



BAW BAW SHIRE COUNCIL
Council Plan
2025 – 2029





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 and present.

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

A thriving, healthy, and sustainable Baw Baw Shire involves embracing the lived experiences and contributions of all cultures in our community; this starts with the recognition and inclusion of First Nations peoples.

Acknowledgements and commitments

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.

Connected and safe communities

Council continues to promote the prevention of family violence, primarily through leading gender equity and building respectful and safe relationships and breaking down stereotypes. This is a prevention approach consistent with Council's health and wellbeing planning.

We recognise and celebrate the diversity of our community, we acknowledge and respect the skills, insights and life experiences of all community members irrespective of sex, gender, ethnicity, ability, sexuality or age.

A lush green forest scene with tall trees and dense ferns. A wooden walkway leads through the forest, and a wooden viewing platform is visible in the distance. The overall atmosphere is serene and natural.

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1.

A message from your **Councillors.**

As a united Council, we are committed to working with and for our community.

As your elected representatives, it is our role not only to make progress towards the Community Vision over the next four years, but also to partner with you to take action that supports long-term prosperity.

We offer this 2025–2029 Council Plan as a shared step forward—an early invitation for your continued support as we work together to build a better Baw Baw.





A message from **YOUR COUNCILLORS.**

You have already responded to our offer to ‘**Shape Baw Baw for the next four**’. Hundreds of community members participated – representing all walks of life, ages, and areas of the Shire.

We heard that **your highest service priorities** for the next four years were:

Community
Development
& Health

Shire
Planning

Transport &
Connectivity

We heard that **your highest asset priorities** for the next four years were:

Roads
& Footpaths

Natural
Environment &
Open Space

Public
Toilets

Your insights were shared with and developed on by the Baw Baw Shire Community Panel to create a clear list of priorities to guide our work. The panel also provided key messages for Council’s ongoing consideration, including:



**Commit to
transparency**



**Inclusive
consultation and
engagement**



**Think
long-term**



**Value local
knowledge**

The community insights and panel priorities from ‘Shape Baw Baw for the next four’ guided the development of **this Council Plan** – as well as the:



Municipal Public Health and Wellbeing Plan



Long Term Infrastructure Plan



Asset Plan



Financial Plan

These five documents are central to everything Council does.

As a Council, we see real opportunities to:

- strengthen social and community connections
- develop and promote Baw Baw’s unique identity
- foster community prosperity through economic development
- build financial strength for the future
- protect and promote our natural assets and heritage

At the same time, we recognise the challenges we face:

- rapid population growth
- pressure on infrastructure and the built environment
- external factors that affect development and the timing of delivery of supporting infrastructure
- income and funding constraints
- increasing responsibilities from Government without adequate funding (cost-shifting)

Despite these challenges, we are guided by shared values and a strong commitment to the people of Baw Baw Shire.



YOUR COUNCILLORS.

CENTRAL WARD



Cr Danny Goss



Cr Paul Pratt



Cr Suzanne Allen

WEST WARD



Cr Tricia Jones



Cr Jess Hamilton



Cr Ben Lucas

EAST WARD



Cr Kate Wilson



Cr Adam Sheehan



Cr Brendan Kingwill

This Council Plan outlines the long term difference we want to make on your behalf. In addition to this, we remain committed to delivering the everyday services the organisation provides for our community.

As community members and elected representatives, we look forward to working with you, our community.

2.

Our community and region.

Baw Baw Shire is one of Victoria's fastest growing regional 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 road and rail corridor which provide direct and easy access into the suburbs of Melbourne.



Rapid population growth

In 2025, the Shire’s population is estimated to be approximately 62,000 ¹, most of whom live in the towns along the road and rail corridor through Warragul, Drouin, Longwarry, Yarragon, and Trafalgar. Our community relies heavily on regional road and rail networks to travel to and from work, for day-to-day community activities, and to access services outside of the municipality.

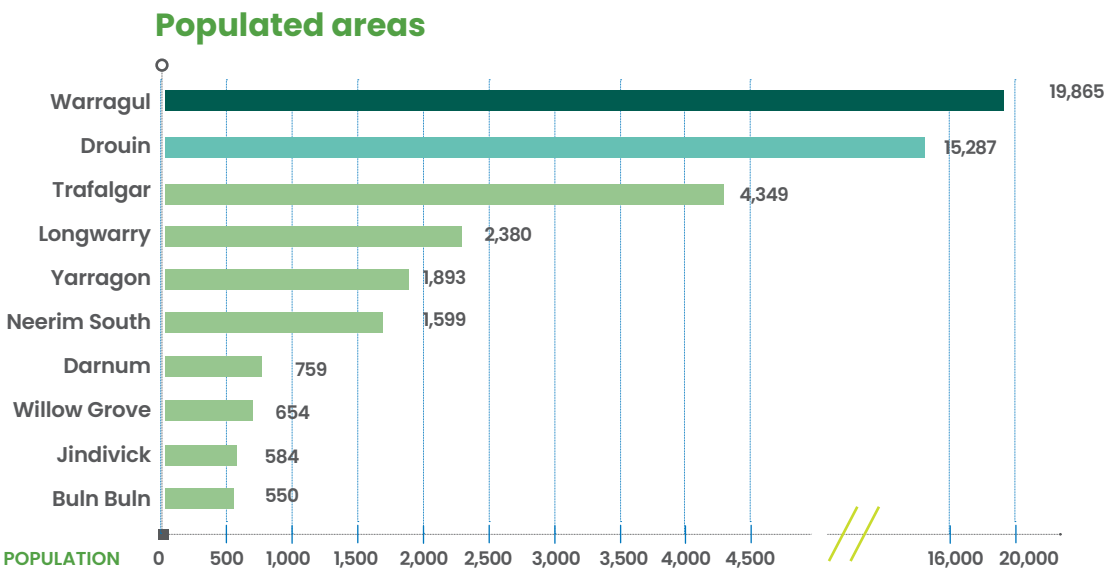
Between 2021 and 2046, the Baw Baw Shire population is forecast to increase by 36,160 persons (62.80 percent growth), at an average annual change of 1.97 percent ².

In the decade between 2013 and 2023, Warragul and Drouin were recognised as the fastest growing urban centre in Australia ^{3,4}. Increasing by 41 percent over the 10 years to reach 46,000.

Stemming from this growth, we are expecting a significant increase in the number of young children living in the Shire. During 2021 to 2041, there is an expected 67 percent increase in the number of 0–4 year age children living in Baw Baw Shire, and a 63 percent expected increase in 5–9 year age children over the same period ⁵.

