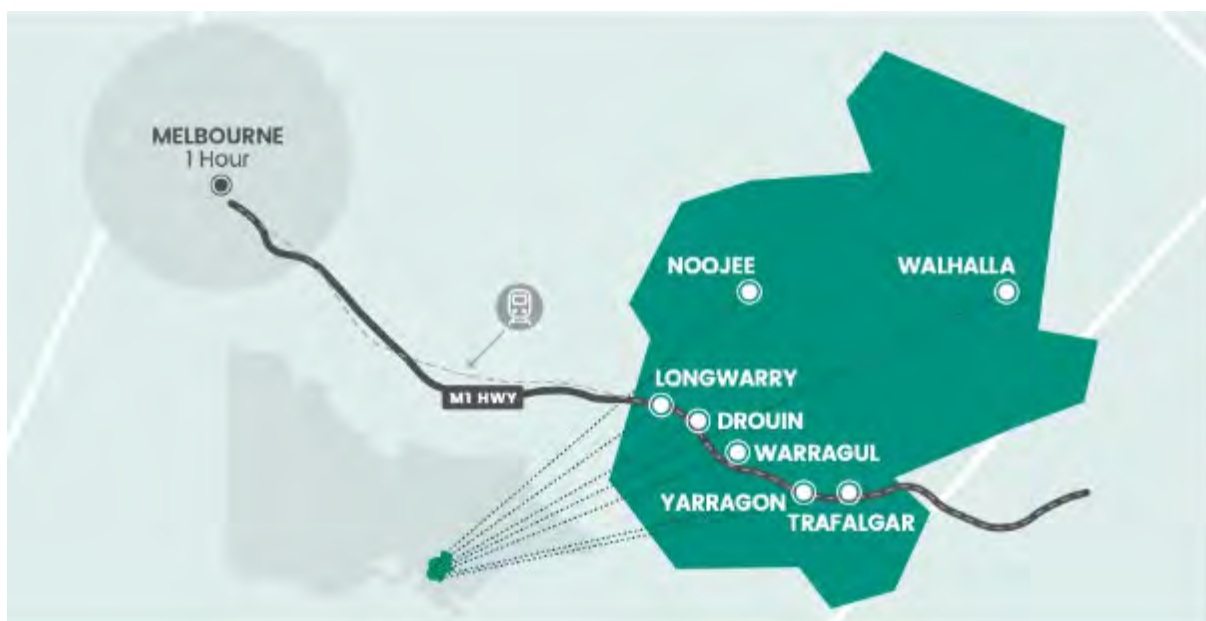


Our Community and Region

Baw Baw Shire is one of Victoria's fastest growing municipalities. Located 100 kilometres east of Melbourne, the Shire offers an attractive mix of rural and urban living with affordable housing, scenic views, and relaxed lifestyle.

Baw Baw Shire covers approximately 4,027 square kilometres of high-quality farmland, national parks and residential areas. The northern half of the Shire is heavily forested and lies in the Great Dividing Range, while the south is bound by the Strzelecki Ranges. The Shire's largest towns are located along the rail and road corridor which provide direct and easy access into the suburbs of Melbourne.

The Shire's population is estimated to be approximately 56,500 (forecast.id.com.au), most of whom live in the towns along the rail and road corridor of Warragul, Drouin, Longwarry, Yarragon and Trafalgar. There is a high commuter workforce and our community relies heavily on regional rail and road networks to travel to and from work, and for day to day community activities and access to services outside of the municipality. Major industries in the Shire are manufacturing, construction and agriculture, with the largest employers being healthcare, agriculture and education.





There are an estimated **56,500** people currently calling Baw Baw home. By 2041 it is estimated there will be more than **80,000** people living in Baw Baw. The majority of those moving to the Shire are coming from elsewhere in Victoria.



Approximately **31%** of Baw Baw's residents are young people aged 24 years and below, and approximately **29%** are between the ages of 25 and 49 years old. **41%** are aged 50 and older.



Baw Baw has more than **5,800** local businesses, generating a gross regional product of **\$2.74 billion**.



Major industries include construction, manufacturing, agriculture, real estate and housing, and healthcare and social assistance, representing **62%** of the Shire's overall economic output.



