



# Baw Baw Shire Council

Annual Report of Operations  
For the year ended 30 June 2022





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# 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.

# Welcome to the Annual Report of Operations 2021/22

Council is committed to transparent reporting and accountability to our community. The Annual Report of Operations 2021/22 is the primary means of advising the Baw Baw Shire Council community about Council's operations and performance during the past financial year.



# Our Community and Region

Baw Baw Shire is one of Victoria's fastest growing municipalities. Located 100 kilometres to the east of the Melbourne CBD, the Shire offers a mix of rural and urban living with affordable housing, scenic views and relaxed lifestyle making it an attractive option for new residents and leading to unprecedented growth.

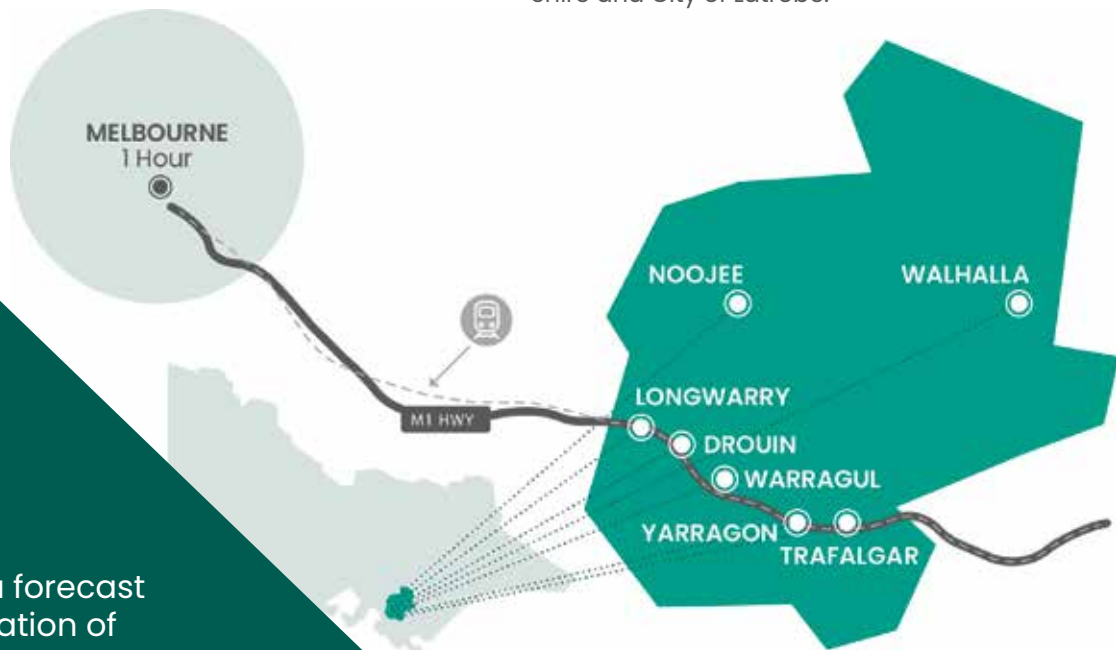
Baw Baw Shire covers approximately 4,027 square kilometres of high-quality farmland, national parks and residential areas.

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 population is estimated to be approximately 56,595 (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.

Baw Baw Shire is bordered by South Gippsland, Cardinia, Yarra Ranges, Mansfield, Wellington Shire and City of Latrobe.



With a forecast population of 56,595 for 2022, the municipality is experiencing rapid residential growth.

Modelling predicts that the population for Baw Baw Shire will grow to 84,766 by 2041, growth of 49.78%.

Population forecast prepared by .id population experts:  
<https://forecast.id.com.au/baw-baw>

# Description of Operations

Baw Baw Shire Council is responsible for more than 80 services, from family and children's services, community safety, open space, waste management, environmental sustainability, roads, and community infrastructure; to matters concerning business development, planning for appropriate development, and ensuring accountability for Council's budget. This broad range of community services and infrastructure supports the sustainability, health and thriving prosperity of our region, in line with the Community Vision and the strategic objectives

included in the Council Plan 2021–2025. Those strategic initiatives, and their associated service costs, are reported upon in this document. Please refer to the section Our Performance for more information about council services.

The delivery of services, facilities, support and advocacy to achieve strategic objectives is measured by a set of service performance indicators and measures. Council also has a wide range of responsibilities under the Victorian and Australian legislations.







## Our Vision

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 Mission

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

## Our Cultural Commitments

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.

# The Year in Review

## Fast Facts



Estimated residential population (2022)

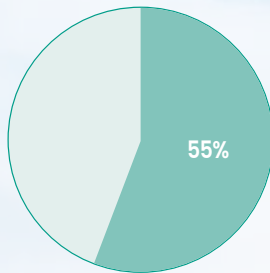
**56,595**

Median age

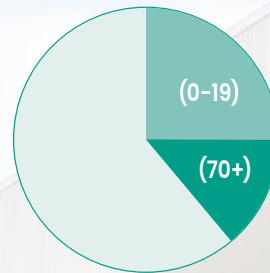
**41**

People in the workforce

**21,257**



55% of households have children  
25% are youth (0-19)  
15% are seniors (70+)



Sealed local roads (km)

**1,134**

Sealed local road requests received

**695**



Planning applications received

**542**

Rateable properties

**28,462**



Kerbside garbage collection bins

**24,665**

Kerbside recyclables collection bins

**24,991**

Number of scheduled garbage and recyclable collection bin lifts

**1,911,964**



Class 1 and 2 food premises inspected

**344**

Total food premises registered

**934**

Families supported by 27 supported playgroups

**246**

Hours worked by Municipal Child Health (MCH) nurses

**14,820**

First MCH home visits

**735**

Children enrolled in kindergarten

**1,142**



Maternal and child health key ages and stages consultations

**5,982**

Hours of family day care provided

**110,699**

Family day care educators employed

**26**

Visits to indoor aquatic facilities

**158,824**

Visits to outdoor aquatic facilities

**7,430**

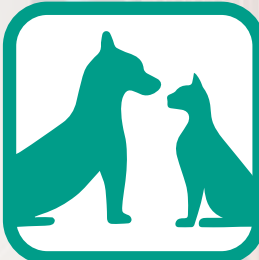


Animal management requests

**1,538**

Registered cats and dogs in the Shire

**11,092**



Active library members

**6,783**

Physical library loans

**177,824**



Meals on Wheels delivered

**OVER 24,000**

Council volunteers

**97**



*Due to COVID-19 restrictions, some services were impacted across the year in response to State Government requirements.*

# Mayor's Message



As Mayor of Baw Baw Shire, and on behalf of my fellow Councillors, I am pleased to present Baw Baw Shire Council's Annual Report for the 2021/22 financial year.

This year is our first reporting against the objectives of our new Council Plan 2021-2025, which was adopted in 2021 following comprehensive community engagement and consultation.

The Council Plan's strategic objectives centre on three pillars: A Sustainable Shire, A Healthy Community, and A Thriving Community. In addition to important financial reporting, the Annual Report details the major projects and initiatives we undertook during the 2021/22 financial year in service of the Council Plan, and reports on how successful we have been in achieving its strategic objectives.

Providing support for our community, building and maintaining vital shire infrastructure as well as advocating for our residents' needs has

remained this Council's top priority. And, despite the challenges of COVID, economic impacts of inflation, construction delays and the worker shortage, it is heartening to look back on the past financial year and reflect on how much has been accomplished in trying times.

In 2021/22 Council endorsed the Economic Development and Visitor Economy Strategy, which will shape the economic future of Baw Baw Shire in our post-COVID reality. Our Business Support Program – which is designed to start, grow and nurture local businesses through every stage of their development – provided direct support to more than 800 Baw Baw businesses.

We completed a two-year, multi-million-dollar project to construct a state-of-the-art multi-use pavilion at the Trafalgar Recreation Precinct. We began work on a major expansion of the Warragul Leisure Centre Indoor Stadium, started a multi-year project to deliver a new, female-friendly, multi-use pavilion at Bellbird Park in Drouin, and kicked off ongoing works to renew Kydd Park Oval in Jindivick.

We converted over 800 inefficient streetlights to the most energy efficient LEDs and signed into long term electricity provisions contracts for streetlighting and large facilities through the Victorian Energy Collaboration (VECO), which will include the use of 100% renewable energy from 1 July 2022.

Representing one of the fastest growing local government areas in Victoria, Council advocated passionately to the State and Federal governments for their support in delivering important infrastructure our community needs, including the proposed \$30 million Baw Baw Culture and Connection Precinct, and badly needed improvements to the Victorian Government-managed arterial road network.

We represented Baw Baw's interests through Council's partnership in regional advocacy bodies, including Peri-Urban Councils Victoria and One Gippsland. We signed a Memorandum

of Understanding with the West Gippsland Healthcare Group to form a partnership to advocate to the State Government for significant investment towards a new hospital. And we made numerous direct representations on behalf of our community to key Federal and State Ministers and Members of Parliament.

While acknowledging that there remains much more to be done, it is nonetheless pleasing to report these efforts brought in \$6.5 million of State and Federal government funding to support our region's top advocacy priorities.

On behalf of Council, I would like to thank Baw Baw Shire Council's Chief Executive Officer Mark Dupe for his organisational leadership, and all members of the Baw Baw Shire Council staff for their tireless work over the past year.

Most of all, however, I want to thank the Baw Baw Shire community for your unwavering resilience, determination and optimism. We have been honoured to serve you, and we look forward to our continued work together to build a brilliant future for our beautiful region.



**Cr Michael Leaney**  
Mayor of  
Baw Baw Shire

# 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.

### A Healthy Community.

### A Thriving Community.

## Community vision and goals:

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

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

Thriving, diverse and resilient communities.



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



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

# Chief Executive Officer's Message



As Chief Executive Officer, and on behalf of the entire Baw Baw Shire Council team, it is a pleasure to introduce Council's Annual Report for the financial year 2021/22.

Looking back on the past year, what strikes me most is the far-reaching positive community impact made by the extraordinary people in our organisation.

Working and living in the atomised reality that COVID has introduced over the past two-plus years has been a real challenge for everyone in our community. The way our people have risen to that challenge and met it with optimism, authenticity, pragmatism, respect and support for each other has been a constant source of inspiration.

Baw Baw Shire Council is one of the fastest growing municipalities in Victoria. The extraordinary growth we have been

experiencing has been further accelerated by COVID as people have flocked from the city to our beautiful region. That growth brings real challenges. Working in a strict rate-capped environment means we must work harder, smarter and more efficiently than ever to deliver the services, infrastructure and support our community needs.

To help us do that, this past year we finalised and adopted a new long-term Community Vision, developed directly from one of the most extensive programs of deliberative community engagement ever undertaken by Baw Baw Shire Council. That process has allowed us to understand and prioritise our community's aspirations for the future.

With that understanding, recorded in the Community Vision, we developed and adopted our new Council Plan 2021-2025, which sets out the four-year road map of Strategic Objectives for our Council.

It is our success in achieving those Strategic Objectives, while carefully prioritising our spending to make sure that we best meet the needs of our ratepayers, residents and businesses, that we are reporting on in this document.

It is testament to the talent, dedication, and resilience of our people that we find ourselves in a strong position financially and organisationally, and firmly on track to building a better Baw Baw for our community.

A handwritten signature in black ink that reads "Mark Dupe". The signature is fluid and cursive, with a large loop at the end of the last name.

**Mark Dupe**  
Chief Executive Officer

# Highlights of the Year

Listed below are a selection of highlighted Council achievements for the 2021/22 financial year, listed by their relevant Strategic Initiative in the Council Plan 2021-2025.

An additional section, 'Council supporting a Sustainable, Healthy, and Thriving Community and Shire', highlights significant internal organisational achievements which serve Council's delivery of the Council Plan.





# A Sustainable Shire

## Achievements:

- Achieved a 17% reduction in roadside weed management requests from the community compared with the previous financial year, as a result of Council's 2021/22 Roadside Weed and Pests Program.
- Successfully onboarded Council's Natural Environment Field Maintenance Team.
- Signed into long term electricity provisions contracts for its street lighting and large facilities/sites via the Victorian Energy Collaboration (VECO), which includes the use of 100% renewable energy from 1 July 2022.
- Awarded the new Transfer Stations Management Services contract to Future Recycling (commencing 1 July 2022). The contract includes environmental performance incentives to encourage higher recycling and recovery rates at each transfer station and reduce the amount of materials being landfilled.
- Awarded the new At Call Hard Waste contract to WM Waste Management Services (commencing 1 October 2022). The contract includes environmental performance incentives to encourage higher recycling and recovery rates to minimize the amount of material being landfilled.
- Completed analysis to better understand the potential risk of climate change on the organisation's operations.
- Converted over 800 inefficient streetlights across the municipality to the most energy efficient LED lighting, through Stage 3 of Council's LED Streetlighting Program. This project is funded through the Government's Local Roads and Community Infrastructure Program.
- Began works for an improved facility at the Warragul Council Depot to handle street sweeping materials in a more environmentally friendly way.
- As part of the Baw Baw Culture and Connection Precinct Stage 1, Council has committed to building a sustainable project through attaining the highest GreenStar rating achievable within the constraints of the project.

# Highlights of the Year

## A Healthy Community

### Achievements:

- Commenced Stage 1 of the Warragul Leisure Centre Expansion with funding received through Sports Recreation Victoria and the Changing Places program. The design and tender for the main contract was also completed, with the main contract set to commence around September 2022.
- Commenced Phase 1 construction of the Multi-Use Pavilion at Bellbird Park, Drouin – a new female friendly, multi-use facility for users of the eastern section of Bellbird Park, including hockey, soccer and cricket clubs, schools and the general community.
- Developed and instigated Council's proactive urban zone maintenance program, resulting in a 26% reduction in community requests for maintenance, compared with the 2020/21 financial year.
- Developed and instigated Council's proactive street sweeping program, resulting in an 18% reduction in community requests for maintenance since the program commenced.
- Achieved a further 8% reduction in community requests for open space maintenance compared to the 2020/21 financial year.
- Completed a two-year project to construct a state-of-the-art, multi-use pavilion at Trafalgar Recreation Precinct. The Pavilion is the new home of the Trafalgar Victory Football Club and Trafalgar Boxing Club and is available for use by community and school groups.
- Constructed more than 2,800 metres of new concrete footpaths through the delivery of Council's Accelerated Footpath Program.
- Started the redevelopment and upgrade of netball facilities at Western Park, Warragul to deliver new netball courts and a female-friendly pavilion.
- Kicked off a renewed Council Pop-up program targeting weekend markets across Baw Baw Shire, as well as after-hours sessions. The touring Council Pop-ups provide community members from across the Shire with the opportunity to speak directly with Councillors and senior Council officers, ask questions, share ideas and provide feedback on the issues that matter to them.
- Held Baw Baw Shire's biggest ever Citizenship Ceremony on 25 May 2022 with 68 conferees becoming Citizens.
- Trialled remote submissions for the first time at a Council Meeting.
- Purchased the Bushland Reserve at Roberts Court, Drouin for future community use.