Populated areas

61 percent of Baw Baw Shire’s population live within its two major localities, within only 2.7 percent of its total land area.



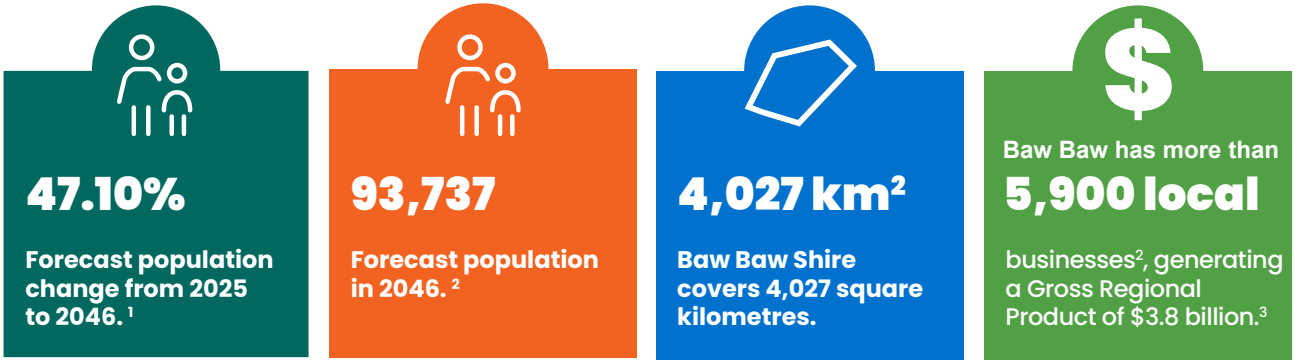
Baw Baw Shire is fortunate to also have several smaller communities that contribute to our unique identity.

1 Australian Bureau of Statistics, regional population estimates by Local Government Area, 2025.
2 forecast.id.com.au – Population forecast summary, June 2025.
3 commbank.com.au – ‘Renowned demographer Bernald Salt AM on what’s next for Gippsland’, May 2025.
4 theaustralian.com.au – ‘The 99 fastest growing towns and cities in Australia’, March 2024.
5 bawbawshire.vic.gov.au – Municipal Early Years Plan, 2024.

Our community and region

Demographic category	Baw Baw Population proportion (%)
0–24 years	30
25–49 years	29
50+ years	41
Female	51.3
Male	49.2
Prefer to self-describe	No ABS data available
Prefer not to say	No ABS data available
Person living with disability(ies)	28
Carer of someone with disability(ies)	14.3
CALD (non-English speaking)	6.7
ATSI/First Nations	1.3
LGBTQIA+	7.8

Health Care & Social Assistance is the Shire’s largest employment sector, supporting an estimated 3,400 jobs ¹. Followed by the Construction; Agriculture, Forestry & Fishing; and Education & Training Sectors, averaging an estimated 2,400 jobs.




Destination Baw Baw Shire and West Gippsland

Baw Baw Shire presents visitors and residents alike with an opportunity to explore a region with spectacular natural landscapes and wilderness attractions, historic townships, gourmet delights and world-class hospitality. From the majestic alpine landscapes of the Baw Baw Plateau to lush valleys, forests and rivers, the region attracts those seeking outdoor adventure, gourmet food and wine, boutique shopping, and rich arts and cultural experiences.

In West Gippsland you can experience award winning products at a diverse range of cafes, restaurants and micro-breweries with something for everyone’s taste from country pubs to hatted restaurants. Visit historical landmarks preserved in time, allowing visitors to walk through living history, and meet the locals at the markets celebrating local produce and culture.

In 2024 Baw Baw Shire welcomed 964,000 domestic visitors, contributing \$166 million to the local economy.⁴

1 Baw Baw demographics and community insights, industries and employment. REMPLAN, 2025.
2 Baw Baw demographics and community insights, business counts. REMPLAN, 2025.
3 Baw Baw demographics and community insights, gross regional product. REMPLAN, 2025.
4 National Visitor Survey, Tourism Research Australia, 2024.



3.

Community Vision.

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 deliberative 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 shared aspiration for the long term future of the Shire: to be **Sustainable**, **Healthy**, and **Thriving**:

A Sustainable Shire.

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

SUSTAINABLE.

A Healthy Community.

Healthy people, living in connected communities and healthy environments.

HEALTHY.

A Thriving Community.

Thriving, diverse and resilient communities.

THRIVING.



4.

Community engagement for the **2025–29 Council Plan.**

The broad community engagement program, titled 'Shape Baw Baw for the next four' included the following interactions with the community:

- Community survey, **157 responses**.
- Market stalls, **254 conversations** across markets at Rokeby, Warragul, Longwarry, and Trafalgar.
- **Workshop sessions** with stakeholders from sport and recreation, environment, and community services sectors.
- Business walk: **76 businesses** were visited in the Warragul CBD.

4. Shape Baw Baw for the next four cont.

A wide age range of people participating, from 25 years to 85+ years, with the 34–49 age range being the most well-represented. In total, 42 localities were represented.

The majority (58.6 percent) of participants had been living in Baw Baw for longer than ten years, 15.3 percent had been living in Baw Baw for between 6–10 years, 18.5 percent had been living in Baw Baw for between 1–5 years, and 4.5 percent had been living in Baw Baw for less than one year.

TOP 5 SERVICE PRIORITIES: to focus on over the four years

- 1: Community Development and Health.
- 2: Shire Planning.
- 3: Transport Connectivity.
- 4: Family and Children’s Services.
- 5: Community Safety (including emergency management and local laws).

TOP 5 ASSET INVESTMENT PRIORITIES: to focus on over the four years

- 1: Roads.
- 2: Natural Environment.
- 3: Public Toilets.
- 4: Footpaths.
- 5: Open space.