The unemployment rate in Baw Baw is **3.8%**. The largest employers are healthcare and social assistance, agriculture, education and training, construction, retail.



Baw Baw has a diverse community. **12%** of Baw Baw residents are born overseas, and **1%** are from the Aboriginal and Torres Strait Islander community.

The Critical Challenges of the Next Decade

Baw Baw Shire is at a critical point in its development, as it continues to be one of Victoria's fastest growing municipalities. The key theme for the Shire, the Council, and this Plan is to support community quality of life as our community grows.

Over this next decade and beyond, there are several themes which are anticipated to influence Council planning and strategy:

- Council's ability to raise funds for services and infrastructure to meet the needs of the community and keep up with our growth.
- Availability of the full range of services and infrastructure required to support the community. This includes not only Council services but also services and utilities like communications, schools, and health.
- The health and wellbeing of the community, particularly mental health as the community responds and recovers from COVID-19.
- Similarly, the changing community demographic because of the pandemic, which is driving an influx of new residents to Baw Baw and other rural areas.
- Balancing natural and built environments to protect nature, particularly as residential development expands in growth areas.
- Community preparedness for significant disruption and transition, with changing technology, social and workplace norms, changes in industries.
- Climate change and the ongoing need for mitigation measures and increasingly adaptation and resilience across the community, Council services and infrastructure.
- Availability and access to education and skills development for all residents to enable them to stay in the local community.
- Economic development of the Shire to support the community, including business and local employment.
- Community expectations and requirements with regards to child safety, violence against women, and gender equity.

This requires Council to act as **provider, advocate, facilitator, partner and/or community leader** as appropriate. This plan seeks to identify where Council plays a role and the influence it hopes to make.

Our growth, and the above influences, play out differently across the Shire, creating both tensions and opportunities. As a community, we must consider: how do we balance the significant growth being experienced with our existing character, farm land and environmental attributes? What does equity look like between our urban and rural communities? This Plan identifies some of the ways in which Council seeks to navigate these issues.



Our Community Vision for the Future

Developing a vision for our future helps us to prioritise our actions of today and of tomorrow.

Baw Baw's first Community Vision, BawBaw 2050 was developed in 2011. A new Community Vision was developed in 2021, informed by over 360 members of our community and developed through a deliberation process with a panel of over 40 community representatives. Together, they established community aspirations for the future of Baw Baw Shire for the next 20 years and beyond.

This is our new shared aspiration for the long term future of the Shire: to be Sustainable, Healthy and Thriving:

- Sustainable towns and villages that continue to benefit from our beautiful rural and natural environment.
- Healthy people, living in connected communities and healthy environments, and
- Thriving, diverse and resilient communities.

Our Strategy 2021 – 2025

The Council Plan represents a four-year road map for the Council and describes the key services and priorities that Council will focus on.

In developing the Council Plan, Council has considered the aspirations of the community as set out in the new Community Vision, the key goals the Council wants to achieve over the four years 2021 – 2025, the critical challenges we face and how we need to respond to succeed.

The Community Vision informs and guides the planning and priorities of Baw Baw Shire Council. This Council Plan 2021 – 2025 is the plan for how Council will respond to the Community Vision during this time.

This Council Plan identifies those priorities for action and investment, both in the community and in the organisation, that we believe will make the biggest difference for us all in achieving our longer term aspirations.

Baw Baw Shire Council Plan 2021–2025

Council mission:

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



Strategic direction:

Readying the Shire for the future, and support community quality of life as we continue to grow.



Strategic objectives:

A Sustainable Shire.

Sustainable towns and villages that continue to benefit from our beautiful rural and natural environment

- Sustainable built environments that protect nature and meet the needs of a growing community.
- Protected, sustainable and productive natural environments.

A Healthy Community.

Healthy and well people, living in safe, connected communities and healthy environments.

- Healthy and well people and communities.
- Connected and inclusive communities, creating a strong sense of safety and belonging.
- Healthy environments, resilient communities.

A Thriving Community.

Thriving, diverse and resilient communities.

- A strong economy, creating and sustaining local jobs.
- Education, tourism, and cultural offerings that help our region to flourish.
- Future ready infrastructure and transport options that help our community better access services, work, and education throughout Baw Baw Shire.