- Celebrated Baw Baw Family Day Care being awarded the National Service of the Year at the 2021 Family Day Care Australia Awards. The excellence of this service was recognised as the best in Australia.
- Administered and distributed grants of more than \$220,000 to local community groups and ambassadors.
- Delivered the early literacy program “Paint the Town Read” across Baw Baw, with 21 primary schools, kindergartens and child-care centres participating. This program also delivered a well-received Expo in May 2022 which was attended by 24 different local stall holders and over 400 children.
- Undertook works to ensure the successful transition of Baw Baw Shire Council to the new Victorian Child Safe Standards.
- Delivered Council’s Municipal Public Health and Wellbeing Plan, which was adopted by Council on 27 October 2021.
- Delivered a range of activities for children and young people to celebrate Youth Week in June 2022.
- Continued to successfully deliver essential services, such as Aged Care, Maternal and Child Health and Family Day Care, despite the disruptions of COVID.
- Successfully catered to a substantial increase in demand for Home Maintenance and Home Modifications through the Commonwealth Home Support Program for clients aged over 65 years.
- Increased the Preschool Field Officer service to a fulltime staff member, providing greater access to the program for three and four-year-old children attending kindergarten.
- Provided a baby feed and change space for families attending Farm World 2022.
- Led the Crew Component of the Baw Baw Live4Life program which works to address Youth Mental Health and Wellbeing in Baw Baw Shire.
- Sent SMS reminders to all residents overdue in renewing their animal registrations. A door knocking campaign (via Regi-Check) was also conducted to educate residents on the importance of registering their animals. The result was 2,122 animal registrations.
- Undertook two rounds of Food Sampling, comprising 38 samples in total. The first-round focus was on high-risk businesses, with Aged Care, Child Care and Hospitals returning a 100% compliance rate. The second round focused on standard cafés and restaurants within Baw Baw, returning results of 80% full compliance with 20% marginal results (this is still considered a pass, but with Council undertaking further investigation).
- With 99.5% of the 1,618 pools and spas in the municipality now registered or still under construction, the building services team focus has moved onto the rolling 4-yearly pool fence inspections. In the past year (21/22) 227 pool fences were inspected and passed, bringing the total number of pool fences checked to date to 320. The number of new pools and spas being constructed in the municipality has doubled in recent years to approximately 100 per year.

# Highlights of the Year

## A Thriving Community

### Achievements:

- Undertook more than 250,000 sq m of road resealing across the Council road network.
- Undertook more than 20,000 sq m of road pavement repairs to address localised failures across the Council road network.
- Appointed Croxon Ramsay architects as the lead consultant to develop the adopted Baw Baw Culture and Connection Precinct Stage 1 Library and Learning concept design through to tender ready documentation.. A dedicated Project Reference Group was also established to provide oversight and act as the voice of the community providing feedback into the design.
- Supervised and ultimately accepted handover of \$22.3 million of civil infrastructure from subdivisions. In the same period 631 new lots were created through subdivisions.
- Endorsed the Economic Development and Visitor Economy Strategy 2022-2025 which will shape the economic future of Baw Baw Shire across the four pillars: Leadership and Advocacy, Business Attraction and Investment, Business and Workforce Development and Visitor Economy and Major Events.
- Supported more than 800 businesses through a Business Support Program designed to start, grow, and support businesses at all stages of their journey.
- Hosted a range of business development and networking events including a Women in Business event which attracted more than 160 attendees. This event featured Olivia White - a well known social media identity and entrepreneur - and a panel of outstanding local businesswomen for an evening full of inspiration and valuable advice to help local women meet their business goals.
- Delivered a suite of projects and events utilising the Victorian Government's Outdoor Activation Funding, including the Baw Baw Eat and Explore web platform, outdoor fitness classes, live music, family-friendly events, workshops and other initiatives in partnership with local businesses.
- Supported the Noojee community's Bronze-winning entry in the Victorian Tourism Industry Tiny Tourism Town Awards.
- Hosted a range of events to attract visitors to the region, including Esports at the West Gippsland Arts Centre, the Australian 4 Day Enduro event, the Adventure Junkie Baw Baw Extreme Challenge and the Hogget Kitchen x Walhalla fine dining experience.

- Secured more than \$13 million in external funding to facilitate projects, including the Warragul Leisure Centre Stadium Expansion, Recreation Reserve Lighting Projects, Baw Baw Engage! Youth Programs, Changing Places facilities and Attentis Sensors to better prepare for emergency events.
- Partnered with Myli and the Baw Baw Arts Alliance to advocate for the \$30 million Baw Baw Culture and Connection Precinct. To date Council has committed \$10 million to the project, and successfully received \$3.5 million in funding from the State Government. Council will continue to advocate to State and Federal Government for the remaining funding.
- Secured the significant donation of a Leonard French stained glass wall from a local art-lover, with the intent that it be included in the proposed Baw Baw Culture and Connection Precinct.
- Secured \$360,000 to support the development of a Local Development Strategy for Noojee and an independent project officer to support Noojee's economic position. Over a two-year period, the officer will help facilitate community-led efforts to identify the town's strengths, assets, challenges and opportunities for innovation and economic development.
- Despite COVID lockdowns and numerous show cancellations for the majority of 2021, the West Gippsland Arts Centre held two sold out shows in July 2021 with Bluey's Big Play, followed by a successful partnership with Melbourne Symphony Orchestra in December 2021 to celebrate the holiday season and easing of restrictions.
- The West Gippsland Arts Centre partnered with the National Gallery of Victoria for a program in which hundreds of local young people explored their artistic skills over the December-January school holidays, before dancing their way into 2022 with a 10-Minute Dance Party activation.
- The West Gippsland Arts Centre averaged four performances per week with a 70% attendance rate through to June and five sell-out shows following the Centre's emergence from COVID lockdown in February 2022.
- The West Gippsland Arts Centre welcomed back local theatre companies: Warragul Theatre Company, Off the Leash and Warragul Youth Theatre to present an array of well-attended productions in 2022.
- In collaboration with local artists, Council was awarded a \$150,000 Victorian Government grant to celebrate women in art. The grant will fund a public art piece to commemorate three Traditional Owner women who were instrumental in leading their community at Jackson's Track. The sculpture is due to be completed and put on public display in late 2022.
- Undertook consultation with community members to gauge the appetite for new types of programming at the West Gippsland Arts Centre, and this feedback is being built into the 2023-2027 Arts and Culture Strategy and other new initiatives.
- Delivered a new program room and outdoor play space at Longwarry Preschool, funded in part by a successful Growing Suburbs Fund grant application. Work will continue to upgrade the original room at the centre.
- Successfully advocated to the State Government for additional kindergarten infrastructure in Baw Baw Shire, resulting in a partnership with the Victorian School Building Authority to deliver a new 132-place dual room kindergarten at Drouin West Primary School. This project will be finalised to take enrolments from 2023.

# Highlights of the Year

## Council supporting a Sustainable, Healthy, and Thriving Community and Shire

### Achievements

- Finalised and adopted the new long-term Community Vision, based on an extensive program of deliberative and community engagement to understand and prioritise the municipal community's aspirations for the future.
- Developed and adopted a new Council Plan 2021 – 2025, which aligns with the Community Vision, and sets the four-year road map for the term of the current Council.
- Increased the productivity of Capital Works Delivery, which resulted in approximately \$9 million more infrastructure projects delivered than in the 2020/21 financial year.
- Reviewed the Community Engagement Policy after its first year of operation, following the deliberative engagement for the new Community Vision and Council Plan.
- Commenced the development of a long-term plan for Council services, the Strategic Service Plan. This is one of two key projects identified under Future Ready Baw Baw to understand and position Council for the future.
- Maintained continuity in Customer Service provision despite the significant challenges presented by COVID-19. In particular, the Drouin Reception has remained open, and has not experienced any unscheduled closures.
- Achieved a higher than 80% success rate across all channels for resolving customer enquiries at the first point of contact.
- Issued more than 180 media releases, resolved nearly 200 media enquiries, issued more than 1,800 social media posts and undertook 22 community consultation projects.
- Achieved a total of 303,013 engagements (reactions, comments and shares) across Council's social media channels, a 37% increase on the previous financial year. Further, Council's engagement rates score well compared to industry benchmarks, making Baw Baw a certified local influencer.
- Received a new fleet of laptop devices to improve the effectiveness of all Baw Baw Shire Council staff.

- 
- Undertook a comprehensive program of staff engagement to understand staff and customer experience of Council systems, as the first phase to developing a long-term IT Roadmap for the organisation, (one of two key projects identified under Future Ready Baw Baw to understand and position Council for the future).
  - Delivered ongoing corporate planning and strategy functions to the organisation to enable service delivery, including business and service planning, performance monitoring and reporting and administration of the Local Government Performance Reporting Framework.
  - Commenced a review of Council's Procurement Service.
  - Conducted several process review and business improvement initiatives, including reviewing the corporate annual calendar and conducted a process review of the annual budget process.
  - Planned and facilitated a design sprint to review and identify opportunities for the process and Council service of bookings for Council's community halls and meeting spaces.
  - In establishing Council's service planning program, Baw Baw Shire Council was one of several Councils to establish the LGPro Service Planning Special Interest Group aimed at supporting and improving Local Government service planning capability and practice.



# Financial Summary



# Financial Summary

The financial results achieved in 2021/22 are a key component of ensuring the long term financial sustainability of Council. This financial performance also provides Council with the ability to continue its commitment to service provision for the Community. Ongoing investment in renewal of infrastructure assets, such as roads, bridges and footpaths, and the redevelopment of Council buildings and facilities are a key component of Council operations.

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

## Income

Council's income for 2021/22 was \$147.777 million (\$114,616 million in 2020/21) including rates and charges income \$65.810 million, capital and operating grant income \$27.455 million, fees and charges \$5.849 million, contributions of monetary assets \$3.710 million, contributions of non-monetary assets \$10,636 million and other income \$34.317 million.

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

Source of Income



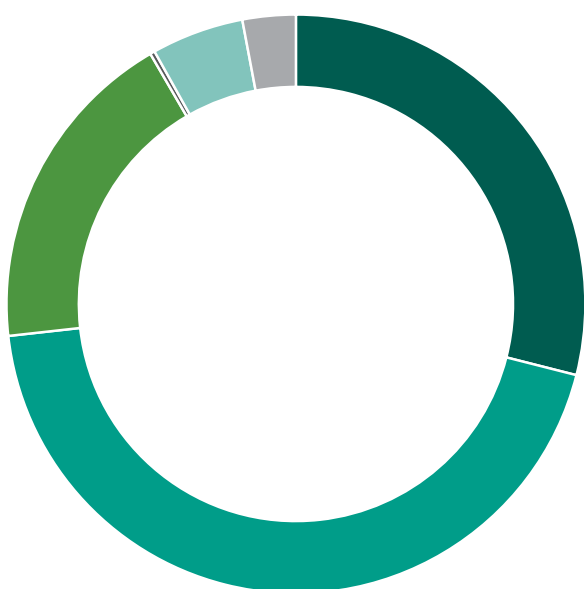
	\$M
Rates and charges	\$65.810
Fees and Charges	\$5.849
Grant income	\$27.455
Contributions	\$14.346
Other income	\$34.317
<b>Total income</b>	<b>\$147.777</b>

# Financial Summary

## Expenditure

Council's total expenditure for 2021/22 including depreciation was \$110.075 million (\$91.278 million in 2020/21).

### Categories of Expenditure



	\$M
Employee costs	\$31.872
Materials and services	\$48.745
Depreciation and amortisation	\$20.225
Borrowing costs	\$0.290
Other expenses	\$5.674
Net loss on disposal	\$3.269
<b>Total expenses</b>	<b>\$110.075</b>

Depreciation and amortisation (\$19.472 million) represents the reducing value of an asset due to wear and tear and obsolescence. The major contributor to depreciation expense within Council is infrastructure assets, which includes roads, open space, bridges, footpaths, drainage, and car parking. \$0.753 million relates to the new accounting standard AASB 16 Leases – Amortisation – Right of use assets.

Other expenses (\$5.674 million) includes the following expenditure:

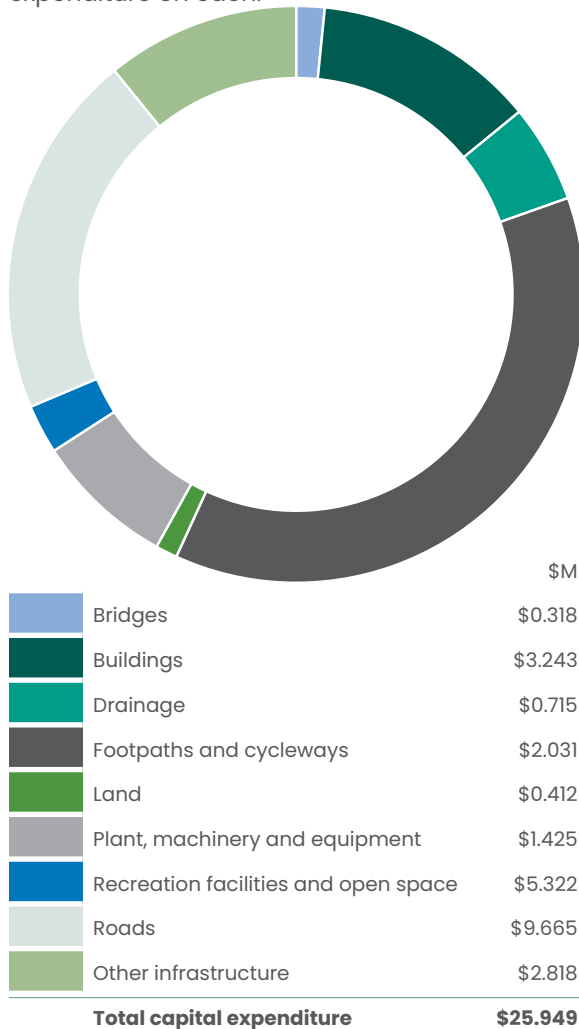
- Contributions to the West Gippsland Library (\$1.961 million) and Council allocations to the community (\$0.674 million)
- Gift of Investment to Library (1.746 million).

Net loss on disposal of property, infrastructure, plant and equipment (\$3.269 million) represents sale proceeds of \$0.625 million compared with a written down value of \$3.894 million.

## Capital Expenditure

Council spent \$25.949 million on Capital Works, and the most significant areas of capital were roads, recreation facilities, open space and buildings.

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



## Cash Flow

Council's cash position at 30 June 2022 was \$30.069 million with a further \$41.624 million in term deposits. This total of \$71.700 million represents an overall increase in cash holdings of \$0.957 million during the 2021/22 financial year (2020/21 \$39.120 million cash plus \$31.623 million in term deposits equals a total of \$70.743 million).

One of the major areas of cash spending for Council during the year was payments for property, infrastructure, plant and equipment of \$25.949 million. This large cash outflow has been offset by the net cash flow from operations of \$28.734 million.

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

# Community Satisfaction Survey

The Community Satisfaction Survey is carried out annually, coordinated by the Department of Jobs, Precincts and Regions on behalf of Victorian Councils.