TOP 5 HEALTH AND WELLBEING: affecting factors

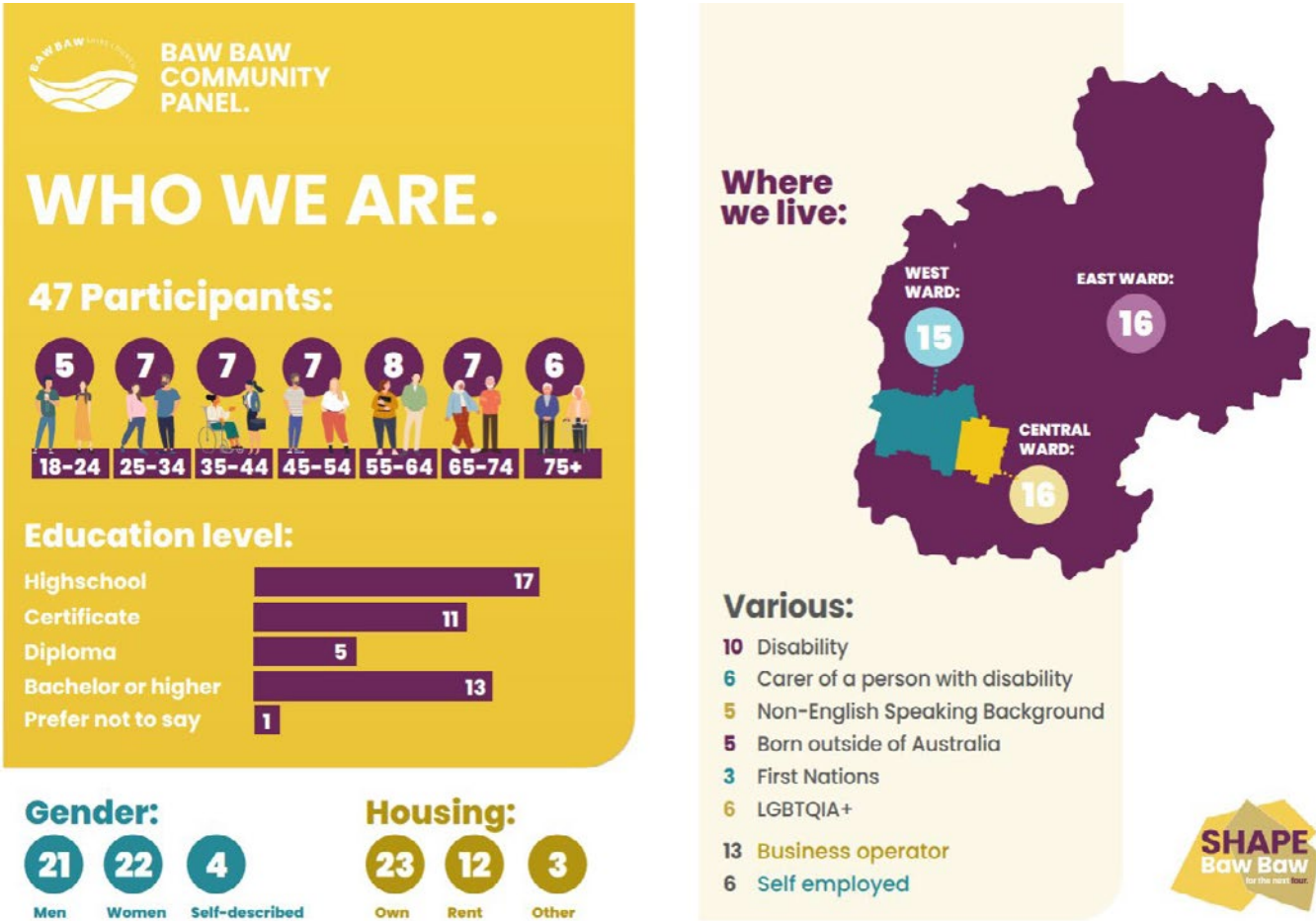
- 1: Mental health and wellbeing.
- 2: Participation in passive recreation (casual walking, nature appreciation, relaxation, and meditation etc.).
- 3: Healthy eating.
- 4: Participation in active recreation (sports, fitness activities, running, and cycling etc.).
- 5: Housing security.

Community Panel

Baw Baw Shire Council engaged independent specialist support to manage the panel recruitment process. The aim was to form a ‘mini public’, a group of people who live, work, and / or study in Baw Baw Shire that reflect the municipality’s diversity across age, gender, location, life stage, lived experience, and background.

To promote the opportunity widely, printed invitations were distributed to nearly 30,000 households via Australia Post’s unaddressed mail system. This was complemented by online promotion through Council’s website and social media channels, as well as targeted outreach to groups traditionally underrepresented in Council engagement activities.

A total of 222 expressions of interest were received, with a good distribution across the demographic categories.



The panel spent approximately fourteen hours together, culminating in a consolidated set of priorities and the following broader reflections and values they believed should guide Council’s planning for the next four years.

- 1. Commitment to transparency:** Panel members emphasised the importance of open communication and visibility into Council’s decision-making processes. There was a clear expectation that rationale for decisions, particularly where trade-offs are involved, should be shared with the community. The implementation of Council’s strategic documents should be monitored and results communicated, especially where there is a disconnect between plans and delivery.
- 2. Inclusive consultation and communication:** The Panel called for ongoing, meaningful opportunities for residents to be involved in shaping the future of Baw Baw including accessible opportunities for young people, young parents, and new families to the shire. Panel members called for improved and accessible communication approaches regarding issues and opportunities, such as the panel invitation flyer that residents received.
- 3. Value on local knowledge:** Many participants expressed a strong connection to place and encouraged Council to draw on the lived experience and expertise of residents, especially in planning and development decisions.
- 4. Desire for long-term thinking:** Panel members acknowledged the complexity of some issues and encouraged Council to adopt a long-term view in its planning, balancing immediate needs with future sustainability, liveability, and resilience.

The community’s insights from ‘Shape Baw Baw for the next four’ and the Community Panel priorities were used to guide the development of Council’s suite of new strategic documents, including: this Council Plan, the Municipal Public Health and Wellbeing Plan, Long Term Infrastructure Plan, Asset Plan, and Finance Plan.

5.

Council's Strategic **Direction.**

Considering what we heard from the community, and the challenges and opportunities this Council wants to address during the 2025-29 term, we have made the strategic choice to structure our focus and resourcing on the Community Vision goals, in the following order: Thriving, Healthy, and Sustainable.






5. Council’s Strategic Direction cont.

Our strategic direction helps us focus on what matters most during this term, so we can respond to challenges, make the most of opportunities, and stay true to our shared values—working together to build a thriving, healthy, and sustainable community.