Council focus areas for the next four years:

Planning for growth.

Protecting natural environment and agricultural land.

Environments for health.

Community arts and events.

Community infrastructure, services.

Community health, safety, and wellbeing

Climate change, disruption, and transition.

Connectivity and local transport networks.

Advocacy.

Diversity, inclusion, and reconciliation.

A strong local economy.

The strategic direction

One of the biggest challenges immediately facing the community is the rapid changes in population and how we continue to provide services and infrastructure for existing and new residents, while also facing the challenges described earlier in this Council Plan.

Our strategic direction for this Council Plan is: **Readying the Shire for the future, and support community quality of life as we continue to grow.**

Objectives and Strategies

Our Strategic Objectives are aligned with the Community Vision, and will help guide Council in its planning, action and investment, and advocacy as we support and work towards: A Sustainable Shire. A Healthy Community. A Thriving Community.

These objectives align to the Community Vision and ensure that Council's activities over the term of this Council Plan respond to the Vision:

A Sustainable Shire responds to the Community Vision and goals related to sustainable built and protected natural environments.

A Healthy Community responds to the Community Vision and goals for healthy people and environments and connected and inclusive communities.

A Thriving Community responds to the Community Vision and goals for strong economy; education, tourism, and culture; and future ready infrastructure and transport.

Key focus areas

The Council Plan identifies several key focus areas, and new initiatives that Council has identified to implement aspects of the Community Vision.

The strategies have been developed as a coherent set, in response to the strategic direction of the Council and the Community Vision for the four years 2021 – 2025. The strategies recognise the integrated and related nature of the challenges we face and what we are trying to achieve.

Seeing them together also helps us understand the interrelated nature of the strategies in achieving our goals, with the opportunity to operate as much as possible at the intersection of the objectives.

Over the four years, we will specifically focus on 11 key focus areas in delivery of Council services, infrastructure, and advocacy.





Key focus areas

1. Planning for a sustainable, healthy, and thriving Baw Baw Shire.

This strategy relates to and implements, the goals of the Community Vision.

2. Providing community infrastructure, services and facilities which support sustainable communities and are responsive to changing needs.

This strategy relates to the Community Vision goal: *Sustainable built environments that protect nature and meet the needs of a growing community.*

3. Advocating for strategic priorities and those services and facilities needed by the community.

This strategy is a key way in which Council will deliver on the Community Vision and recognises that several different authorities will be responsible for meeting our community's needs.

4. Sustainably protecting and managing the natural environment, and agricultural land.

This strategy relates to the Community Vision goal: *Protected, sustainable and productive natural environments.*

5. Supporting community health, safety, and wellbeing, including mental health.

This strategy relates to the Community Vision goal: *Healthy and well people and communities.*

6. Supporting community connectivity, diversity, inclusion, and reconciliation.

This strategy relates to the Community Vision goal: *Connected and inclusive communities, creating a strong sense of safety and belonging.*



7. Creating environments that support a diversity of sports and recreation opportunities and walkable communities across the Shire.

This strategy relates to the Community Vision goal: *Healthy environments, resilient communities.*

8. Responding to and readying for climate change, emergency events, disruption, and transition.

This relates to the Community Vision goal: *Healthy environments, resilient communities.*

9. Enabling a strong local economy, through support for business and innovation, and local access to skills development and jobs.

This strategy relates to the Community Vision goals: *A strong economy, creating and sustaining local jobs,* and *Education, tourism and cultural offerings that help our region to flourish.*

10. Supporting community arts and events to create vibrancy and attract people to live work and play in Baw Baw.

This strategy relates to the Community Vision goal: *Education, tourism and cultural offerings that help our region to flourish.*

11. Improving local transport networks and advocating for improvements for roads and public transport for residents across the Shire.

This strategy relates to the Community Vision goal: *Future ready infrastructure and transport options that help our community better access services, work, and education throughout Baw Baw Shire.*



How We Will Deliver the Council Plan

As an organisation we will implement the 11 key focus areas of the Council Plan by ensuring alignment between our services with the overall strategic direction and objectives of being healthy, thriving, and sustainable.