The survey is carried out via telephone to a random survey of 400 residents, aged 18 plus years. Minimum quotas are applied to gender

and age groups, and post survey weighting is also applied to ensure accurate age and gender representation.

The results in the table below show the community perception of Council's performance:

Performance measure	2019	2020	2021	2022
<b>Core performance measures</b>				
Community consultation and engagement	49	52	53	51
Condition of sealed local roads in your area	40	41	45	43
Contact customer service (rating)	66	64	67	70
Decisions made in the interest of the community	43	46	52	51
Contact in the last 12 months	68	60	64	60
Overall Council direction	45	44	50	45
Overall performance	52	49	54	56
Value for money*	-	-	45	47
Waste management*	-	-	69	71

\* New measures introduced in 2021

Results in the table below show new measures included for 2022.

Performance measure	2022
Art centres & libraries	73
Appearance public areas	71
Recreational facilities	69
Emergency & disaster management	65
Environmental sustainability	58
Business and community development and tourism	56
Lobbying	51



# Community Development Grants

The annual Community Development Grants program was undertaken during 2021/22.

Council received 38 applications requesting more than \$161,029.00.

Successful grant recipients were announced at a presentation event on 25 November 2021, and these projects are either currently being delivered or have been delivered to benefit the Baw Baw Shire community.

Over \$147,484.90 was granted in total to 35 different community groups as outlined below.

Organisation	Project	Grant
<b>Environment Category</b>		
Buln Buln East Community Association	Weed control on Buln Buln East school block	\$4,493.50
Landcare Victoria Inc. – Springsure Hill Landcare Group	Multimedia equipment	\$3,648.90
<b>Minor Capital Works</b>		
Baw Baw Radiomodellers Association Gippsland Inc.	Baw Baw RC Club shelter	\$10,000
Neerim District Bowling Club Inc.	Outdoor seating and tables	\$3,189.98
Neerim South Football Netball Club	Cool room upgrade in Phoenix rooms	\$3,790
Neerim South Recreation Reserve Committee of Management	Timekeeper's box, seats, and stairs	\$10,000
Rokeby Public Hall and Recreation Reserve	Rokeby Reserve day-visitor facility landscaping	\$10,000
Seaview Public Hall Reserve Committee	Refurbishment of the toilet block	\$1,635

Organisation	Project	Grant
<b>Equipment Purchases</b>		
Aberfeldy and District Association Inc	Ground maintenance equipment for Aberfeldy	\$5,000
Athlone Hall	New chairs for the hall	\$4,646.40
Drouin Men's Shed Inc.	Replacement of metal lathe and milling machine	\$5,000
Gippsland Umpires Association Inc.	Footballs and iPad equipment	\$2,895
Hill End Community Incorporated	Ground maintenance mower	\$5,000
Hill End Junior Football Club	Long sleeve jumpers and footballs	\$4,959.70
Jindivick Progress Association Inc.	Community newsletter publishing equipment and lawn mower	\$3,185
Lardner Hall	Chair upgrade for the hall	\$4,379.10
Longwarry Cricket Club	New fridge and freezer	\$4,961
Longwarry Recreation Reserve	Indoor furniture replacement	\$4,491.90
Mid Gippsland Badminton Association	Flying Back to Badminton - 50 dozen RSL Classic Shuttlecocks	\$1,780
Mid Gippsland Junior Badminton Association	Mid Gippsland children making birdies fly – Purchase of 50 dozen Standard Shuttlecocks	\$1,130
Neerim Cemetery Trust	Brush cutter	\$744
Neerim District Junior Basketball Club	Upgrade of canteen	\$3,299.98
Neerim and District Soldiers Memorial Hospital	Outdoor furniture	\$4,180
The Scout Association of Australia, Warragul Branch	Tents, hiking tents and trestle table replacement	\$4,932
Trafalgar Bowls Club	Scoreboards	\$2,795
Walhalla Goldfields Railway	Office computing refresh	\$3,774.36
Warragul & District Kennel & Obedience Club Inc.	Automated External Defibrillator (AED)	\$3,247
Warragul Business Group Inc.	Portable fencing for events and community activities	\$5,000
Warragul Harness Racing Club Inc.	High pressure washer cleaner and push lawnmower	\$3,319
Warragul Little Athletics Club	High jump mat / scissor mat	\$3,637.40
Warragul Municipal Band Inc.	Yamaha NEO Custom B-flat coronet, snare drum harness and percussion accessories	\$4,890.70
Warragul Playgroup Inc.	Indoor & outdoor play equipment	\$5,000
Warragul Youth Theatre	Warragul Youth Theatre workshop - theatre masks	\$2,480
West Gippsland Bush Walkers Inc.	Purchase of gardening equipment and tools	\$1,400
Western Park Cricket Club	Improvements to Western Park Cricket Club	\$5,000

# Education Sponsorship

Baw Baw Shire Council's Educational Sponsorship program aims to encourage students in Year 9 and over (or aged between 15 - 21 years) in their preferred education pathway. We do this by supporting local educational providers with an opportunity to recognise and acknowledge attributes and effort.

The application process offers the educational provider the option to nominate one or two students. If they complete nominations for two students, one of those must be for a student of Aboriginal and/or Torres Strait Islander descent.

Nine educational providers combined to nominate 15 students for Education Sponsorship, with a total \$4,000 funded by Council.

Educational Provider	Student total	Grant
Chairo Christian College (Drouin campus)	X 2	\$500
Drouin Secondary College	X 2	\$500
Community College Gippsland (Warragul campus)		\$250
Neerim District Secondary College	X 1	\$250
Marist-Sion College	X 2	\$500
St Paul's Anglican Grammar School	X 2	\$500
Trafalgar High School	X 2	\$500
Warragul and District Specialist School	X 2	\$500
Warragul Regional College	X 2	\$500



# Community Sponsorship

Baw Baw Shire's annual Community Sponsorship program offers the opportunity for individuals and not for profit sporting groups/ community groups to seek funding for activities that support vibrant social and community outcomes for people in Baw Baw Shire.

Funding is available for community events and to support individuals/groups as ambassadors attending an event whilst representing Baw Baw Shire.

More than \$73,233 was granted to 18 individuals and community groups in 2021/22.

## Ambassador Category

Ambassadors	Event	Support	Grant
Warragul Little Athletics	Gippsland Regional Relays Track and Field event	Support athletes Under 9 to Under 16 to compete	\$1,000

## Community Event Category

Organisation	Event	Support	Grant
Drouin Combined Churches Committee	2021 Drouin Carols by Candlelight	Support the production and distribution of an event flyer	\$912.50
Gippsland Rhythm & Wings Ltd	Gippsland Rhythm & Wings Festival of Fun!	Support for resourcing of rides	\$5,000
Friends of Mount Worth State Park	Mt Worth Trail Run	Support for costs associated with registration, timing and first aid	\$5,000
Trafalgar Holden Museum	Route 69 Holden celebration	Support for traffic management, advertising and the costs associated with the flyers	\$2,750
Warragul Camera Club Inc	49th Warragul National Photographic Competition and Exhibition	Support for printing the official exhibition catalogue, venue hire, advertising, promotion, prizes	\$3,000
Warragul United Soccer Club	Baw Baw Women & Girls Soccer Festival	Support for costs required to engage GippSport to plan and deliver event	\$5,000
Baw Baw Sustainability Network	Creative Harvest	Support for promotional flags and social media	\$5,000
Landcare Victoria for Springsure Hill Landcare	25th Anniversary of Springsure Hill Landcare Group and Community Day	Support for toilet hire trailer and generator hire, reptile display, advertising, live music, and printing	\$4,000
Drouin Ficifolia Festival Committee Inc	33rd Ficifolia Festival,	Support for Insurance, St Johns Ambulance, COVID signage and sanitising	\$4,372.60
Neerim District Progress Association	Birds in Colour Sculpture Exhibition and Competition	Support for Welcome to Country ceremony, security, printing of signs, sculpture map, tourism map and advertising	\$5,000
Gippsland Branch of The Avicultural Society of Australia Inc	Bird Expo Aviculturist display and sale of birds.	Support for hire of Lardner Park and trestle tables	\$5,000
Warragul Theatre Company inc.	Twentieth Anniversary production of Les Misérables	Support radio mics including batteries and running expenses	\$4,545.46
Hallora Marathon Incorporated	Hallora Marathon	Support event delivery including traffic management, digital timing, and medals	\$5,000
Baw Baw Arts Alliance for Arts & Health Gippsland	Series of theatre sports heats and culminating in an annual award.	Support event MC and event judges, venue hire, equipment hire, and marketing campaign	\$4,700
Tetoora Road Community Centre Shire Asset Committee	Centenary celebrations of the Tetoora Road Public Hall	Support for advertising and promotion, hall decorations and displays, entertainment, safety purchases	\$2,952.78
Off the Leash Theatre	American Idiot performance	Support hire of sound equipment and microphones	\$5,000
Gippsland Pride Initiative Inc	Pride Gala 2022 Dinner and entertainment	Support Lardner Park event expenses	\$5,000

# Major Capital Works

The 2021/22 financial year saw Council undertake \$35.33 million of infrastructure works on 154 projects and programs, which included \$19.8 million in external income.

These projects and programs aim to address the diverse needs of the communities within the municipality. The following highlights some of the major projects and other infrastructure programs undertaken this financial year.

## Drainage

- Roadside drains and flanking works to improve road pavements and roadside drainage on local sealed road network (\$354,814)
- Reconstruction and rehabilitation of stormwater pits and pipes at various locations across the municipality (\$368,567)

## Footpaths

- The construction of over 2,812 linear metres of new priority concrete footpaths through Council's Accelerated Footpath Program (\$1.37 million)
- The construction of 3,600 linear metres of the Erica to Rawson Trail (\$553,951)
- Renewal works on over 1,612 linear metres of gravel paths across the municipality (\$107,337)
- Renewal works on over 1,603 linear metres of sealed footpaths (\$238,362)
- Footpath bay replacement and trip hazard rectification works across the municipality (\$117,860)

## Major Culverts

- Renewal and/or strengthening of four major culverts across the municipality (\$211,310)
- Replacement of 13 minor cross road and drainage culverts at various locations (\$131,096)

## Buildings

- Ongoing work in relation to the extension and partial refurbishment of Longwarry Early Learning Centre (\$988,718)
- Refurbishment and general works at eight Council owned buildings and facilities across the municipality (\$978,283)
- Planning, concept design work, community consultation and advocacy work to attract funding for Baw Baw Civic Precinct - Stage 1, also known as the Baw Baw Culture and Connection Precinct (\$165,247)
- Commencement of an improved facility at the Warragul Council Depot to handle Council's prescribed waste resulting from street sweeping operations in the most effective and environmentally friendly way possible (\$195,547)
- Refurbishment of public toilets, including the re-painting of Yarragon public toilet, full refurbishment of the female toilets, parent room and male toilets in Palmerston Street, Warragul, commencement of the Noojee public toilets, and replacement and upgrade of Burke Street Park, Warragul public toilet (\$330,165)

## Recreation Facilities and Open Space

- Completion of a two-year project to construct a state-of-the-art multi-use pavilion at the Trafalgar Recreation Precinct (\$1.27 million)
- Stage one of two to construct a multi-use indoor stadium in Warragul, including design work, community consultation and the award of an 'early works package' to carry out preparatory works ahead of the main construction (\$1.2 million)
- Ongoing redevelopment and upgrade of netball facilities at Western Park, Warragul (\$956,659)
- Commencement of a multi-year project for the development of a new female friendly multi-use pavilion and community meeting space for users of the eastern section of Bellbird Park, Drouin, including hockey, soccer, and cricket clubs, schools and the general community (\$665,695)
- Ongoing works to renew the Kydd Park Oval in Jindivick, including drainage and irrigation works, the establishment of a bore water supply, the extension of the existing retaining wall, new oval perimeter and embankment fencing (\$607,531)

## Roads

- More than 250,000 square metres of road resealing works across the municipality (\$1.12 million)
- More than 20,000 square metres of localised pavement repairs on 23 roads across the municipality (\$1.57 million)
- The reconstruction of Jackson's Track, Labertouche, through Council's Road Reconstruction Program, assisted by funding from the Federal Government's Roads to Recovery program (\$635,125)
- The completion of Stage 3 of 3 for the sealing of Shillinglaw Road, Drouin from the end of seal to Gardner and Holman Road (\$874,094)
- Extensive gravel re-sheeting works, including spot re-sheeting and proactive re-sheeting with additional crushed rock on roads across the municipality (\$1.43 million)
- The conversion of more than 805 old and inefficient streetlights to the most energy efficient LED lighting, through Stage 3 of Council's LED Streetlighting Program. This project was funded through the Australian Government's Local Roads and Community Infrastructure Program (\$525,876)
- The reconstruction of Sutton Street, Warragul from Bowen Street to Hope Street, and the reconstruction and widening of Sutton Street between Normanby Street and Davine Street. These projects funded through the Australian Government's Local Roads and Community Infrastructure Program, and Roads to Recovery programs (\$2.9 million)
- More than 5,000 square metres of asphalt resurfacing works on four roads in Warragul, Drouin, and Yarragon to address surface condition (\$253,417)

# Advocacy

Major community infrastructure, road and recreation projects are among Baw Baw Shire Council's key advocacy priorities. \*

Throughout the 2021/22 financial year, Baw Baw Shire Council undertook sustained lobbying efforts seeking State and Federal Government funding to deliver key social, recreation, health, and transport infrastructure for our community, including but not limited to:

- The Baw Baw Culture and Connection Precinct Stage 1 - Library and Learning Centre
- Warragul and Drouin Arterial Road Network Upgrades
- The Rokeby to Noojee Trail Extension
- Logan Park Cycling Centre of Excellence
- A new hospital for West Gippsland

Below is a summary of some of the advocacy activities Baw Baw Shire Council undertook throughout 2021/22 on behalf our community:

- Council invested in Advocacy with the creation of a dedicated Grants and Advocacy Team
- The Mayor and CEO represented Baw Baw through a partnership with Peri-Urban Council Victoria and One Gippsland.
- Council entered a Memorandum of Understanding with West Gippsland Healthcare Group to form a partnership to advocate to the State Government for significant investment towards a new hospital at a greenfield site.

- Council progressed its Roads Advocacy Campaign by:
  - hosting Industry and community forums
  - Hosting a stall at Farm World (Lardner Park)
  - Supplying info packs and letter templates, encouraging the community to write to their Local Members of Parliament and relevant Ministers in support of Council's funding request.
  - Initiating a communications campaign that included print ads, media coverage in local as well as major metro and national newspapers, regional television and radio, and an advocacy video which has been viewed more than 13,000 times on Facebook.
- The Mayor and CEO represented the Baw Baw community in meetings with key Federal members of Parliament in Canberra and via remote meetings.
- The Mayor and CEO represented Baw Baw Shire Community in meetings with key State members of Parliament in Melbourne and via remote meetings throughout the year.
- Council made more than 40 representations in writing to key members of Parliament introducing them to Baw Baw's Advocacy Priorities.