Challenges

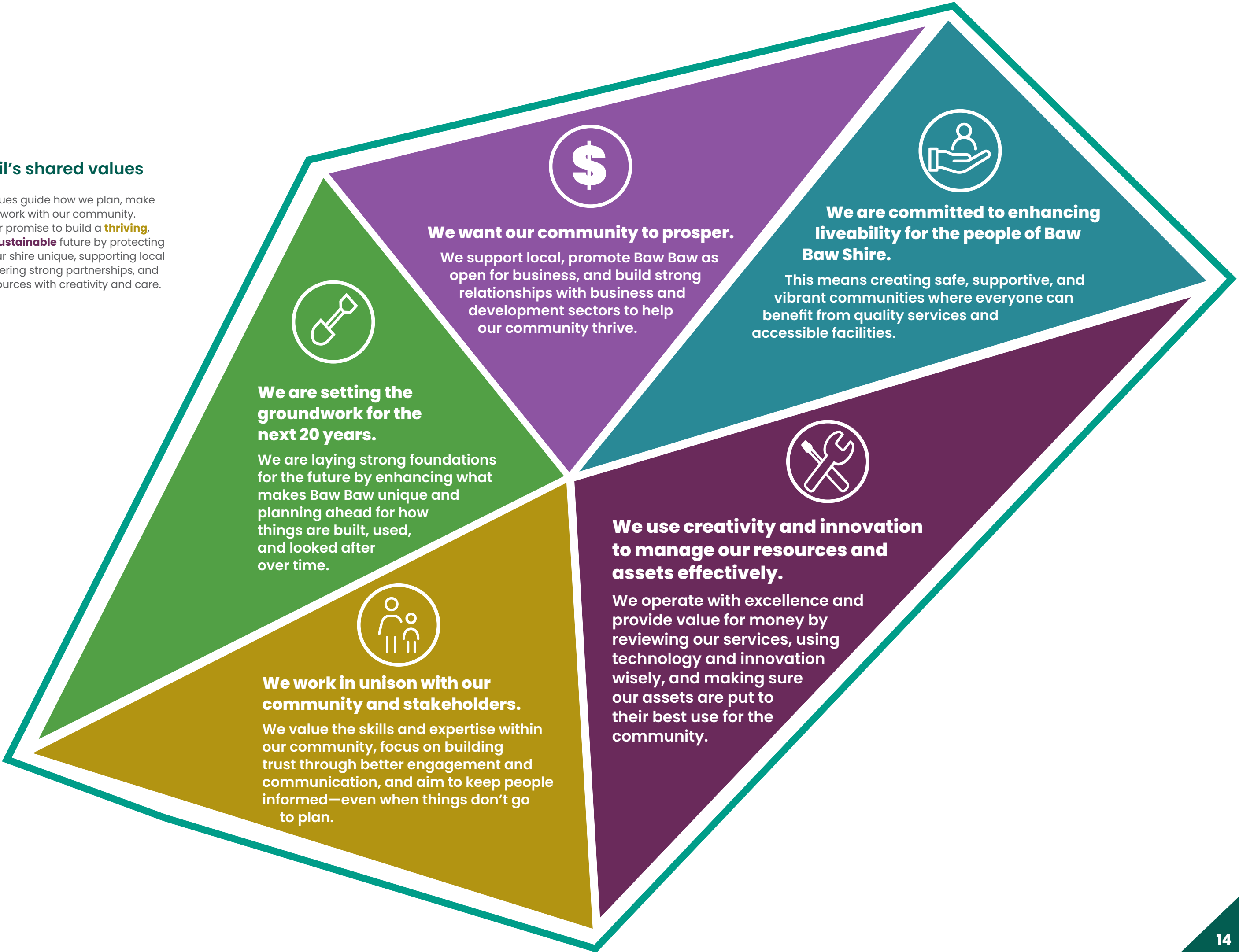
	POPULATION GROWTH	A growing community increases the pressure on Council’s ability to delivery and requires stronger advocacy to support expanding community needs.
	INFRASTRUCTURE AND THE BUILT ENVIRONMENT	We need to maintain and renew existing infrastructure as well as deliver new assets for our growing and changing population.
	EXTERNAL FACTORS THAT AFFECT DEVELOPMENT AND THE DELIVERY OF SUPPORTING INFRASTRUCTURE	Development is often influenced by planning rules, funding mechanisms, and market forces beyond Council’s control.
	INCREASING RESPONSIBILITIES FROM GOVERNMENT WITH INSUFFICIENT FUNDING (COST-SHIFTING)	Council is being asked to deliver more services without enough funding to match, putting pressure on local resources.
	INCOME AND FUNDING CONSTRAINTS.	Council’s ability to raise funds is constrained by reduced government support and rate caps that don’t keep pace with rising costs and inflation.

Opportunities

	SOCIAL AND COMMUNITY CONNECTION	We have the chance to bring people together by activating public spaces and supporting easy access to community-led events.
	DEVELOP AND PROMOTE BAW BAW’S UNIQUE IDENTITY	By celebrating what makes our shire special, we can build local pride, attract visitors and new opportunities.
	COMMUNITY PROSPERITY THROUGH ECONOMIC DEVELOPMENT	Helping local businesses grow and attracting new ones can boost our economy and support a strong, connected community.
	BUILD FINANCIAL STRENGTH FOR THE FUTURE	By working with others, finding new funding sources, and pushing for fairer systems, we can better support our community long-term.
	PROTECT AND PROMOTE OUR NATURAL ASSETS AND HERITAGE	As the shire grows, we can enhance and protect natural landscapes, support sustainable agriculture, and celebrate local heritage and First Nations history.

5. Council’s shared values

Our shared values guide how we plan, make decisions, and work with our community. They reflect our promise to build a **thriving**, **healthy**, and **sustainable** future by protecting what makes our shire unique, supporting local prosperity, fostering strong partnerships, and managing resources with creativity and care.



Delivering for the community

Council is committed to delivering the everyday services the organisation provides for our community. Council directly delivers (or provides) more than 50 discrete services, under the following service groupings.

Thriving	Healthy	Sustainable	Supporting
Transport	Parks & Recreation	Waste & Recycling	Customer & Communications
Arts & Culture	Community Safety	Environment & Sustainability	Assets
Visitor & Economic Development	Children, Youth & Families		People & Culture
Rural & Township Planning	Community Wellbeing		Governance & Risk
			Finance
			Information Technology
			Strategy & Innovation

In addition to directly delivering services, Council can further positively impact the community and progress towards the Community Vision by partnering with other organisations and community groups, as well as promoting other beneficial work that is already happening within the community.