As an organisation we will deliver the Council Plan by:

- Responsibly managing Council finances and resources to enable delivery of a range of community focused services.
- Planning, delivering, and maintaining community infrastructure via the annual Capital Works program.
- Advocating on behalf of community needs for strategic priorities, services, and facilities.

Our principles for delivering the plan are to:

- Be community and customer service focussed and engage with the community on local decision making.
- Plan for the long term but be responsive and flexible in response to changing needs and circumstances.
- Consider the needs of residents in communities right across the Shire in planning and delivery of services and infrastructure.
- Seek to increase our sustainability with a focus on our local community and the circular economy.

Council Advocacy

A number of the new initiatives identified above are reliant on advocacy, and support from other stakeholders.

Baw Baw Shire is one of the fastest growing municipalities in the State. A key responsibility for the Council, and one of the key strategies in this Council Plan is for Council to continue to advocate and seek partnerships with other levels of government, the private sector and the not-for-profit sector, on behalf of broader community needs. This includes services such as health, education, communications, public transport, and major roads and those specific initiatives nominated in the tables below.

Service, infrastructure, and initiative priorities 2022/23 – 2024/25

Council has identified several priority service areas requiring investment in response to population growth in the municipality, infrastructure programs (new and renewal) and strategic infrastructure projects, and new initiatives to support the community and deliver on this Council Plan 2021 – 2025.

These following key services, initiatives and infrastructure programs and projects are included in the Annual Budget, Long Term Financial Plan and Long Term Infrastructure Plan (Capital Works Program).

Many items identified are ongoing service areas and/or multi-year priorities. The table will be updated at the end of each year to remove those which are completed and introduce newly identified priorities. Each table provides a description of the item, the budget source whether operating budget or capital budget, and its type, including:

- An ongoing **service** delivered by Council which particularly aligns with one or more of the 11 key focus areas,
- A **major initiative**, including key projects and capital programs and projects, or
- **Service resourcing** which is an increase in service capacity and capability commencing in the 2023/24 year.

Council will report its progress on those items identified as initiatives and infrastructure in Council's quarterly and annual performance reporting.

A Sustainable Shire

Description	Type	Budget source
Delivery of Environmental protection services, including significant vegetation communities.	Service	Operating
Management of Council open spaces, bushland, and natural assets.	Service	Operating
Domestic and commercial waste management and resource recovery services.	Service	Operating
Strategic and statutory planning for future growth and development including planning policies, strategies (including PSPs) and overlays to guide development and protect the environment.	Service	Operating
Delivery of emergency preparedness, relief, and recovery services to the community in liaison with other emergency services.	Service	Operating
Implement the Environmental Sustainability Strategy and corresponding two-year Action Plan.	Major initiative	Operating
Identification and assessment of significant trees for the development of a Significant Tree Register. The Register will be considered for future protection amendments in the Baw Baw Planning Scheme.	Major initiative	Operating
Prepare for the introduction of Food Organics and Green Organics (FOGO) collection and investigate options for separate	Major initiative	Operating

glass collection in Council's kerbside waste services.		
Develop and implement a Carbon Emissions Reduction Plan.	Major initiative	Operating
Develop a Circular Economy Plan for Council consideration and implementation.	Major initiative	Operating

A Healthy Community

Description	Type	Budget source
Strategic and statutory planning for our future growth and development including planning policies, strategies (including PSPs (Precinct Structure Plans)) and overlays to guide development and protect the environment.	Service	Operating
Supporting young children and families, and youth.	Service	Operating
Delivery of regulatory, community, and public health and safety services, and facilities.	Service	Operating
Advocacy on behalf of community health and wellbeing related needs.	Service	Operating
Delivery of community planning and development services.	Service	Operating
Continued investment in sports facilities, parks, and interconnected footpaths and linear trails.	Service	Operating
Delivery of Council sport and recreation services.	Service	Operating
Council parks and reserves management.	Service	Operating
Ongoing implementation of the Municipal Public Health and Wellbeing Plan and corresponding Annual Action Plan.	Major initiative	Operating
Development and successful transition to new waste contracts, including community education and support.	Major initiative	Capital
Continued advocacy for external funding to contribute to the Baw Baw Culture and Connection Precinct (Stage One Library and Learning).	Major initiative	Operating
Assess the existing network of paths, trails, and reserves in Precinct Structure Plans (PSP's) to identify opportunities for connections to growth areas. This project also includes the targeted assessment of street cross-sections in the PSP's and in some cases the potential impact on surrounding vegetation.	Major initiative	Capital
Deliver strategic capital projects 2021 – 2025: <ul style="list-style-type: none"> Indoor stadium – Stage 1 Warragul Bellbird Park East Multi Use Pavilion Rokeby to Noojee Trail – Stage 1 Rollo Street, Yarragon Masterplan Project 	Major initiative	Capital
Undertake review of Council's Open Space Strategy and begin the development of the Open Space Landscape Guidelines.	Major initiative	Operating