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*\*For more information about Baw Baw Shire Council's Advocacy Priorities, please visit [www.bawbawshire.vic.gov.au/advocacy](http://www.bawbawshire.vic.gov.au/advocacy).*

# Our Councillors

The Council was elected to provide leadership for the good governance of the municipal district and the local community. On 24 October 2020, the Baw Baw Shire community elected the Council for a four-year term.

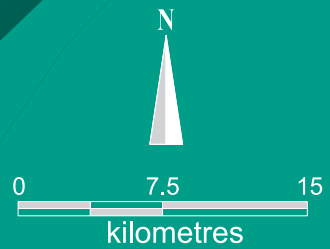
The municipality is divided into three wards, represented by three Councillors in each

ward. The nine Councillors are the elected representatives of all residents and ratepayers across the municipality. They have responsibility for setting the strategic direction for the municipality, policy development, identifying service standards and monitoring performance across the organisation.



*Cr Tricia Jones, Cr Danny Goss, Cr Darren Wallace, Cr Jazmin Tauru, Mayor Michael Leaney, Deputy Mayor Annemarie McCabe, Cr Keith Cook, Cr Peter Kostos, Cr Joe Gauci*

# Electoral Structure of Baw Baw Shire Council



# Central Ward

## Includes Warragul.



### Cr Joe Gauci

Date elected: 2012 - Current

- CEO Performance Review Committee
- Early Years Advisory Committee



### Cr Danny Goss

Date elected: 2016 - Current

- CEO Performance Review Committee
- Early Years Advisory Committee



### Cr Jazmin Tauru

Date elected: 2020 - Current

- Access and Inclusion Advisory Committee
- Healthy in Baw Baw Advisory Committee
- Places Names Advisory Committee

# West Ward

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



## Cr Keith Cook

Date elected: 2021 – Current  
Prior terms: 2016-2020

- Being Healthy in Baw Baw
- Place Names Advisory Committee
- Roads Infrastructure Advisory Committee



## Cr Tricia Jones

Date elected: 2008 – Current

- Municipal Association of Victoria
- Access and Inclusion Advisory Committee
- Environmental Voice Advisory Committee
- Baw Baw Latrobe Local Learning Employment Network (14 July 2021)



## Cr Annemarie McCabe (Deputy Mayor)

Date elected: 2020 – current

- Audit and Risk Committee
- Arts and Culture Advisory Committee
- West Gippsland Regional Libraries Board / Myli – My Community Library Board



# East Ward

Includes Noojee, Tanjil Bren, Rawson, Walhalla, Erica, Neerim South, Willow Grove, Yarragon, Thorpdale, Trafalgar and Darnum.



## Cr Peter Kostos

Date elected: July 2013 - Current  
Prior terms: 2011-2012, 2005-2008

- Environmental Voice Advisory Committee
- Place Names Advisory Committee
- Roads Infrastructure Advisory Committee



## Cr Michael Leaney (Mayor)

Date elected: 2016 - Current

- Audit and Risk Committee
- CEO Performance Review Committee
- Arts and Culture Advisory Committee
- Roads Infrastructure Advisory Committee
- Timber Towns Victoria
- One Gippsland
- Peri-Urban Group of Regional Councils



## Cr Darren Wallace

Date elected: 2016 - Current

- South East Australian Transport Strategy Inc.
- Road Infrastructure Advisory Committee
- Municipal Emergency Management Planning Committee

# Our Organisation

Council is the governing body that appoints a Chief Executive Officer (CEO). The CEO has responsibility for the day-to-day management of operations in accordance with the strategic directions of the Council Plan. Senior Officers report directly to the CEO and form the Executive team.

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

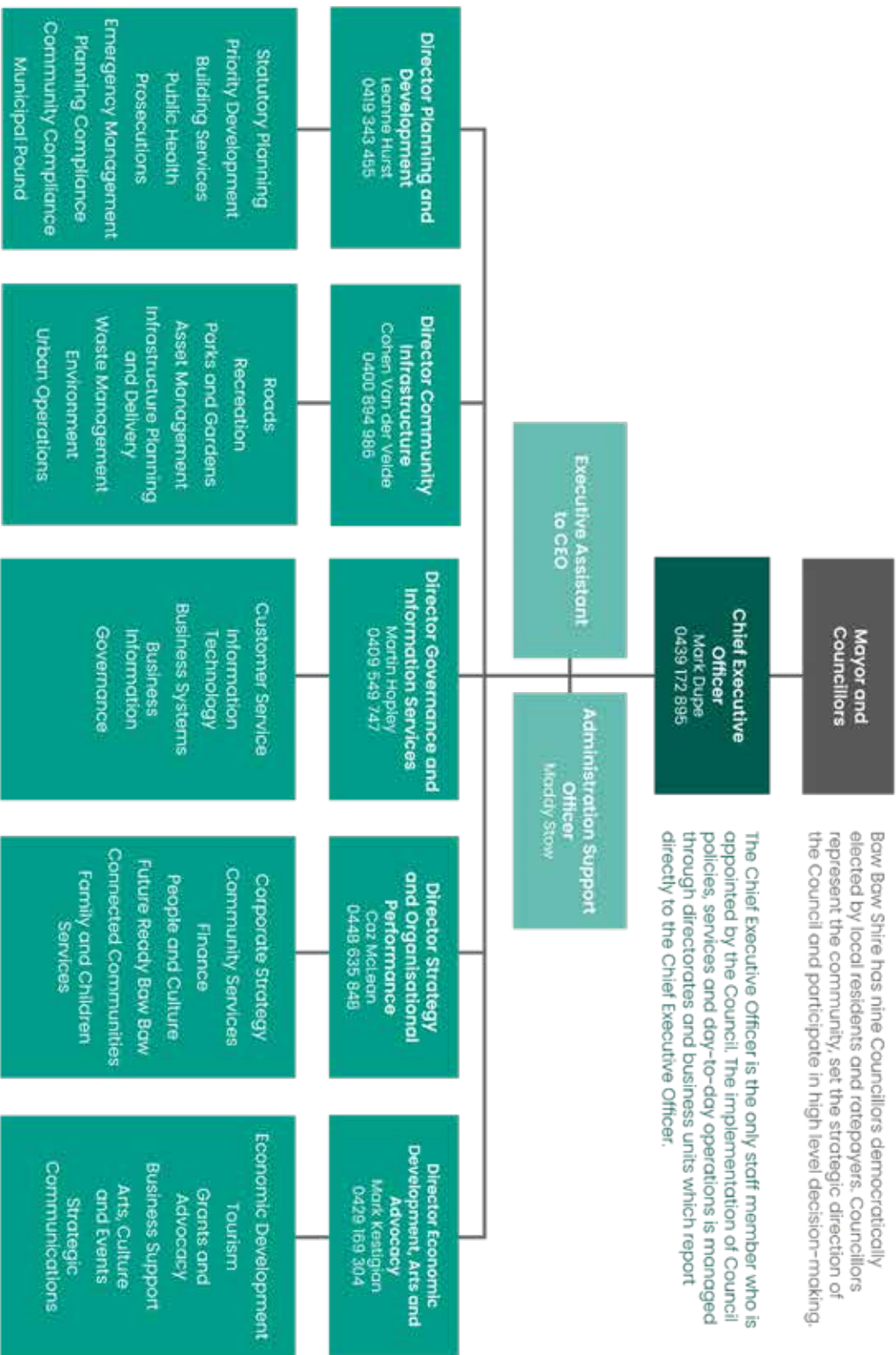
Members of the Executive work closely with Council, attend all Council meetings and present reports and recommendations to Council.

Council's aim is to attract, retain and grow talented and committed employees through the development of its people, continuous improvement of its culture, organisational development and occupational health and safety programs and initiatives.

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



# Organisation structure.



Baw Baw Shire has nine Councilors democratically elected by local residents and ratepayers. Councilors represent the community, set the strategic direction of the Council and participate in high level decision-making.

The Chief Executive Officer is the only staff member who is appointed by the Council. The implementation of Council policies, services and day-to-day operations is managed through directorates and business units which report directly to the Chief Executive Officer.

# Council Staff

## Employee Positions (by Gender and Directorate)

A summary of the number of full time equivalent (FTE) staff by organisation structure, employment type and gender.

Employee type/gender	Chief Executive Officer	Community Infrastructure	Planning and Development	Strategy and Organisational Performance	Governance and Information Services	Economic Development, Arts and Advocacy	Total
Permanent - Full time - Female	1.00	14.00	25.00	37.00	13.00	15.00	105.00
Permanent - Full time - Male	1.00	74.00	21.00	8.00	7.00	8.00	119.00
Permanent - Part Time - Female	0.60	2.36	9.39	41.87	3.50	3.70	61.42
Permanent - Part Time - Male	0.00	1.59	4.83	0.76	0.00	1.34	8.52
<b>Total</b>	<b>2.60</b>	<b>91.95</b>	<b>60.22</b>	<b>87.63</b>	<b>23.50</b>	<b>28.04</b>	<b>293.94</b>

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

Employment classification	Male	Female	Total
Apprentice	2.0	0.0	2.0
Band 1	3.95	4.87	8.82
Band 2	1.59	17.69	19.28
Band 3	29.81	7.81	37.62
Band 4	16.13	27.74	43.87
Band 5	19.6	43.27	62.87
Band 6	11.23	27.68	38.91
Band 7	24.6	20.24	44.84
Band 8	6.0	4.8	10.8
Band not applicable	15.0	19.17	34.17
<b>Total</b>	<b>129.91</b>	<b>173.27</b>	<b>303.18</b>

Note: Casual employees not included.

## Workforce Plan

In accordance with the *Local Government Act 2020*, Council implemented Baw Baw's first Workforce Plan.

The Workforce Plan describes Council's vision for our employee experience through three key pillars:

- A Workplace of Equal Opportunity
- A Future Ready Workforce
- A Mature and Capable Organisation

Each pillar creates understanding of the contribution we each make to achieving our vision and mission through identified strategies and performance indicators. The Workforce Plan ensures Council has the workforce needs at the forefront of decision making to create a healthy, sustainable and thriving organisation and community.

## Gender Equality Action Plan

In accordance with the *Gender Equality Act 2020* (the *Act*), Council developed and implemented a Gender Equality Action Plan (GEAP). Council's GEAP met compliance requirements and was approved by the Commission for Gender Equality in June 2022.

Council knew that a plan to respond to gender equality in the workplace needed to be informed by our people. Various forms of collaboration and communication opportunities were provided to employees. This information was used to inform the Council's GEAP.

Equally, as an organisation that is a representation of the community which we serve, it was essential that Council embrace this opportunity to lead by example. Since the implementation of the Gender Equality Action Plan, Council have:

- Introduced the ability to modify email signatures to include the option to share a person's pronoun.
- Rolled out Active Bystander training across the organisation.
- Facilitated a Gender Impact Assessment on Council's recruitment policy, to which changes were made to improve equality.

Another obligation of the *Act* is the implementation of Gender Impact Assessments (GIA). GIAs are Council's opportunity to influence equality within the community. In accordance with requirements under the *Act*, Council is implementing an autonomous GIA process which will support leaders and project managers to view their work in the community through an equality lens. As confidence and understanding of the issues facing our diverse community groups grows, GIAs will become standard practice across the organisation.

To this end, Council is approaching all programs with a clear understanding of the *Gender Equality Act* and its commitment to improving equality not only for women and gender diverse people, but for all people, no matter their unique identity.

The principal of equity recognises that each person has different circumstances and may require different allocation of resources and opportunities to reach an equal outcome.

In accordance with the *Act*, Council will report on our progress on a biannual basis to ensure actions taken embed equity measures, processes and actions that support our vision of equality.

# Council Staff

## Employee Consultative Committee

In 2020 Council merged both the Growing Culture and Employee Consultative Committee, establishing the Growing Culture Consultative Committee. The purpose of the committee is to ensure Council's people decisions capture employee sentiment and organisational culture.

Council's Growing Culture Consultative Committee met regularly during the year, bringing together staff and management representatives from across the organisation to discuss employee matters.

This year has seen a significant shift in the way that the committee consults with the organisation – genuine consultation now occurs on multiple platforms, including open forums hosted by GCCC members. Some of the achievements for the committee include:

- RU OK Day 2021, with online events hosted throughout the day
- Significant uptake of health checks organised for 'Men's Health Week'
- The distribution to all staff members lanyards and wrist bands in support and promotion of NAIDOC week and Council events facilitated.

## Occupational Health and Safety

Baw Baw Shire Council's health and safety vision is to provide the safest and most rewarding place to work for the benefit of all our team and the community in which we live and work.

We believe a team that is supported leads to an effective, safe and skilled workplace. This is a core value to underpin the Council Plan objectives.

We are committed to improving our safety performance by focusing on safe leaders and planning, safe behaviours and environments and safe people.

Key improvements and projects undertaken during 2021/22 include:

- Continued refreshment of the existing health and safety framework to implement the new ThinkSAFE program. This program is aligned to the National Audit Tool and will assist us in growing our safety culture while achieving compliance to self-insurance accreditations.
- Roll out and ongoing training of the Donesafe safety management system. This software has various components to provide effective management of health and safety requirements. Donesafe is designed to complement the existing ThinkSAFE framework program and allows for improved reporting, recording and tracking of our safety lead and lag indicators for continuous improvement. The in-field functionality of this software is important to operational teams to identify, assess and control hazards in their mobile work environments.
- Implemented all 2019/20 external audit recommendations, with over 11 comprehensive improvements made to Council's safety practices.
- Implemented several policies, procedures, guides and training that enabled a COVIDSafe Workplace and ensured all employees had access to support during illness.

## WorkCover Insurance Premium and Benchmark

Baw Baw Shire Council's premium costs for 2021/22 were \$526,585.69.

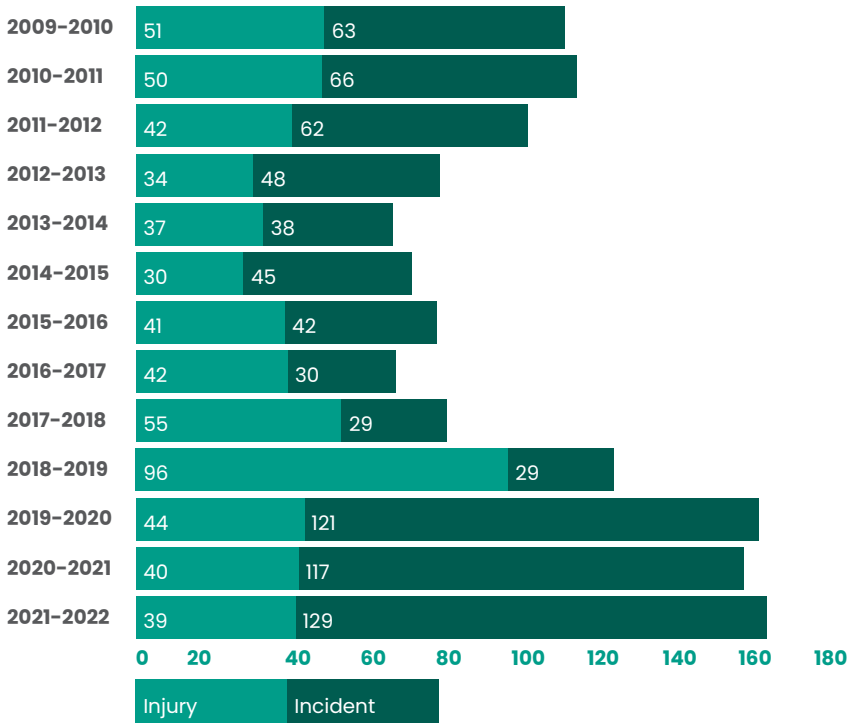
The Employer Performance Rating (EPR) compares premiums across an industry sector. An EPR of 1 is the benchmark. An EPR greater than 1 is below par performance and an EPR less than 1 is above par performance.