Council’s role(s)

Throughout this Council Plan you will see reference to the different roles Council fulfills in delivering services, and Council may play more than one role in delivering its services. These roles are as follows:

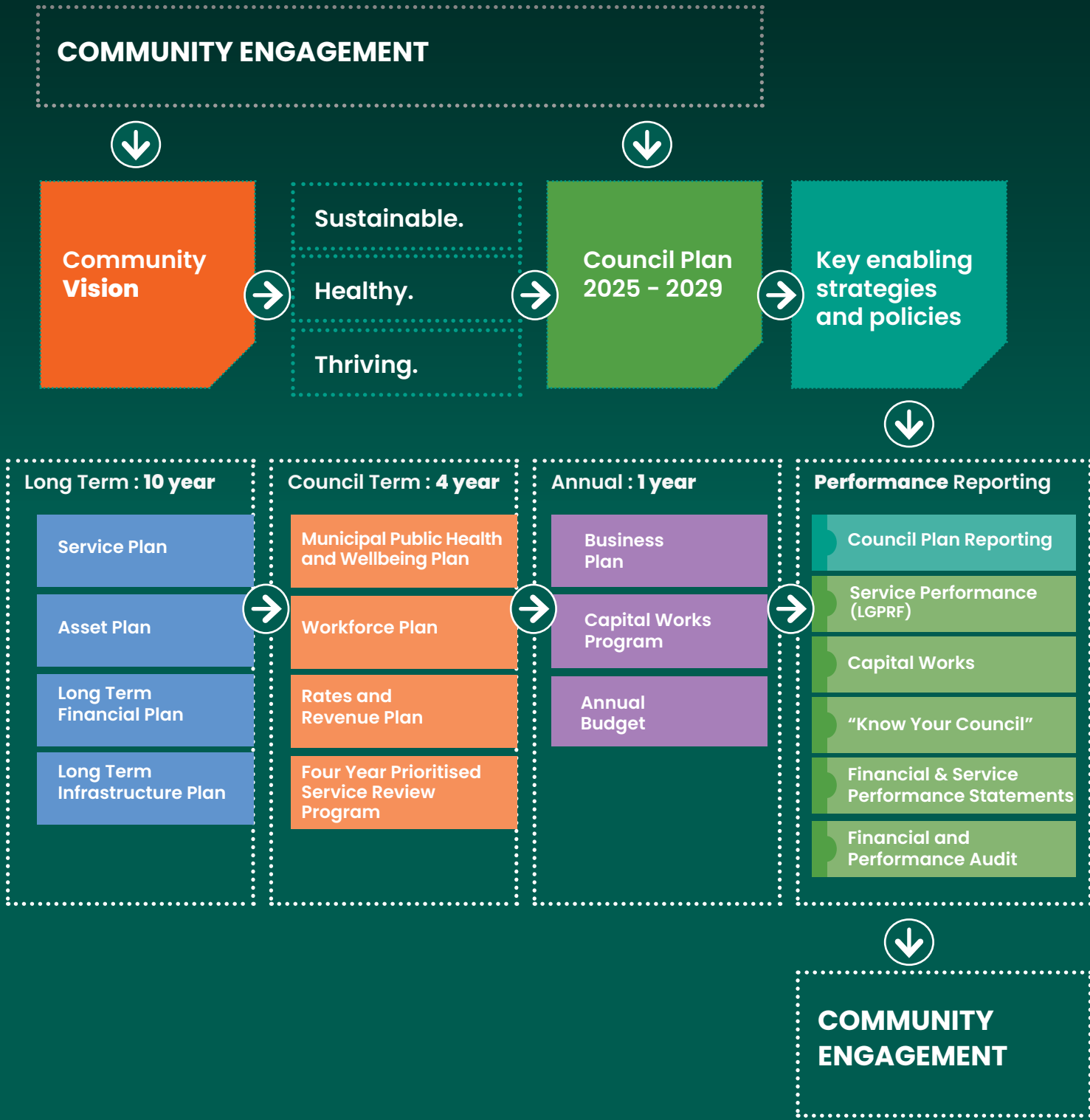
- Provide:** Council delivers the service entirely. Role can include building, maintaining, providing, planning, regulating, funding and / or resourcing the service.
- Partner:** Council partners with another service provider to deliver the service (or parts of). This includes building partnerships and the capacity of community and organisations.
- Promote:** Council advocates to other levels of Government on behalf of the Baw Baw Shire community for funding and delivery of the service. Including leading, representing or connecting to other service providers.

The roles of partner and promote are particularly important for community services and public health and wellbeing, as there are often other dedicated service delivery organisations who play a key role in delivering services in these sectors.

One Council

Council is committed to ensuring that the Council and the organisation work in unison. This spans from decision-making in the Council chamber, to the development of policy and strategy, the delivery of services, and how we communicate and engage with our community.

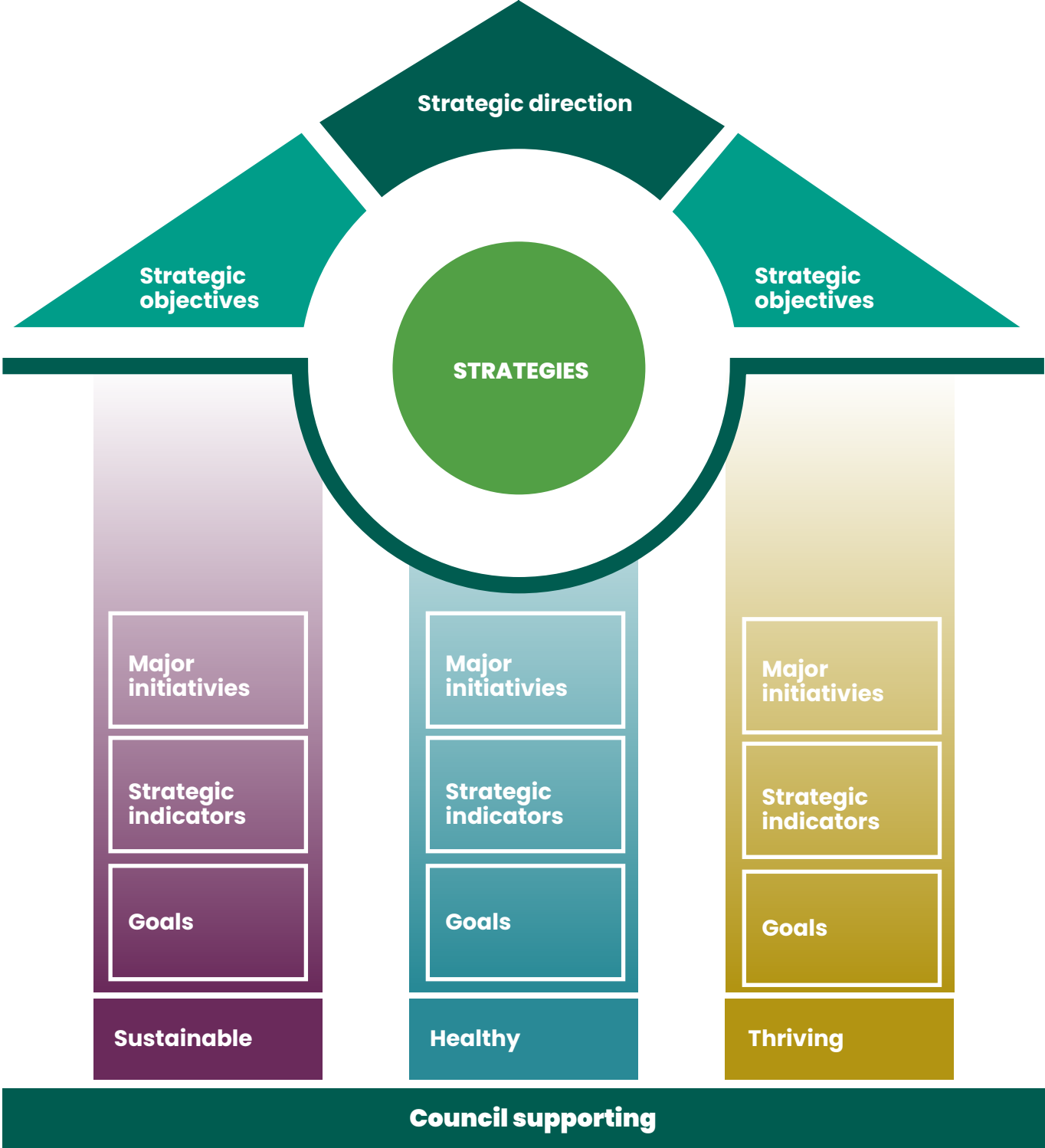
The graphic demonstrates how our strategies, actions, and reporting start and finish with community engagement and align to progress the Baw Baw Shire Community Vision.