A Thriving Community

Description	Type	Budget source
Continued delivery of the Long Term Infrastructure Plan capital asset renewal and general capital programs 2021 – 2025.	Service	Capital
Continue to advocate for Baw Baw Shire and its community through ongoing engagement with Government on significant issues and adopted advocacy priorities.	Service	Operating
Support for local and small business, tourism, and event attraction.	Service	Operating
Delivery of community arts services, including the West Gippsland Arts Centre.	Service	Operating
Delivery of library services (via Myli – My Community Library).	Service	Operating
Delivery of local transport and roads planning, management, and maintenance services.	Service	Operating
Implement the Economic Development and Visitor Economy Strategy.	Major initiative	Operating
Support the local community economy and vibrancy with the allocation of major events funding.	Major initiative	Operating
Implement Creative Communities Strategy for Baw Baw Shire, supporting community vibrancy and engagement.	Major initiative	Operating
Advocacy on Baw Baw road transport priorities including the Drouin Arterial Road Network Planning.	Major initiative	Operating
Continued focus on Shire roads and delivery of Capital programs across Council's Gravel and Sealed Roads, and Road Safety projects.	Major initiative	Capital
Increased resourcing to the Advocacy function to maximise the prospect of gaining external funding for strategic advocacy priorities.	Service resourcing	Operating
Increased resourcing to the Tourism and Events function to deliver outcomes included in the Economic Development & Visitor Economy Strategy.	Service resourcing	Operating
Advocate for State Government support towards the implementation of the <i>Best Start, Best Life</i> reforms, including increased access to funding for infrastructure and ongoing maintenance obligations for Early Year's services.	Major initiative	Operating

Council supporting Sustainable, Healthy, Thriving

Description	Type	Budget source
Development and delivery of an internal Future Ready Baw Baw program, to meet the future needs of the community. Focused on Information Technology (IT), Services, Workplaces, and People.	Major initiative	Operating
Develop a Depot Strategy to ensure Council can continue to conduct works and deliver services that meet the needs of the community into the future.	Major initiative	Operating