Council's EPR for 2021/22 was 1.07 indicating negative 7 per cent in comparison to industry average.

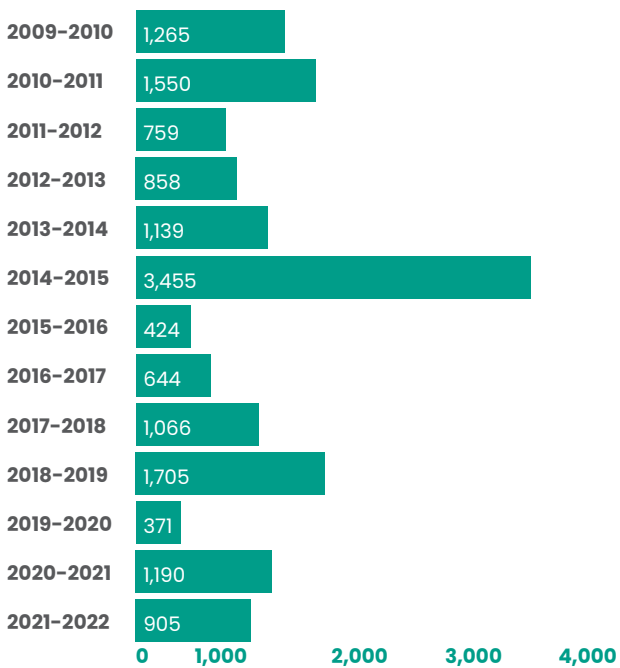
Whilst there has been a decrease in performance rating, it should be noted, during 2021/22, Council managed several injuries under the established Early Intervention and Supported Work programs, with over 80% being proactively managed resulting in another significant decrease in WorkCover claims and hours lost due to injury.

# Council Staff

## Injury and Incident Reports



## Hours Lost





# Other Staff Matters

## Equal Opportunity

Baw Baw Shire Council is an equal opportunity employer, committed to ensuring our workplace is free of discrimination and harassment, where all employees can work in a positive, supportive environment. All employees, volunteers and contractors have the right to be treated with dignity and respect while working for Council.

Council embraces workforce diversity and endeavours to ensure in the application of Council policies, practices and procedures, that no discrimination takes place, diversity is encouraged and all employees are afforded equal access to opportunities.

Council's ongoing equal opportunity initiatives focus on prevention and include:

- Equal opportunity induction for new employees
- Cyclic training for all staff on aspects of equal opportunity
- Applying merit and equity principles in recruitment and succession practices
- Provision for flexible working arrangements
- Supporting an organisation culture that does not condone or tolerate acts of discrimination, harassment, bullying or violence.

The principles of Council's equal opportunity program are set out in the employee Code of Conduct and Equal Opportunity Policy.

## Preventing Violence Against Women

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

## Ensuring Child Safety – Statement of Commitment

Council is committed to providing and actively promoting a safe environment for children.

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

Over the past 12 months, Council has worked towards transitioning to the 11 new Victorian Child Safe Standards. This has included reviewing and updating all child safe information, including Council's Child Safe Policy, which was endorsed on 8 June 2022. As part of Council's compliance with the new standards, an Internal Response Team was formed to manage any issues related to child safety.

# Volunteers



Council highly values the amazing network of volunteers who dedicate themselves to supporting our community. Council's Aged and Disability team engaged with approximately 97 volunteers during the 2021/22 financial year.

While all community program services were suspended from 1 July 2021 to 11 October 2021 due to COVID-19, there were 10 volunteers who continued to assist staff to deliver meals through that period. There were over 100 Volunteers who decided to not return to volunteering in main due to concerns of COVID. The 97 Volunteers who recommenced committed to a fortnightly delivery on an adjusted roster of Meals on Wheels to account for the change in capacity.

Offering more than a meal, our friendly volunteers delivered nearly 30,000 meals, health and wellbeing checks and social connectedness to over 220 clients.

Our dedicated volunteers supported another 300 clients to maintain social connection through the friendly visitor program, social support groups and ensured clients with limited transportation options were able to access a variety of medical appointments through the community transport programs.

To recognise the efforts of volunteers, a Christmas get together was held and volunteers were provided with a small gift to show appreciation. On 17 May 2022 Council also hosted a movie showing at the Warragul Cinema of an Agatha Christie film. Volunteers who attended were warmly welcome by Cr Kostos and received a choc top ice-cream, popcorn and a drink.

Then, as a farewell and thank you event ahead of Council's transition and exit from Aged and Disability services from 1 July 2022, volunteers were invited to a High Tea, with Mayor Cr Leaney and Cr Kostos in attendance. The Mayor's speech noted the dedication and commitment of the volunteers and that it was a sad day to say goodbye to the wonderful, selfless volunteers who made sure that clients were always supported. .

## Transition and Exit

During this year, Council made the difficult decision to exit from all Aged and Disability Services from 1 July 2022. Throughout this process, Council remained focused on providing support to clients and staff. Council staff continue to work with the new providers to ensure that clients receive the best possible outcomes.

# Our Performance

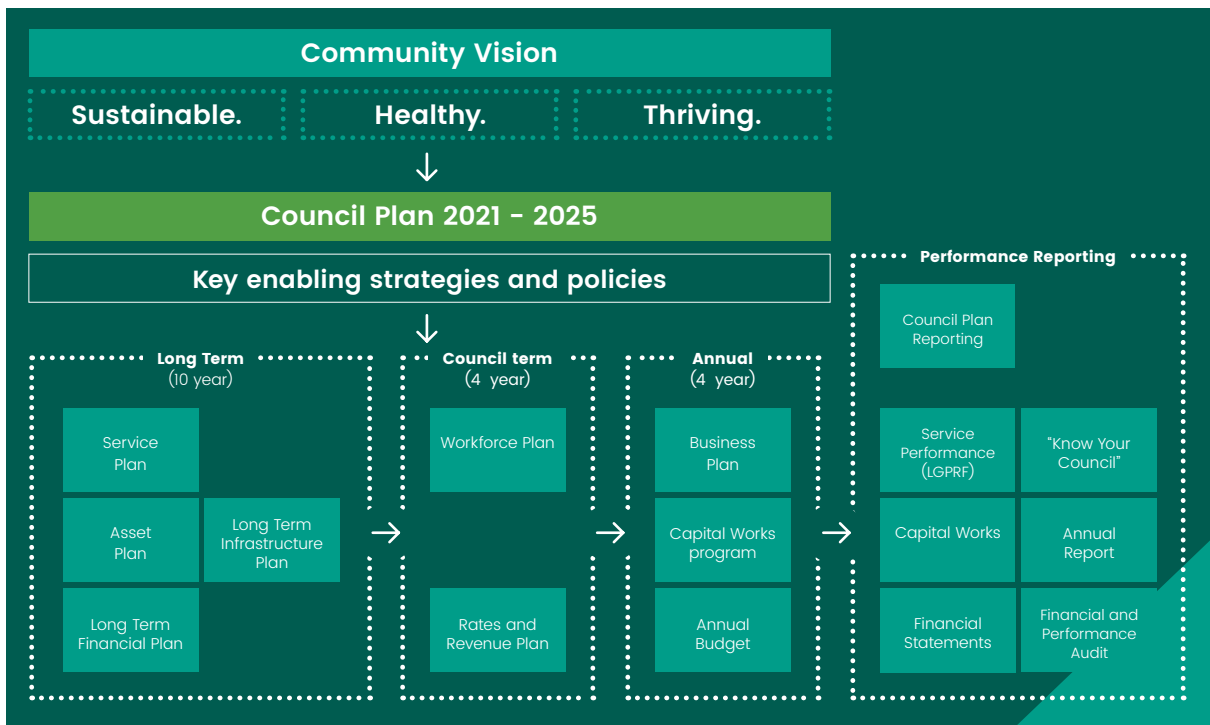
## Council’s Planning and Accountability Framework

Council’s planning framework seeks to align Council’s daily activities and projects with the longer-term planning for the Shire.

Drawing on the longer-term vision for the community, the Council Plan responds by establishing objectives and outcomes the Council wishes to achieve during its four-year

term. This is resourced by the Budget and reported in this Annual Report and the audited statements.

The following diagram shows the relationship between the key planning and reporting documents that make up Council’s planning framework.



Part 4 of the *Local Government Act 2020* requires councils to prepare the following:

- A Community Vision (for at least the next 10 financial years),
- A Council Plan (for at least the next 4 financial years),
- A Financial Plan (for at least the next 10 financial years),
- An Asset Plan (for at least the next 10 financial years),
- A Revenue and Rating Plan (for at least the next 4 financial years),
- An Annual Budget (for the next 4 financial years),
- A Quarterly Budget Report,
- An Annual Report (for each financial year), and
- Financial Policies.

The *Act* also requires councils to prepare:

A Workforce Plan (including projected staffing requirements for at least 4 years).

## Community Vision

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

Baw Baw's first Community Vision, Baw Baw 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.



# Council Plan 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 over the next four years.

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.



# Council Plan 2021 – 2025

## 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 and the next four years is: Ready the Shire for the future, and support community quality of life as we continue to grow.

## Objectives and Strategies

Our Strategic Objectives for the next four years 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 ensures 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 over the next four years.

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 next four years, we will specifically focus on 11 key focus areas in delivery of Council services, infrastructure, and advocacy:

1. Planning for a sustainable, healthy and thriving Baw Baw Shire.
2. Providing community infrastructure, services and facilities which support sustainable communities and are responsive to changing needs.
3. Advocating for strategic priorities and those services and facilities needed by the community.
4. Sustainably protecting and managing the natural environment and agricultural land.
5. Supporting community health, safety and wellbeing, including mental health.
6. Supporting community connectivity, diversity, inclusion and reconciliation.
7. Creating environments that support a diversity of sports and recreation opportunities and walkable communities across the shire.
8. Responding to and readying for climate change, emergency events, disruption and transition.
9. Enabling a strong local economy, through support for business and innovation and local access to skills development and jobs.
10. Supporting community arts and events to create vibrancy and attract people to live work and play in Baw Baw.
11. Improving local transport networks and advocating for improvements for roads and public transport for residents across the shire.



## Performance

Council's performance for the 2021/22 year has been reported against each strategic objective to demonstrate how Council is performing in achieving the Council Plan.

Performance against each of the Council Plan objectives is reported on the following pages and includes:

- Results achieved in relation to the strategic indicators in the Council Plan.
- Progress in relation to the major initiatives identified in the budget.
- Services funded in the budget and the persons or sections of the community who are providing those services.
- Results against the prescribed service performance indicators and measures.

## Indicators

Council's performance is regularly monitored using the indicators contained in the Council Plan and Budget. This includes those developed by the State Government for all Victorian Councils as a consistent measure of service performance (the Local Government Performance Reporting Framework).

These are used by Council to measure progress toward its strategic objectives and effectiveness of its services.



# A Sustainable Shire



# A Sustainable Shire

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

## Strategic Indicators

The following statement reviews the performance of Council, including results achieved against the strategic indicators outlined in the Council Plan.

Performance Measure	Result	Comments
Council CO2 emissions.	3,992 Tonnes	Greenhouse Gas emissions (CO2 equivalence) from Council's buildings, public lighting and vehicle fleet continued to decline and was 1.1 per cent less than last financial year. While use of natural gas increased, electricity consumption decreased associated with the installation of additional solar power systems on buildings and installation of energy-efficient LED streetlights.
Council potable water consumption.	62,425 Megalitres	Potable water consumption at Council's top 10 water consuming sites was down 2.12 per cent on previous financial year.
Number of trees planted	544	Council planted 544 trees as part of its annual street tree planting capital works program. Planting sites were identified through customer requests, vacant nature strip sites and replanting trees in sites where existing trees have been removed.
Number of new residential lots created.	631	There were 631 new residential lots created this year. This represents a 7 per cent year on year growth in the number of lots released since 2017.
Percentage of Precinct Structure Plan (PSP) land supply released for residential development (Ha)	7.72%	As of 30 June 2022, 7.72 per cent of land identified in the Precinct Structure Plans for Warragul and Drouin has been released for residential lot development. The land supply satisfies the State Government requirement of 15+ years of land supply.
Total number of building permits issued by building surveyors in Baw Baw Shire.	1,811	Although slightly lower than last year (2020-21), the number of building permits issued in Baw Baw Shire are still showing a continual increase on previous years.

## Initiatives

The following statement reviews the progress of Council in relation to initiatives identified in the 2021/22 Annual Budget for the year.

Initiative	Progress
Review the Environmental Sustainability Policy to guide the development of an updated Environmental Sustainability Strategy.	Ongoing. A new draft Environment Sustainability Strategy has been developed, which may negate the need for a separate Policy document. The new Strategy was developed and approved by Council for community consultation in June 2022.
Prepare for the introduction of food organics and green organics (FOGO) collection into Council's kerbside waste services.	Ongoing. The introduction of the FOGO service has been delayed by up to 18 months to allow sufficient time for construction of a suitable processing facility as well as the procurement and mobilisation of a new kerbside collection and transport contract through the joint procurement Gippswide Kerbside project between Gippsland Councils.
Additional resourcing within the Open Space and Tree Maintenance teams.	Completed. Two additional resources were appointed and commenced in October 2021, with an additional resource appointed to commence in November 2021.
Implement and review the Precinct Structure Plans (PSPs).	Ongoing. The PSP Review was adopted by Council on 25 August 2021. Council has prepared a planning scheme amendment to implement the changes proposed by the Review and is working with the Victorian Planning Authority to make the proposed changes.
Review the Development Contribution Plans (DCPs).	Ongoing. Council is working with the Victorian Planning Authority and the Department of Transport on the redesign and costing of three intersections within the DCPs.

## Services

The following table provides information in relation to the services funded in the 2021/22 budget.