Delivering the Council Plan.

The following pages outline for each of the Community Vision pillars (**Thriving**, **Healthy**, and **Sustainable**) plus a **Supporting** pillar.

- 1. The long term goal from the Community Vision (**strategic direction**).
- 2. What Council wants to achieve during the 2025–29 term (**strategic objectives**).
- 3. How Council will make progress (**strategies**).
- 4. The big-ticket items Council will deliver over the four years (**major initiatives**).
- 5. How the community will know Council has made a difference (**strategic indicators**).
- 6. The services Council delivers towards the **goal**.



6.

A THRIVING Community.

The long term goal from the Community Vision:

**Thriving, diverse, and
resilient communities.**

The services Council delivers to support a
Thriving Community:

TRANSPORT.

- Road Network
- Footpaths, Paths & Trails

ARTS & CULTURE.

- Performing Arts
- Creative Arts Investment & Growth

RURAL & TOWNSHIP PLANNING.

- Planning Compliance
- Statutory Planning
- Growth Area Planning
- Strategic Planning

VISITOR & ECONOMIC DEVELOPMENT.

- Economic & Business Development
- Events
- Tourism

6.

What we want to achieve during 2025–29:

Thriving.

We aim to create a thriving community by supporting local business growth and job creation, promoting our region as a unique tourism destination, and fostering vibrant events that celebrate and strengthen community life.

How we'll do it:	Big-ticket items over the four years	Provide	Partner	Promote
Facilitating local business and employment opportunities through business support and investment attraction.	Review and implement the Economic Development and Visitor Economy Strategy.	✓		
	Progress the Longwarry Employment Hub.	✓		
	Continue the Business Support Service.	✓		
	Support the delivery of business forums.	✓		
	Support productivity and innovation in the agricultural sector.		✓	✓
Promote Baw Baw as a tourism destination with a unique natural environment and activities.	Review and implement the Tourism Strategy.	✓		
Support and enable community-led events and attract major events to our shire.	Review and implement the Events Strategy.	✓		

How we'll do it.



Big ticket items over the 4 years.



How you'll know we've made a difference.



6.

What we want to achieve during 2025–29:

Diverse.

We celebrate and protect our shire’s unique heritage.

We support our diverse community to connect with each other and with creativity. Growing the unique creative community of the region.

How we’ll do it:	Big-ticket items over the four years	Provide	Partner	Promote
Partner with our community to acknowledge, celebrate and protect our shire’s unique heritage and culture.	To be determined in partnership with the community.	✓		
	Implement the Creative Communities Strategy.	✓		
	Review and implement the Public Art Policy.	✓		
	Review and implement the Civic Art Collection Policy.	✓		
	Partner with other organisations to plan and deliver a Gippsland wide major arts initiative.	✓	✓	✓
	Increase participation and engagement via Arts programming and capacity building opportunities.	✓		✓
	Support community with access to high quality facilities for performing arts, functions, and conferences.	✓		
Support our vibrant arts and creative industries to increase participation, connection, and engagement.				

How we’ll do it.



Big ticket items over the 4 years.



How you’ll know we’ve made a difference.



6.

What we want to achieve during 2025–29:

Resilient.

We build a resilient Shire through long-term planning that protects and enhances liveability, and by strengthening transport networks and connections that support safe, accessible, and sustainable communities.

How we'll do it:	Big-ticket items over the four years	Provide	Partner	Promote
Long-term land use planning to protect and enhance our Shire's liveability.	Develop and implement the Rural Land Use Strategy.	✓		
	Complete the Precinct Structure Plan (PSP) reviews for Warragul and Drouin.	✓		
	Complete the Warragul and Drouin Developer Contribution Plan (DCP) Reviews.	✓		
	Review the Baw Baw Shire Planning Scheme.	✓		
	Develop and implement a Housing Strategy.	✓		
	Identify strategic sites and potential uses to inform future property acquisition and disposals.	✓		
Improved connectivity and traffic flow of transport networks that meet the needs of our communities.	Develop and implement an Integrated Transport Strategy.	✓		
	Develop Asset Management Plans for all major transport asset classes.	✓		
	Ongoing planning and implementation of the Road Management Service.	✓		

How we'll do it.

Long-term
land use planning to protect and enhance our Shire's liveability.

Improved
connectivity and traffic flow of transport networks that meet the needs of our communities.

Identify
strategic sites and potential uses to inform future property acquisition and disposals.

Review
the Baw Baw Shire Planning Scheme.

Develop
and implement a Housing Strategy.