Baw Baw's Planning and Reporting Framework

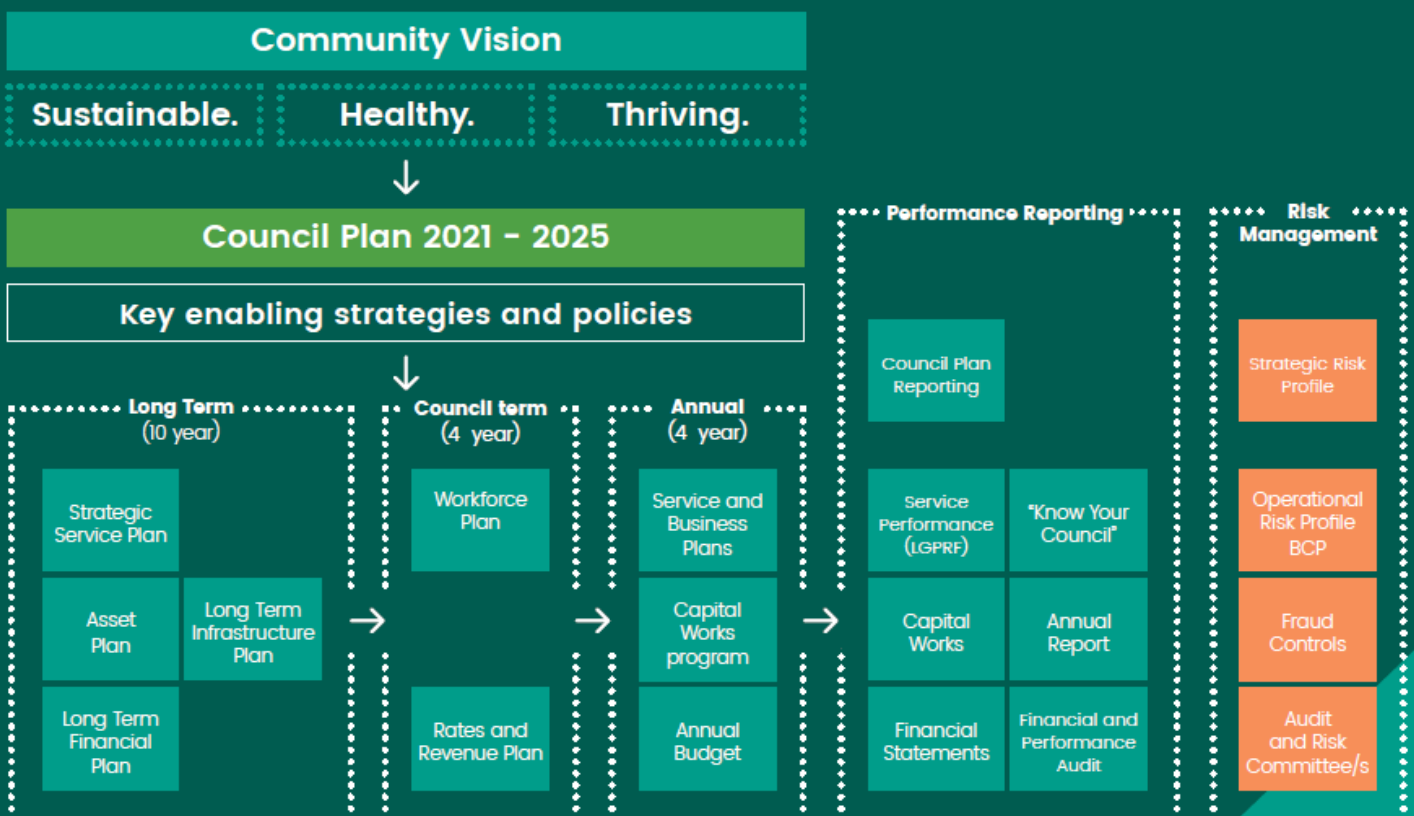
Baw Baw Shire's Integrated Strategic Planning and Reporting Framework is established under the Local Government Act 2020, which is designed to ensure that community aspirations are translated into operational objectives

The Council Plan is a key part of Council's Framework, which establishes an integrated approach to our corporate planning, and translates the outcomes being sought by the community as captured in the Community Vision into operational actions via the Council Plan.

The Plan is resourced through the resource plans including Long Term Financial Plan, Asset Plan, Long Term Infrastructure Plan, Workforce Plan, and the Annual Budget.

A new inclusion to the Framework will be the development of a Service Plan, which will provide the long term strategic planning for Council services over the next 10 years +.

Baw Baw Shire Council Planning and Reporting Framework



Enabling Strategies and Policies

There are several plans and strategies which help Council achieve and deliver on the commitments made in the Council Plan. Several key strategies are included in the corporate planning framework on the previous page. This includes the legislated strategies and plans in the framework above and informing plans which have been developed by Council on an aspect of its service or infrastructure delivery.

Legislated strategies and plans

Annual Budget
Asset Plan
Disability Plan
Long Term Financial Plan
Municipal Public Health and Wellbeing Plan
Municipal Strategic Statement
Baw Baw Planning Scheme
Procurement Policy
Rating and Revenue Strategy
Road Management Plan
Workforce Plan

Key Informing strategies and plans

Advocacy Strategy
Arts Strategy
Asset Policy and Strategy
Community Engagement Policy
Economic Development Strategy
Environmental Sustainability Policy
Long Term Infrastructure Plan
Municipal Early Years Plan
Settlement Management Plan
Waste Management Plan

Risk Management

Risk management is an integral part of business planning and an essential element of sound corporate governance. Ultimately, effective risk management will help to ensure that the Council minimises the impact of the risks it faces and improving Council's ability to deliver on the Community Vision and this Council Plan.