Service	Description	Net Cost Actual Budget Variance \$'000
<i>Building Services</i>	Building Services is responsible for the provision of statutory services pursuant to the <i>Building Act 1993</i> .	(403) (379) <u>(24)</u>
<i>Emergency Management</i>	The Emergency Management function provides the support to Council to comply with statutory provisions under the <i>Country Fire Authority Act 1958</i> and <i>Emergency Management Act 1986</i> . The objective of the service is to improve Council's preparation and planning in the three functional areas of emergency management, prevention, response and recovery.	(292) (455) <u>163</u>
<i>Asset Management</i>	Asset Management provides Council the framework for the development, implementation and review of the asset management program.	(359) (12,314) <u>12,955</u>
<i>Environment</i>	Environment carries out functions in relation to management of the built and natural environment, including implementation of Council's Environmental Sustainability Strategy and Action Plan, environmental community education programs, waste education and advocacy, Council energy efficiency and sustainability, operation of Council's Native Vegetation Offset Scheme and provision of environmental planning and compliance advice.	(1,001) (1,293) <u>292</u>
<i>Property Management</i>	Responsible for managing the legal and financial aspects of Council's property portfolio, for the most efficient and effective use of properties, including the rationalisation of non-essential property and maximising the use of Council property.	(264) 793 (1,057)
<i>Priority Development</i>	Priority Development undertakes Council's statutory functions and obligations under the <i>Planning and Environment Act 1987</i> , the <i>Subdivision Act 1988</i> and associated legislation. It is tasked with supervising construction ensuring that all and requirements within subdivision planning permits have been satisfied, including Engineering works and Development Contribution requirements.	(528) (751) <u>223</u>
<i>Statutory Planning</i>	Statutory Planning provides Council's statutory functions and obligations with regards to planning permit applications, subdivision and provides technical advice on land use and development.	(887) (639) (248)
<i>Waste Management</i>	Waste Management coordinates Council's functions in relation to waste management, including kerbside and street litter and collection, transfer station operations, illegal dumping and waste education.	(9,860) (8,864) <u>996</u>

# A Sustainable Shire

## Service Performance Indicators

Certain service performance indicators are prescribed under the *Local Government (Planning and Reporting) Regulations 2020*. The following statement provides the results of the prescribed service performance indicators and measures relating to this Council Plan objective.

SERVICE/indicator/ measure/[calculation]	Results				Comments
	2019	2020	2021	2022	
<b>STATUTORY PLANNING</b>					
<b>Timeliness</b>					
SP1 Time taken to decide planning applications [The median number of days between receipt of a planning application and a decision on the application]	99.00	99.00	105.00	114.00	The median number of days to decide a planning application was 114 days, increasing from previous years due to resourcing impacts on the service and an ongoing increase in planning permits received.
<b>Service standard</b>					
SP2 Planning applications decided within required time frames [(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100	50.78%	54.41%	39.64%	47.92%	The number of applications decided within required timeframes has increased this year although resourcing impacts on the service and ongoing increase in planning permits applications continue to impact the service.
<b>Service cost</b>					
SP3 Cost of statutory planning service [Direct cost of the statutory planning service / Number of planning applications received]	\$2,319.89	\$2,744.77	\$2,484.91	\$2,679.74	The cost of the Statutory Planning service has increased slightly this year to approximately \$2,670 per planning permit. This is a measure of the direct costs of the planning service, divided by the number of planning permit applications received which has been increasing over time in response to growth in the Shire.
<b>Decision making</b>					
SP4 Council planning decisions upheld at VCAT [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	50.00%	50.00%	57.14%	64.71%	Seventeen of Council's planning decisions were appealed to VCAT, of which 11 were not set aside.

SERVICE/indicator/ measure/[calculation]	Results				Comments
	2019	2020	2021	2022	
<b>WASTE COLLECTION</b>					
<b>Satisfaction</b> <i>WC1 Kerbside bin collection requests</i> [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1,000	88.31	93.63	127.70	123.33	Council received approximately 123 bin collection requests per 1,000 residential households.  The requests related to: additional bins, replacement of damaged bins, and missed collections or stolen bins. Although lower than the previous year, this is consistent with the overall steady increase in bin requests since 2014/15 as the bins age.
<b>Service standard</b> <i>WC2 Kerbside collection bins missed</i> [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	1.49	1.68	1.97	1.95	There was a total of 373 kerbside collection bins missed, or 1.9 bins for every 10,000 scheduled kerbside garbage and recycling bin lifts, which is consistent with previous years.
<b>Service cost</b> <i>WC3 Cost of kerbside garbage bin collection service</i> [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	\$121.40	\$111.49	\$117.65	\$146.73	The cost of kerbside garbage collection service is \$147 per garbage bin. The costs of disposing of waste at landfill rose substantially at the start of 2021/22, with a \$40 per tonne increase in the EPA landfill levy. In addition, the costs of fuel and transport increased materially during 2021/22.
<b>Service cost</b> <i>WC4 Cost of kerbside recyclables collection service</i> [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	\$47.66	\$55.25	\$62.79	\$67.40	The cost of the recyclables collection service continues to increase compared to previous years, due mainly to rising fuel and transport costs.
<b>Waste diversion</b> <i>WC5 Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	53.15%	55.62%	54.31%	53.58%	The diversion rate for 2021/22 is consistent with the rates from previous financial years, with more than half of waste collected being recycled or processed or green organics.





# A Healthy Community



# A Healthy Community

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

## Strategic Indicators

The following statement reviews the performance of Council, including results achieved against the strategic indicators outlined in the Council Plan.

Performance Measure	Result	Comments
Number of volunteers registered on Council programs.	97	97 volunteers were registered to support Council's Aged and Disability programs, participating mainly in Meals on Wheels and community medical transport.
Community mental health and wellbeing – self reported health status	79.2%	The Victorian Population Health Survey 2020 indicates that 50.7 per cent of residents' self-report their health as excellent or very good, and a further 28.5 per cent report their health as good. The next LGA level survey is scheduled for 2023.
Community activity levels – sufficiently active for health	55%	The Victorian Population Health Survey 2017 finds that 55 per cent of Baw Baw adults (aged 18 years+) are sufficiently active for health. Note that due to COVID-19, the 2020 survey modified questions in relation to physical activity, so no update is available.
Number of users on designated pathways and trails per head of municipal population.	8.4	This year, over 477,000 users were counted on trails. Although lower than last year, usage remains significantly higher than pre-pandemic levels. Counters are currently in place on the Nilma-Warragul Trail, Two Towns Trail, Warragul Linear Trail and Neerim South Wetland.
Hectares of public open space	616 ha	There is currently 616 hectares (6,160,000 square meters) of Council-owned land, or land managed by Council, maintained as public open space. These areas are comprised of parks, gardens, sports fields, natural environment, bushland and open space access reserves.
Number of sports fields within recreation reserves	29	Council maintains 21 sports fields, including ovals, pitches and synthetic surfaces within recreation reserves across the shire, and a further eight are managed by Committees of Management.
Length of footpaths, path and trails constructed (km).	9.6 km	Almost 10 kilometres of paths trails and footpaths were constructed during the year.
Total length of paths and trails	524.2 km	As of 30 June 2022, Council's Asset Register identifies 524.2 kilometres of paths and trails owned by Council.
Number of children unable to be placed in a suitable 4-year-old kindergarten program.	0	All children were able to be placed in a suitable 4-year-old kindergarten program during the 2021-22 financial year.
Number of children unable to be placed in a suitable 3-year-old kindergarten program.	0	All children were able to be placed in a suitable 3-year-old kindergarten program during the 2021-22 financial year.

## Initiatives

The following statement reviews the progress of Council in relation to initiatives identified in the 2021/22 Annual Budget for the year.

Initiative	Progress
Work with key stakeholders and partners to support the Victorian Government's commitment to implement three-year-old kindergarten for all children.	Ongoing. Several meetings were held between Department Education and Training, Early Years Managers and Council to support the planning of the 2023 intake.
Implement the Municipal Public Health and Wellbeing Plan annual action plan	Ongoing. The Municipal Public Health and Wellbeing Plan 2021 – 2025 (the MPHWP) was adopted by Council on 27 October 2021. The Action Plan was adopted by Council on 13 April 2022 and is now being implemented by Council and relevant stakeholders.
Transition and exit from aged and disability direct care services as per service review and Council decision. This action is in response to the Aged Care sector reforms.	Completed. Council has worked with Commonwealth and State Departments to facilitate the transition of Aged and Disability clients and services to other Government appointed providers. Council will continue to monitor the transition and provide support to members of the community that need assistance to access the services they need.
Complete construction of the Trafalgar Recreation Reserve Multi Use Pavilion.	Details of Council's Capital Works Program is provided in the 'Major Capital Works' section of this report.
Commence the upgrade and construction of two additional basketball courts at the Warragul Leisure Centre	
Commence the construction of a Multi-Use Pavilion at Bellbird Park, Drouin.	
Finalise the Sporting Reserve Masterplans for future sporting reserves as outlined in the Warragul and Drouin Precinct Structure Plans.	
Progress the Drouin Community Hub project including upgrades to the Drouin Senior Citizens Hall and planning for integrated services including Bellbird Park East Multi Use pavilion.	
Continue implementation of the small town and rural communities Placemaking Program.	
Implement and deliver Council's Accelerated Footpath Program	

# A Healthy Community

## Services

The following table provides information in relation to the services funded in the 2021/22 Annual Budget.

Service	Description	Net Cost Actual Budget Variance \$000
<i>Aged and Disability Assessment</i>	Provides the Aged and Disability Assessment service and the Regional Assessment Service (RAS), which is responsible for assessing the needs of individuals and their carers for support services.	(12) <u>(16)</u> 4
<i>Aged and Disability Services</i>	Aged and Disability Services supports aged and disability residents to improve and or maintain their independence through the provision of entry-level, planned, quality, innovative and flexible community-based support services.	(2,701) <u>(2,711)</u> 10
<i>Community Cultural Development</i>	Community Cultural Development supports and encourages community cultural activity.	(193) <u>(360)</u> 167
<i>Family and Children's Services</i>	Supports families and their children (from birth to 12 years) through direct service provision and by supporting external children's services and advocating on their behalf.	(1,606) <u>(1,751)</u> 145
<i>Recreation</i>	Recreation is responsible for the management of Council's recreation, sport, and leisure, including pool facilities.	(2,502) <u>(2,213)</u> (289)
<i>Strategic and Community Planning</i>	The Strategic and Community Planning unit provides strategic direction and planning for future land use for the municipality. It also carries out functions in relation to community and social planning including municipal public health planning.	(2,181) <u>(2,623)</u> 442
<i>Community Compliance</i>	Community Compliance aims to protect the community and Council amenity. Key service areas include local laws, parking enforcement, animal management, planning enforcement, asset protection, permit administration and school crossing program.	(1,349) <u>(1,362)</u> 13
<i>Public Health</i>	Public Health is responsible for the delivery of public health services which includes food safety, community health, tobacco enforcement, nuisance complaints and on-site wastewater disposal.	(116) <u>(257)</u> 141
<i>Infrastructure Maintenance</i>	Urban Maintenance is responsible for the maintenance of Council's urban infrastructure and cleansing in town areas, including public toilets, signage, drainage, street sweeping, and street tree maintenance	(2,166) <u>(2,259)</u> 93

## Service Performance Indicators

Certain service performance indicators are prescribed under the *Local Government (Planning and Reporting) Regulations 2020*. The following statement provides the results of the prescribed service performance indicators and measures relating to this Council Plan objective.

SERVICE/indicator/ measure/[calculation]	Results				Comments
	2019	2020	2021	2022	
<b>AQUATIC FACILITIES</b>					
<b>Service standard</b> AF2 Health inspections of aquatic facilities [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]	1.50	1.33	1.17	1.00	All public aquatic facilities were inspected and/or water sampled during Summer. All sampled facilities were compliant with operating requirements for aquatic facilities.
<b>Utilisation</b> AF6 Utilisation of aquatic facilities [Number of visits to aquatic facilities / Municipal population]	5.04	3.73	2.28	4.59	Council pools include those at Drouin, Neerim South, Rawson, Trafalgar, Thorpdale and the Warragul Leisure Centre. There has been increased attendance as COVID-19 restrictions ease and attendance for the year was only slightly lower than pre-pandemic levels.
<b>Service cost</b> AF7 Cost of aquatic facilities [Direct cost of aquatic facilities less income received / Number of visits to aquatic facilities] Note: From 2020, this measure replaced two previous measures: 'Cost of indoor aquatic facilities' and 'Cost of outdoor aquatic facilities', see retired measures.	New in 2020	\$5.24	\$11.18	\$6.78	The cost of the service per visit has again been impacted by COVID-19 closures and restrictions.  While there was an increase in operating costs in the year, eased COVID-19 restrictions saw an increase in attendance for the year. As a result, the cost per visit decreased significantly compared to the previous year and is only slightly higher than pre-pandemic levels.

# A Healthy Community

SERVICE/indicator/ measure/[calculation]	Results				Comments
	2019	2020	2021	2022	
<b>ANIMAL MANAGEMENT</b>					
<b>Timeliness</b>					
<i>AM1 Time taken to action animal management requests</i> [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]	1.15	1.25	1.35	4.34	Time taken to action animal management requests has increased significantly compared to previous years. While most animal management requests, including urgent requests, are responded to on the same day of being received, some requests are less urgent and have taken longer to respond to.
<b>Service standard</b>					
<i>AM2 Animals reclaimed</i> [Number of animals reclaimed / Number of animals collected] x100	45.40%	40.20%	47.05%	44.79%	Of 634 animals collected, 284 were collected by their owners and 258 were adopted by new owners. Over 85 per cent of animals collected were reclaimed or rehomed.
<i>AM5 Animals rehomed</i> [Number of animals rehomed / Number of animals collected] x100	New in 2020	45.38%	34.50%	40.69%	
<b>Service cost</b>					
<i>AM6 Cost of animal management service per population</i> [Direct cost of the animal management service / Population] <i>Note: This measure is replacing previous 'Cost of animal management service' which was based on cost per number of registered animals, see retired measures.</i>	New in 2020	\$12.52	\$12.86	\$10.76	The cost of animal management service includes costs such as compliance activities, management of the Municipal Animal Pound and veterinary services.
<b>Health and safety</b>					
<i>AM7 Animal management prosecutions</i> [Number of successful animal management prosecutions / Number of animal management prosecutions] x 100 <i>Note: This measure is replacing previous 'Animal management prosecutions' which was a measure of number, not proportion, see retired measures.</i>	New in 2020	100.00%	100.00%	100.00%	There were seven animal management prosecutions and Council was successful with all seven cases.  Prosecutions are conducted on an as needs basis or when required under the <i>Domestic Animals Act 1994</i> . Council's primary strategy remains focused on community safety, communication, education and promotion of responsible pet ownership.

SERVICE/indicator/ measure/[calculation]	Results				Comments
	2019	2020	2021	2022	
<b>FOOD SAFETY</b>					
<b>Timeliness</b>					
<i>FS1 Time taken to action food complaints</i> [Number of days between receipt and first response action for all food complaints / Number of food complaints]	1.29	1.00	1.38	1.21	Baw Baw continues to prioritise food safety complaints, with first response action for most complaints within 24 hours.
<b>Service standard</b>					
<i>FS2 Food safety assessments</i> [Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984 / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984] x100	119.53%	105.72%	80.00%	89.12%	Council aims to complete all required annual food safety assessments for Registered Class 1 and 2 food premises. The Food Safety service and businesses continue to be impacted by COVID-19, with restrictions impacting business and access for assessments.  The service continues to be managed from a risk-based approach to ensure overall food safety is maintained.
<b>Service cost</b>					
<i>FS3 Cost of food safety service</i> [Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984]	\$376.90	\$360.84	\$443.46	\$267.12	The cost of the food safety program was \$267 per registered food premises. The cost per service is lower than previous years, partly due to a staff vacancy in the Food Safety Service.
<b>Health and safety</b>					
<i>FS4 Critical and major non-compliance outcome notifications</i> [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	100.00%	100.00%	94.12%	98.75%	During the 2021 calendar year, there were a total of 80 notifications, of which 79 were followed up. All critical and most major non-compliances were followed up by Council.