Complete
the Warragul and Drouin Developer Contribution Plan (DCP) Reviews.

Develop
and implement the Rural Land Use Strategy.

Complete
the Precinct Structure Plan (PSP) reviews for Warragul and Drouin.

Ongoing
planning and implementation of the Road Management Service.

Develop
and implement an Integrated Transport Strategy.

Develop
Asset Management Plans for all major transport asset classes.

Increased
Strategic land use and liveability.

Improved
Transport and connectivity.

Improved
Road asset quality.

Big ticket items over the 4 years.

How you'll know we've made a difference.

7.

A Healthy Community.

The long term goal from the Community Vision:

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

The services Council delivers to support a **Healthy Community:**

PARKS AND RECREATION.

- Recreation & Sport Facilities Operations
- Recreation & Open Space Planning

COMMUNITY SAFETY.

- Emergency Management
- Local Laws
- School Crossings
- Public Health
- Animal Management
- Building Regulations

CHILDREN, YOUTH & FAMILIES.

- Youth
- Maternal Child & Health
- Family Day Care
- Early Years

COMMUNITY WELLBEING.

- Community Planning & Development

What we want to achieve during 2025–29:

Healthy people.

Enhancing personal health, safety, and wellbeing of our community through the services we deliver and assets we manage.

Working with and promoting external providers of services to our community.

How we'll do it:	Big-ticket items over the four years	Provide	Partner	Promote
Supporting healthy people through integrated planning, accessible services, and a commitment to public spaces.	Review and implement the Municipal Public Health and Wellbeing Plan.	✓	✓	
	Continue providing Arts & Culture and Library Services.	✓	✓	
	Continue supporting community members experiencing hardship and difficulty meeting Council payments.	✓		✓
	Continue ensuring children and families have access to early years services.	✓	✓	✓
	Improve public safety in Council open spaces and parks.	✓	✓	
Strengthen community safety, mental health, and resilience through collaborative partnerships and local initiatives.	Contribute to local initiatives to increase safety in the Baw Baw Shire area.	✓	✓	✓
	Continue leading the Baw Baw Service Network Partnership.	✓	✓	
	Continue contributing to the Baw Baw Emergency Relief Network.		✓	✓
	Continue being involved with the Baw Baw Live4Life Youth Mental Health Program.	✓	✓	✓

How we'll do it.



7.

What we want to achieve during 2025–29:

Connected communities.

Foster an inclusive, connected, and empowered community by supporting local groups and initiatives.

How we'll do it:	Big-ticket items over the four years	Provide	Partner	Promote
Strengthen community inclusion and wellbeing through targeted planning, partnerships, and activation of people, groups, and places.	Review and implement the Disability Action Plan.	✓		
	Review and implement the Youth Strategy.	✓		
	Develop and implement a Reconciliation Action Plan.	✓		
	Continue delivery of the Community Grants Program.	✓		
	Delivery and establishment of the Baw Baw Culture and Connection Precinct.	✓		
	Partnerships with community groups and events.		✓	✓

How we'll do it.

Strengthen community inclusion and wellbeing through targeted planning, partnerships, and activation of people, groups, and places.

Big ticket items over the 4 years.

Review and implement the Disability Action Plan.

Review and implement the Youth Strategy.

Develop and implement a Reconciliation Action Plan.

Continue delivery of the Community Grants Program.

Partnership with community groups and events.

Delivery and establishment of the Baw Baw Culture and Connection Precinct.

How you'll know we've made a difference.

Increased Community participation.

Increased Inclusion and empowerment.

Increased Support for local initiatives.

7.

What we want to achieve during 2025–29:

Healthy environments.

Provide access to high-quality parks, outdoor spaces, and recreational facilities that support passive and active recreation across the whole shire.

Prioritisation and investment that is based on data and evidence of the population’s needs.

How we’ll do it:	Big-ticket items over the four years	Provide	Partner	Promote
Deliver inclusive, evidence-based planning and investment to create high-quality, accessible recreational spaces for all communities.	Review and implement the Recreation Strategy.	✓		
	Develop and implement a Playground Strategy.	✓		
	Review the Aquatic and Leisure Services Contract.	✓		
	Continue to Implement the Fair Access Policy.	✓		
	Implement initiatives of the Open Space Strategy, including development of a Public Toilet Strategy.	✓		
Improved accessibility, connectivity, and safety of paths and trails.	Review and implement the Paths and Trails Strategy.	✓		

How we’ll do it.

Deliver
inclusive, evidence-based planning and investment to create high-quality, accessible recreational spaces for all communities.

Improved
accessibility, connectivity, and safety of paths and trails.

Big ticket items over the 4 years.

Review
Review and implement the Recreation Strategy.

Review
the Aquatic and Leisure Services Contract.

Continue
to Implement the Fair Access Policy.

Implement
initiatives of the Open Space Strategy, including development of a Public Toilet Strategy.

Develop
and implement a Playground Strategy.

Review
and implement the Paths and Trails Strategy.

How you’ll know we’ve made a difference.

Increased
Access to parks and open spaces.

Improved
Quality of recreation facilities.

Increased
Community participation.

Increased
Strategic planning and investment.

8.

A Sustainable Shire.

The long term goal from the Community Vision:

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

In addition to the natural environment, Council aims to make progress in climate change, sustainability, and waste management through implementation of the Environment Sustainability Strategy 2022-2030.

The services Council delivers to support a **Sustainable Shire:**

WASTE AND RECYCLING.

- Waste Minimisation & Management
- Closed Landfill Management

ENVIRONMENT AND SUSTAINABILITY.

- Biodiversity Protection & Enhancement
- Environmental Sustainability & Circular Economy
- Tree Protection & Management
- Drainage Management

SUSTAINABLE.

SUSTAINABLE.

What we want to achieve during 2025–29:

Natural Environment.

Protect, enhance, and improve access to our natural environment, including trees and green assets.

How we'll do it:	Big-ticket items over the four years	Provide	Partner	Promote
Deliver strategic planning and place-based actions to protect, enhance, and connect people with the natural environment.	Develop and implement a Nature Plan to strategically guide the protection and enhancement of the Shire's natural assets (including urban trees and forests).	✓		
	Develop and implement master plans for significant environmental assets.	✓		
Strengthen planning and regulatory frameworks to safeguard and enhance natural assets through responsible development.	Protection of registered significant trees through the Baw Baw Shire Planning Scheme.	✓		
	Continue the environmental planning assessment and enforcement functions which aim to protect and enhance natural assets through the development process.	✓		
Enhance and improve access to our natural areas through partnerships, investment, and education.	Investigate the feasibility of establishing additional environmental offset sites.	✓		
	Investigate accessibility improvements and maintenance allocations to improve access to natural areas.	✓		
	Partnering with school and community groups protecting and enhancing the natural environment.		✓	

How we'll do it.