As at March 2023, Council had 174 risks within its risk profile, made up of 19 strategic and 155 operational risks registered. These risks have been refined in recent years to allow Council to more adequately manage risk assurance. The strategic risks are reported to the Executive Leadership Team and Risk and Audit Committee. Operational risks are owned, treated, and reported by appropriate Managers.

Gender Impact Assessment

The Council Plan 2021 – 2025 has been prepared and will be implemented giving consideration to gender equality and the effects of this Plan and its implementation on people of different genders in accordance with the Gender Equality Act 2020.

Monitoring and Reporting our Performance

Council regularly reviews and reports its performance in quarterly reports, Annual Report and annual audited Performance Statements. Council's performance against the Local Government Performance Reporting Framework is published annually on the State Government website www.localgovernment.vic.gov.au.

Performance indicator framework

Key performance indicators have been developed so Council can track performance against the strategic objectives. In addition, Council also monitors its performance against the legislated Local Government Performance Reporting Framework and conducts an annual Community Satisfaction Survey.

Municipal strategic indicators

These indicators measure progress towards achieving the three strategic objectives.

These indicators track results at a municipality level and reflect the work by Council, community, and other stakeholders.

Implementing plans are identified for each of the strategic objectives, as they will be critical in helping to identify relevant indicators and action to achieve the Council Plan. Where gaps are identified, an action for implementing the Council Plan will be to review and identify appropriate indicators.

Council indicators

These indicators track Council specific inputs, outputs and outcomes required to meet the municipal strategic indicators and the overall strategic objectives.

Council Plan indicators

A Sustainable Shire.	A Healthy Community.	A Thriving Community.
<p>Municipal strategic indicators</p> <ul style="list-style-type: none"> • Community mental health and wellbeing*. • Community activity levels for health*. • Residential development and PSP land supply*. • Change in number of businesses. • Gross Regional Product. • Visitor spend (Destination Action Plan areas). • Number of jobs / employment*. • Number of visitors. • Visitor spend*. • Volume of waste and diversion of waste from landfill. <p>Community satisfaction</p> <ul style="list-style-type: none"> • Appearance public areas*. • Arts centres and libraries*. • Business and community development and tourism*. • Emergency and Disaster management*. • Environmental sustainability*. • Recreation facilities*. • Sealed local roads. • Waste management*. <p>Statutory Community Satisfaction indicators:</p> <ul style="list-style-type: none"> • Advocacy. • Community consultation. • Council decisions. • Customer service. • Overall performance. • Overall direction. 	<ul style="list-style-type: none"> • Value for money. <p>Local Government Performance Reporting Framework</p> <p>Service Performance indicators:</p> <ul style="list-style-type: none"> • Animal management. • Aquatic facilities. • Food safety. • Governance. • Maternal and Child Health. • Libraries. • Roads. • Statutory Planning. • Waste Collection. <p>Financial indicators</p> <ul style="list-style-type: none"> • Efficiency. • Liquidity. • Obligations. • Operating position. • Stability. • Sustainable capacity. <p>Selected service indicators</p> <ul style="list-style-type: none"> • Kindergarten places*. • Number of building permits issued. <ul style="list-style-type: none"> • Council CO² emissions. • Council potable water consumption. • Number of trees planted*. <ul style="list-style-type: none"> • Area of sealed local roads resealed. • Area of sealed local roads reconstructed. • Area of unsealed local roads re-sheeted. 	

- Aquatics participation.
 - Area of public open space*.
 - Change in number of recreation reserves*.
 - Length of paths and trails*.
 - Length of paths and trails constructed.
 - Number of users on designated pathways and trails
-
- Arts Centre attendance.
 - Number of events*.
 - Business support inquiries received*.
 - Council success with advocacy and grant applications.
-
- Community engagement opportunities and submissions received.
 - Customer requests resolved.
 - Customer interactions resolved at first point of contact.
 - Social media reach.
-
- Adopted capital works program completion (%).
 - Asset renewal expenses/ depreciation.

Indicators marked with an asterisk (*) are new measures being trialled in this Council Plan.



BAW BAW SHIRE
DRO