# A Healthy Community

SERVICE/indicator/ measure/[calculation]	Results				Comments
	2019	2020	2021	2022	
<b>MATERNAL AND CHILD HEALTH (MCH)</b>					
<b>Service standard</b>					
<i>MC2 Infant enrolments in the MCH service</i>					
[Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100	100.48%	101.62%	101.50%	100.53%	All birth notifications received were actioned and all newborns were enrolled in Council's Maternal and Child Health service. During the year, 761 infants were enrolled in the service.
<b>Service cost</b>					
<i>MC3 Cost of the MCH service</i>					
[Cost of the MCH service / Hours worked by MCH nurses]	\$73.10	\$75.88	\$78.72	\$77.25	A total of 14,820 hours of Maternal and Child Health services were provided for families during the year, resulting in a cost of just over \$77 per hour of service. Hours of service provided is higher than previous years, with increasing demand for the MCH service.
<b>Participation</b>					
<i>MC4 Participation in the MCH service</i>					
[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	70.62%	70.88%	70.92%	70.55%	Participation remains consistent year on year, with 2,918 children enrolled in the Maternal and Child Health service and 2,059 of those children attended the service at least once during the year.
<i>MC5 Participation in the MCH service by Aboriginal children</i>					
[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	78.51%	84.28%	73.15%	70.25%	Participation in the Maternal and Child Health service by Aboriginal children remains relatively high. There were 79 Aboriginal children enrolled in the MCH service and of those, 56 children attended the service at least once during the year.
<b>Satisfaction</b>					
<i>MC6 Participation in 4-week Key Age and Stage visit</i>					
[Number of 4-week key age and stage visits / Number of birth notifications received] x100	New in 2020	97.57%	93.58%	94.32%	The service received 757 birth notices during the year and conducted 714 four-week Key Age and Stage assessments. Despite the impact of COVID-19, this is a high result and is consistent with previous year's results.
<i>Note: This measure replaced MC1 from 1 July 2019.</i>					



## Retired Indicators

SERVICE/indicator/ measure/[calculation]	Results 2019	Comments
<b>AQUATIC FACILITIES</b>		
<b>Service cost</b>		
<i>AF4 Cost of indoor aquatic facilities</i> [Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities]	\$2.88	This measure was replaced by AF7 from 1 July 2019.
<i>AF5 Cost of outdoor aquatic facilities</i> [Direct cost of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities]	\$29.09	This measure was replaced by AF7 from 1 July 2019.
<b>ANIMAL MANAGEMENT</b>		
<b>Service cost</b>		
<i>AM3 Cost of animal management service</i> [Direct cost of the animal management service / Number of registered animals]	\$54.36	This measure was replaced by AM6 from 1 July 2019.
<b>Health and safety</b>		
<i>AM4 Animal management prosecutions</i> [Number of successful animal management prosecutions]	15	This measure was replaced by AM7 from 1 July 2019.
<b>MATERNAL AND CHILD HEALTH (MCH)</b>		
<b>Satisfaction</b>		
<i>MC1 Participation in first MCH home visit</i> [Number of first MCH home visits / Number of birth notifications received] x100	98.9%	This measure was replaced by MC6 from 1 July 2019.



# A Thriving Community



# A Thriving Community

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

## Strategic Indicators

The following statement reviews the performance of Council, including results achieved against the strategic indicators outlined in the Council Plan.

Performance Measure	Result	Comments
Grant funding attracted by Council advocacy	\$9.99 million	Council submitted 41 grant applications during the 2021/22 financial year. Of those, 25 applications were successful and 12 are pending.
Number of visitors to the Shire.	906,000	Based on the results of the National Visitor Survey, for the 12 months 1 Jan 2021 – 31 Dec 2021, Tourism Research Australia.
Dollar value of visitor spend in Baw Baw Shire.	\$625.8 million	This figure is visitor spend for the 12 months 1 Apr 2020 – 30 Mar 2021.
Attendance at the West Gippsland Arts Centre as a percentage of seat capacity.	64.43%	Attendance has returned to levels consistent with previous years as restrictions related to COVID-19 have been removed.
Number of new community event enquiries received.	80	Overall, there were 80 enquiries for community events received in the financial year. The enquiries ranged from small events to markets and film shoots.
Number of recurring or significant community events supported.	8	There were eight significant or program of events supported, resulting in 23 individual events for the 2021/22 financial year. These included: ANZAC Day events, Snowfest, West Gippsland Dance Festival, Geoff Watt Run, Neerim South Winter Markets, Warragul Farmers Market, Drouin Craft & Produce Market and Eastern Cycling Club Races.
Number of businesses in the Shire.	5,531	There are just over 5,500 businesses in the Shire (Source: Australian Bureau of Statistics (ABS)).
Gross Regional Product (GRP).	\$10.42 billion	GRP measures the goods and services produced within Baw Baw.
Business support enquiries received.	868	There were 868 enquiries to Council's Business Support Service.
Number of jobs	16,642	There was a total of 16,642 jobs in the Shire as of 30 June 2022 (Source: Remplan).
Asset renewal and upgrade compared to depreciation.	103.2%	Asset renewal and upgrade compared to depreciation has increased by 13 per cent this year, with an increase in renewal expenditure of \$2.3 million and upgrade expenditure of \$1.2 million compared to the previous year. Asset renewal and upgrade is forecast to increase in future years in line with projects listed in the Long Term Infrastructure Plan for years 2022/23 – 2025/26
Percentage of adopted capital works projects completed by end of financial year.	63.5%	Council completed 87 of 137 projects in the adopted Capital Works Program due for completion during the year.
Square metres of sealed local roads resealed.	250,760 m2	
Length of unsealed local roads re-sheeted.	4.4km	Details of Council's Capital Works Program is provided in the 'Major Capital Works' section of this report.
Square metres of sealed local roads reconstructed.	50,870 m2	

## Initiatives

The following statement reviews the progress of Council in relation to initiatives identified in the 2021/22 Annual Budget for the year.

Initiative	Progress
Implement Council's Economic Development Strategy that is based on four pillars: business engagement, business attraction, advocacy, and tourism.	Ongoing. The Economic Development and Visitor Economy Strategy 2022-2025 is on track for delivery.
Adopt and implement phase one of the Recreational Vehicle Strategy.	Ongoing. The Recreational Vehicle Strategy was adopted 28 July 2021. A focus on overall Visitor Information Services was prioritised following adoption.
Road Transport Advocacy Priorities Economic Analysis 2020/21.	Ongoing. Council engaged a consultant to undertake an economic analysis of the impacts of the arterial network within Drouin and Warragul. This report will assist Council in its advocacy to State Government for funding towards planning for improved arterial road infrastructure.
Finalise the proposal for the Rokeby to Noojee trail project and seek external funding support.	Completed. Council was successful under the Regional Tourism Infrastructure Fund to receive the funds to deliver the first stage of this project. Detailed designs continue to be developed in preparation to commence the project in late 2022/early 2023.
Progress the feasibility study for the Logan Park Cycling Centre of Excellence project.	Officers, in conjunction with external specialist consultants, have been undertaking a feasibility assessment of the Logan Park Cycling Centre of Excellence. A number of site constraints that will impact the viability and delivery options for the site have been identified and require further investigation. Once finalised, the feasibility study will be presented back to Council.
Continue implementation of the long-term Drouin Township Plan.	Landscape architects have been engaged to carry out the detailed design with the tender for the street scape upgrade works going to market in November and works planned to be completed by July 2023.
Progress stage one of the Baw Baw Civic Precinct Masterplan to preliminary design and planning phase.	Details of Council's Capital Works Program is provided in the 'Major Capital Works' section of this report.

# A Thriving Community

## Services

The following table provides information in relation to the services funded in the 2021/22 Annual Budget.

Service	Description	Net Cost Actual Budget Variance \$000
Arts	The Arts service manages, administers, and programs Baw Baw Shire's iconic West Gippsland Arts Centre as a major regional arts facility.	(1,122) (1,007) (115)
Events	Promotes access to event opportunities for the broad community and promotes Baw Baw Shire's reputation as a vibrant community.	(131) (154) 23
Libraries	The library service is delivered through a service agreement between the West Gippsland Libraries, including Baw Baw, Bass Coast and South Gippsland Councils.	(1,980) (2,128) 148
Economic Development and Tourism, including Grants and Advocacy	The Economic Development services facilitate business growth, investment and visitation. The unit also promotes the key attributes of the municipality by positioning Baw Baw Shire as a great place to live, work and play. Grants and Advocacy services work to identify priority projects, and advocates to seek funding from other government authorities on behalf of the community	(1,622) (1,041) 581
Civil Asset Planning, including Major Projects	Coordinates Council's functions in relation to planning, delivery and prioritisation of drainage, roads, traffic, parking and footpath infrastructure works across the shire. It also manages Council's long-term capital works program including Major Projects. Major Projects coordinates Council's functions in relation to major projects including buildings, roads and bridges, structures, upgrading or extending existing builds, major road works that upgraded existing roads.	(577) (455) (122)
Infrastructure Delivery	Coordinates Council's functions in relation to planning and delivery of Council's annual and long-term capital works program.	(1,125) (1,265) 140
Road Maintenance	The Road Maintenance team is responsible for roads including road maintenance, contract management and delivery of the allocated road capital works program, Road Management Plan compliance and customer enquiries for Council's road network.	(14,741) (9,966) (4,775)
Open Space Maintenance	Open Space Maintenance is responsible for the management of Council's urban parks and gardens including mowing, planting and sports field maintenance and management of the natural environment including community education programs, pest plant and animal programs and management of the Shire's wetland and bushland reserves.	(4,002) (4,379) 377
Facilities Maintenance	Responsible for the overall management of Council's property portfolio, including building and facility management and compliance with regulations and statutory requirements.	(1,740) (1,013) (727)

## Service Performance Indicators

Certain service performance indicators are prescribed under the *Local Government (Planning and Reporting) Regulations 2020*. The following statement provides the results of the prescribed service performance indicators and measures relating to this Council Plan objective.

SERVICE/indicator/ measure/[calculation]	Results				Comments
	2019	2020	2021	2022	
<b>LIBRARIES</b>					
<b>Utilisation</b>					
<b>LB1 Physical library collection usage</b> [Number of physical library collection item loans / Number of physical library collection items] <i>Note: From 2019-20, this indicator measures the performance of physical library items as a subset of the wider library collection.</i>	5.57	4.19	3.35	3.72	Almost 180,000 physical item loans were made during the year, equivalent to 3.72 loans per item.
<b>Resource standard</b>					
<b>LB2 Recently purchased library collection</b> [Number of library collection items purchased in the last 5 years / Number of library collection items] x100	71.82%	83.91%	67.86%	68.44%	The proportion of the collection that is less than five years old has increased slightly compared to last year. The purchase of new collection items will continue to improve as the impacts to COVID-19 on library borrowing decreases.
<b>Participation</b>					
<b>LB4 Active library borrowers in municipality</b> [Number of active library borrowers in the last three years / The sum of the population for the last three years] x100	14.48%	14.26%	12.86%	12.34%	The percentage of active borrowers has continued to decrease compared to previous years. Library closures due to COVID-19 have continued to impact the service.
<b>Service cost</b>					
<b>LB5 Cost of library service per population</b> [Direct cost of the library service / Population] <i>Note: This measure is replacing the previous 'Cost of library service' indicator which measured based on number of visits, see retired measures.</i>	New in 2020	\$30.42	\$31.92	\$30.79	The direct cost to Council of library services has decreased to \$30.79 per Shire resident, consistent with previous years.

# A Thriving Community

SERVICE/indicator/ measure/[calculation]	Results				Comments
	2019	2020	2021	2022	
<b>ROADS</b>					
<b>Satisfaction of use</b>					
<i>R1 Sealed local road requests</i> [Number of sealed local road requests / Kilometres of sealed local roads] x100	54.79	78.86	59.67	60.98	A total of 695 requests were received concerning sealed local roads, equivalent to 61 requests per 100 kilometres of road which is consistent with the previous year.
<b>Condition</b>					
<i>R2 Sealed local roads maintained to condition standards</i> [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100	96.90%	96.28%	98.18%	97.31%	Council continues to maintain most of the road network, 97 per cent, to set condition standards. The condition of the sealed local road network is assessed every four years.
<b>Service cost</b>					
<i>R3 Cost of sealed local road reconstruction</i> [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	\$54.16	\$55.68	\$49.71	\$92.65	Council reconstructed over 50,870 square metres of local roads during the year at an approximate cost of \$4.7 million. Although this is higher than in previous years, this aligns with the contracts awarded.
<i>R4 Cost of sealed local road resealing</i> [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	\$6.00	\$5.64	\$7.14	\$5.92	During the year, Council resealed 250,760 square metres of roads at a cost of \$1,484,500. This is 44,000 square meters more than the previous year.
<b>Satisfaction</b>					
<i>R5 Satisfaction with sealed local roads</i> [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	40.00	41.00	45.00	43.00	The annual Community Satisfaction Survey assesses the community's satisfaction with Council's performance. Satisfaction with sealed local roads remains consistent with previous years, at 43 out of 100.



## Retired Indicators

SERVICE/indicator/ measure/[calculation]	Results 2019	Comments
<b>LIBRARIES</b>		
<b>Service cost</b> <i>LB3 Cost of library service</i> <i>[Direct cost of the library service / Number of visits]</i>	\$9.42	This measure was replaced by LB5 from 1 July 2019.





**Council Supporting a Sustainable, Healthy and Thriving Community and Shire**

# Council Supporting a Sustainable, Healthy and Thriving Community and Shire

## Strategic Indicators

The following statement reviews the performance of Council, including results achieved against the strategic indicators outlined in the Council Plan.

Performance Measure	Result	Comments
Total number of community consultation opportunities advertised via Council's website ('Have Your Say' section)	22	Council's 'Have your Say' webpage is one of the many ways the community can have input into a Council decision, policy or strategy. This year those opportunities included the new Environmental Sustainability Strategy, Township plans, Local Law review as well as draft Budget, Council Plan and Community Vision.
Customer requests received which have been resolved.	88.6%	Of the customer requests received during the year, just over 88 per cent were resolved and 12 per cent remain in progress.
Customer inquiries resolved at first point of contact.	73.7%	Although lower than the previous year, Council continues to resolve most customer queries at first point of contact.
Number of media releases.	176	The number of media releases remains high and consistent with last year.
Number of people reached via social media.	7.3 million	Council's social media channels performed extremely well over the 2021/22 financial year, resulting in a total reach (number of times a post was seen) of over 7 million, a 61.7 per cent increase, and 303,013 engagements (likes, comments, shares etc), a 37.9 per cent increase. Council's social media audience grew by just over 12 per cent during the financial year.

## Initiatives

The following statement reviews the progress of Council in relation to initiatives identified in the 2020/21 Annual Budget for the year.