Big ticket items over the 4 years.



How you'll know we've made a difference.



9.

Council Supporting Thriving, Healthy, Sustainable.

Council delivers a number
of services that contribute
to all three goals of the
Community Vision.

The services **Council** delivers to support **Thriving**, **Sustainable** and **Healthy**:

CUSTOMER & COMMUNICATIONS.

- Communications
- Digital Media
- Customer Service & Experience

ASSETS.

- Property, Leases & Licences
- Facilities & Functions
- Building Maintenance
- Strategic Asset Management
- Fleet & Plant Management

PEOPLE & CULTURE.

- Occupational Health & Safety
- Workforce
- Organisational Development
- Payroll

GOVERNANCE & RISK

- Governance
- Audit & Risk
- Information & Knowledge Management

FINANCE.

- Accounting Services
- Revenue & Rates
- Contracts & Procurement

INFORMATION TECHNOLOGY.

- Information Technology

STRATEGY & INNOVATION.

- Project Management
- Corporate Planning & Reporting
- Business Transformation
- Advocacy
- Grants

What we want to achieve during 2025–29:

Community engagement.

Working in partnership with the community by tapping into their expertise and experience during the planning and design of community assets, programs, and services.

How we'll do it:	Big-ticket items over the four years	Provide	Partner	Promote
Review and improve our internal approach to community engagement.	Review the Community Engagement Policy.	✓		
	Invest additional resourcing for the Community Engagement service.	✓		
Review and improve how we engage and gain more insights from the community.	Develop a Community Engagement Strategy or Framework that guides deeper engagement in the project / service planning and design phases.	✓		

How we'll do it.



Big ticket items over the 4 years.



How you'll know we've made a difference.



9.

What we want to achieve during 2025–29:

Community trust.

Build community trust by focusing on customer experience and operational excellence.

How we'll do it:	Big-ticket items over the four years	Provide	Partner	Promote
Focus on customer experience.	Develop and implement a Customer Experience Strategy.	✓		
	Embed customer service principles throughout the organisation.	✓		
Service planning, review, and delivery to ensure operational effectiveness.	Conduct service reviews and service improvement initiatives that deliver effective services to meet the needs of the community.	✓		
	Increased communication of performance measures and service level commitments.	✓		
Delivering new and managing existing assets so they are fit-for-purpose and provide value to our community.	Overall strategic approach (Plan, Design, Deliver), informed by an understanding of full life-cycle costs including operations, maintenance, renewal, and decommission.	✓		
	Best use of assets and asset rationalisation strategy (including review of current asset use versus best possible use).	✓		
	Asset sale and rationalisation for under-utilised assets.	✓		
Transparency and good governance to build community trust.	Development of a transparency hub, with more timely reporting of operational performance.	✓		

How we'll do it.

Delivering
new and managing existing assets so they are fit-for-purpose and provide value to our community.

Focus
on customer experience.

Transparency
and good governance to build community trust.

Service
planning, review, and delivery to ensure operational effectiveness.

Big ticket items over the 4 years.

Overall
strategic approach (Plan, Design, Deliver), informed by an understanding of full life-cycle costs including operations, maintenance, renewal & decommission.

Develop
and implement a Customer Experience Strategy.

Asset
sale and rationalisation for under-utilised assets.

Best use
of assets and asset rationalisation strategy (including review of current asset use versus best possible use).

Development
of a transparency hub, with more timely reporting of operational performance.

Embed
customer service principles throughout the organisation.

Conduct
service reviews and service improvement initiatives that deliver effective services to meet the needs of the community.

Increased
communication of performance measures and service level commitments.

How you'll know we've made a difference.

Improved
Customer experience.

Improved
Service delivery, utilisation, and operational effectiveness.

Improved
Asset management and value.

Increased
Transparency and trust.

What we want to achieve during 2025–29:

Advocacy.

Strategic advocacy that seeks the best outcome for our current and future communities.

How we'll do it:	Big-ticket items over the four years	Provide	Partner	Promote
Develop advocacy priorities based on data and an understanding of the full life-cycle costs.	Communicate population and service demand data to outline evidence-based decision making.	✓		
	Develop advocacy priorities based on evidence of community need, priority, and benefit.	✓		
	Develop advocacy strategy that revolves around innovation and Baw Baw's unique characteristics.	✓		
Work with other advocacy groups to amplify our local voices.	Partnering with advocacy bodies to ensure our community is represented.		✓	✓
Work with first and second tiers of Government to attract grant funding to Baw Baw.	Advocating to State Government to increase State Budget allocation for infrastructure growth planning and delivery (including but not limited to road infrastructure).		✓	✓
	Advocating for an increase in the Federal Government Financial Assistance Grants.		✓	✓

How we'll do it.

Develop
advocacy priorities based on data and an understanding of the full life-cycle costs.

Work
with first and second tiers of Government to attract grant funding to Baw Baw.

Work
with other advocacy groups to amplify our local voices.

Big ticket items over the 4 years.

Communicate
population and service demand data to outline evidence-based decision making.

Develop
advocacy priorities based on evidence of community need, priority, and benefit.

Develop
advocacy strategy that revolves around innovation and Baw Baw's unique characteristics.

Advocating
to State Government to increase State Budget allocation for infrastructure growth planning & delivery (including but not limited to road infrastructure).

Protection
with advocacy bodies to ensure our community is represented.

Advocating
for an increase in the Federal Government Financial Assistance Grants.

How you'll know we've made a difference.

Increased
Evidence-based advocacy.

Increased
Engagement with Government.

Increased
Funding and support for our community.

Committed to our community.

As your Councillors we want you to know that we and our organisation are approachable and determined to achieve the best outcomes for our community as a whole.

Council will report our progress to the community quarterly as well as providing comprehensive financial and service performance reporting to the community and regulators at the end of each financial year.

Our performance against the Local Government Performance Reporting Framework is also published annually on the State Government website www.vic.gov.au/know-your-council.

Whether you complete our annual Community Satisfaction Survey, attend and speak at a Council Meeting, provide your ideas through the Baw Baw Connect platform, visit or call our Customer Service team, or simply bump into us on the street – we look forward to hearing from, and working with you, our community.

With your feedback, contributions, and support, we can build a better Baw Baw.