Initiative	Progress
Continue Council's service planning and review program to improve the effectiveness and efficiency of Council services	Ongoing. Council's service planning and review program is an ongoing organisation activity. Key activities this year include a review of how community members book Council facilities.
Development of a Long-Term Service Plan for Council Services.	Ongoing. The development of a Long-Term Service Plan commenced during the year, with activities to understand key drivers and likely upcoming demands for Council services. This is an ongoing initiative and Council service.
Implement Council's Community Engagement Policy by working with the community to review the long-term Community Vision for Baw Baw Shire.	Completed. The Community Vision, Council Plan 2021 - 2025 and Financial Strategy were developed following a comprehensive community and deliberative engagement program and adopted by Council on 27 October 2021.
Continue to advocate for Baw Baw Shire and its community through ongoing engagement with Government on priority issues and projects.	Ongoing. Council continues to facilitate meetings with key Government representatives and agencies. Council's Advocacy Strategy and Priorities will be reviewed in 2022/23 in line with the Council Plan.
Respond to the Community Vision through implementation of the 2021-2025 Council Plan and Long Term Financial Plan 2021-2031	Completed. The Community Vision, Council Plan 2021 - 2025 and Long Term Financial Plan were developed following a comprehensive community deliberative engagement program and adopted by Council on 27 October 2021.

## Services

The following table provides information in relation to the services funded in the 2021/22 Annual Budget.

Service	Description	Net Cost Actual Budget Variance \$'000
<i>Accounting Services</i>	The Accounting Services function is to manage Council's financial activities to ensure statutory compliance and financial sustainability. This includes development of the annual budget, long term financial plan and annual statutory financial statements.	(687) (6,819) 6,132
<i>Business Information</i>	The Business Information team provides mail, courier, document management, and information management compliance services to support Council and Council customers. This includes Freedom of Information, privacy, public records and evidence protection legislation.	(282) (468) 186
<i>Chief Executive's Office</i>	The Chief Executive's Office represents the management of Council, including the core governance functions of the Chief Executive Officer and expenses relating to: <ul style="list-style-type: none"> <li>• Maintaining an appropriate organisational structure.</li> <li>• Ensuring the decisions of the Council are implemented without undue delay.</li> <li>• Day-to-day management of the operations of the organisation in accordance with the Council Plan.</li> <li>• Providing timely advice to the Council</li> <li>• Proactively advocating to other levels of government and stakeholders on behalf of the Council and community.</li> </ul>	(939) (899) (40)
<i>Communications</i>	Communications is responsible for informing the community about Council issues via traditional and new media and manages media liaison services.	(871) (876) 5
<i>Customer Services</i>	Customer Service is responsible for providing a support service for all staff across the organisation through first point of external customer contact.	(1,265) (1,390) 125
<i>Corporate Strategy</i>	Corporate Strategy provides support to Council with meeting its statutory obligation to prepare and administer the Council Plan, to facilitate service and business planning and monitoring the implementation of Council's strategy via performance monitoring and reporting and service planning, design and review functions.	(336) (464) 128
<i>Governance</i>	Governance provides the support to Councillors, Executive and the organisation in meeting its statutory governance provisions and specifically includes <i>Local Government Act</i> compliance.	(1,323) (1,290) (33)
<i>Human Resources and Payroll</i>	Supports the Council in the management of its human resources and payroll.	(1,181) (1,088) (93)
<i>Information Technology</i>	Information Technology provides technological systems, infrastructure, services and support for the delivery of all Council services.	(2,370) (3,155) 785
<i>Occupational Health and Safety and Risk</i>	Occupational Health and Safety coordinates the development, review and delivery of workplace OHS frameworks, systems and initiatives. This service provides risk management services, internal audit coordination and insurance management to the organisation.	(1,091) (1,259) 168

# Council Supporting a Sustainable, Healthy and Thriving Community and Shire

Service	Description	Net Cost Actual Budget Variance \$'000
		(239)
<i>Procurement</i>	The Procurement function provides the framework, oversight and advice to support Council in complying with statutory procurement provisions.	(263)
		24
<i>Revenue Services</i>	Revenue services are custodian and manager of Council's property and rating system to optimise revenue and maintain data integrity. The unit is responsible for the management of Council's legislative compliance (Voters' Roll) and the biennial revaluation.	(1,901)
		(1,815)
		(86)
<i>Fleet and Depot Support</i>	The Fleet and Depot Support management unit delivers the management and maintenance of Council's fleet of passenger vehicles, light and heavy commercial vehicles and all plant and equipment. The unit also manages on a day-to-day basis the Depot infrastructure.	(72)
		(263)
		191

## Service Performance Indicators

Certain service performance indicators are prescribed under the *Local Government (Planning and Reporting) Regulations 2020*. The following statement provides the results of the prescribed service performance indicators and measures relating to this Council Plan objective.

SERVICE/indicator/ measure/[calculation]	Results				Comments
	2019	2020	2021	2022	
<b>GOVERNANCE</b>					
<b>Transparency</b>					
<i>G1 Council decisions made at meetings closed to the public</i>					
[Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public / Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors] x100	1.65%	1.69%	0.53%	1.89%	Less than two per cent of Council decisions were made within meetings closed to the public during the year. Council continues to perform well in transparency of decision making, with most decisions made in meetings open to the public.
<b>Consultation and engagement</b>					
<i>G2 Satisfaction with community consultation and engagement</i>					
[Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]	49.00	52.00	53.00	53.00	The annual Community Satisfaction Survey assesses the community's satisfaction with Council's performance. Satisfaction with consultation and engagement remained at 53 out of 100.

SERVICE/indicator/ measure/[calculation]	Results				Comments
	2019	2020	2021	2022	
<b>Attendance</b> <i>G3 Councillor attendance at council meetings</i> [The sum of the number of Councillors who attended each ordinary and special Council meeting / (Number of ordinary and special Council meetings) × (Number of Councillors elected at the last Council general election)] x100	92.74%	93.06%	95.56%	91.67%	Councillors attended over 91 per cent of council meetings during the year. Councillors were encouraged to stay at home if exhibiting cold and flu symptoms.
<b>Service cost</b> <i>G4 Cost of elected representation</i> [Direct cost of the governance service / Number of Councillors elected at the last Council general election]	\$37,545.22	\$40,890.89	\$39,344.20	\$45,709.86	This is a measure of the operating expenses directly related to the activities of the elected Councillors, including expenses such as allowances, training and professional development, conferences and seminars, memberships of professional bodies and other incidental expenses.  The increase this year is partly due to an increase in Councillor Allowances, which are determined by the Victorian Independent Remuneration Tribunal and took effect from 18 December 2021.
<b>Satisfaction</b> <i>G5 Satisfaction with council decisions</i> [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	43.00	46.00	52.00	51.00	The annual Community Satisfaction Survey assesses the community's satisfaction with Council's performance. Satisfaction with Council making decisions in the interest of the community remains consistent with the score of the previous year, at 51 out of 100.

# Governance, Management, and Other Information

Baw Baw Shire Council is constituted under the *Local Government Act 2020* to provide democratic leadership for the good governance of the Baw Baw community.

Council has several roles, including:

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

Council's formal decision-making processes are conducted through Council meetings and Special Committees of Council. The community has many opportunities to provide input into Council's decision-making processes, including community consultation and the ability to make submissions.

Baw Baw Shire has nine Councillors elected to govern the municipality, with three Councillors representing each of the three wards. Councillors have the responsibility for setting Council's strategic direction, policy development, identifying service standards and monitoring performance across the organisation.

The Mayor is elected by Council in November each year and serves for a 12-month period. Council elections are held every four years, with the most recent being October 2020.

## Audit and Risk Committee

The Audit and Risk Committee is governed by a charter that outlines its functions and responsibilities. These include monitoring the compliance of Council policies and procedures, financial and performance reporting, risk management and fraud prevention systems and controls, internal audit, external audit, and internal controls and compliance.

The Audit Committee consists of three independent members: Mr Jonathan Kyvelidis (Chair), Mr David Ashmore and Ms Theresa Glab, and two councillors. The chair is elected from amongst the independent members. Council's Executive Leadership Team and administrative staff also attend each meeting, with other management representatives attending as required to present reports.

The Audit and Risk Committee Chair reports to Council twice-yearly to describe the activities of the Audit and Risk Committee and include the committee's findings, recommendations and actions. These reports were tabled at the Open Council Meetings on 11 August 2021 and 8 December 2021.

In alignment with the Governance Rules, Public Transparency Policy and Governance principles in the *Act*, summary minutes from each Committee meeting are presented at the next practicable Council Meeting.



## Councillor Code of Conduct and Conflict of Interest

Council adopted its Councillor Code of Conduct on 24 February 2021 in accordance with section 139(4) of the *Local Government Act 2020*.

The Councillor Code of Conduct provides guidance on the conduct of Mayors and Councillors of Council in a plain-language format that aims to simplify and not repeat what is already agreed in other adopted policies, such as the Gift, Expense, Interaction and Media policies.

The code is signed by Councillors when taking the Oath or Affirmation of Office. Additionally, in accordance with the *Act*, Council must review and adopt the Code of Conduct within four months of a General Election.

Through the code, Councillors of Baw Baw Shire Council commit to:

- Act with integrity.
- Exercise their responsibilities impartially in the interests of the local community.
- Not make improper use of their position to advantage or disadvantage any person.
- Avoid conflicts between their public duties as Councillors and their personal interests and obligations.
- Act honestly and avoid making oral or written statements or taking actions that may mislead a person.
- Treat all persons with respect and show due respect for the opinions, beliefs, rights and responsibilities of other Councillors, council officers and others.
- Exercise reasonable care and diligence and submit to lawful scrutiny that is appropriate for their office.

- Ensure that public resources are used prudently and solely in the public interest.
- Act lawfully and in accordance with the trust placed in them as elected representatives of the Baw Baw Shire Community.
- Support and promote these principles by leadership and example to ensure the public has confidence in the office of Councillor.

The *Act* also requires Council to appoint a Council Conduct Officer (CCO). The CCO at Baw Baw Shire Council, as appointed by the CEO, is Council's Manager Governance.

## Mandatory Councillor Induction

Mandatory induction for all Councillors is a new requirement of the *Local Government Act 2020*.

Baw Baw Shire Councillors completed their mandatory induction program in December 2020.

Cr Keith Cook was declared elected by the Victorian Electoral Commission on 29 June 2021, filling the extraordinary vacancy created by the resignation of former West Ward Councillor Ben Lucas. Councillor Cook completed mandatory induction in July 2021.

# Governance, Management, and Other Information

## Councillor Allowances

In accordance with Section 39 of the Act, councillors are entitled to receive an allowance while performing their duty as a councillor. The Mayor and Deputy Mayor are also entitled to receive a higher allowance.

The Victorian Independent Remuneration Tribunal determines the base allowances paid to councillors and Mayors. Councils are divided into three categories based on the income and population of each council. In this instance, Baw Baw Shire Council is recognised as a category two council.

The following table details the current allowance fixed for the Mayor, Deputy Mayor and Councillors from 18 December 2021.

Councillor	Allowance
Cr Michael Leaney ( <i>Mayor</i> )	\$96,470
Cr Annemarie McCabe ( <i>Deputy Mayor</i> )	\$48,235
Cr Keith Cook	\$30,024
Cr Joe Gauci	\$30,024
Cr Danny Goss	\$30,024
Cr Tricia Jones	\$30,024
Cr Peter Kostos	\$30,024
Cr Jazmin Tauru	\$30,024
Cr Darren Wallace	\$30,024

## Councillor Expense and Entitlements Policy

In accordance with Section 41 of the *Local Government Act 2020*, Council is required to reimburse a Councillor for expenses incurred whilst performing his or her duties as a Councillor.

There are substantial time commitments required of councillors for them to properly represent their constituents and perform their significant responsibilities, which often require travel and late hours.

To assist councillors to carry out their duties, Victorian councils provide Councillors with communication equipment, and reimburse their official travel and phone expenses and where applicable, childcare expenses.

Expenditure is regulated by the Entitlements and Expenses Policy adopted by Council at its 12 August 2020 Council Meeting.

The details of the expenses, including reimbursement of expenses for each Councillor, are set out in the table below:

Councillor	Allowance (inc. Superannuation)	Conferences, Meetings and Functions	IT Expenses	Car Mileage and Parking	Travel and Accommodation	Stationery	Total
Cr Michael Leaney* (Mayor)	\$70,796.76	\$30	\$588	\$4,374.3	\$1,756.51	\$2,870.27	\$80,415.84
Cr Annemarie McCabe (Deputy Mayor)	\$39,229.40	\$1,030	\$588	\$0	\$2,511.68	\$2,870.27	\$46,229.35
Cr Keith Cook	\$29,486.66	\$0	\$588	\$0	\$0	\$250.22	\$30,324.88
Cr Joe Gauci	\$29,486.66	\$0	\$588	\$0	\$0	\$59.30	\$30,133.96
Cr Danny Goss*	\$52,421.05	\$0	\$588	\$0	\$0	\$1,044.06	\$54,053.11
Cr Tricia Jones	\$29,486.66	\$730	\$588	\$0	\$881.83	\$2,870.27	\$34,556.76
Cr Peter Kostos	\$29,486.66	\$30	\$588	\$332.64	\$0	\$163.36	\$30,600.66
Cr Jazmin Tauru	\$29,486.66	\$775	\$588	\$509.86	\$616.86	\$0	\$31,976.38
Cr Darren Wallace	\$29,486.66	\$0	\$588	\$2,193.84	\$0	\$0	\$32,268.50

\*Cr Leaney resides in Walhalla and therefore must travel long distances for official duties such as Council Meetings, community events and other commitments on Council Business.

\*\*Cr Danny Goss was Mayor prior to the Statutory Council Meeting held on 17 November 2021

# Governance, Management, and Other Information

## Council Meetings

Council held a total of 24 Council and Special Meetings in 2021/22, with a total of 138 officer reports and 12 general business motions considered. At these meetings, Council also:

- Answered 44 questions on notice
- Heard 82 submissions
- Made 3 decision in Confidential Council, which was then released to the public
- Tabled 8 petitions

## Councillor Attendance at Council Meetings for the 2021–22 financial year

Councillor	Council Meetings Attended
Cr Danny Goss	23 of 24 meetings
Cr Joe Gauci	24 of 24 meetings
Cr Keith Cook	17 of 24 meetings*
Cr Tricia Jones	20 of 24 meetings
Cr Annemarie McCabe	24 of 24 meetings
Cr Peter Kostos	24 of 24 meetings
Cr Michael Leaney	22 of 24 meetings
Cr Jazmin Tauru	21 of 24 meetings
Cr Darren Wallace	21 of 24 meetings

*\*Council approved a leave of absence for Cr Keith Cook from 13 April 2022. Cr Cook resumed attendance to Council Meetings on 13 July 2022.*

## **Assembly of Councillors**

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

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

Meetings that are classified as Assembly of Councillors do not have delegated powers and therefore cannot make decisions. The Assembly of Councillor records were tabled at each Ordinary Council Meeting.

## **Community Briefings and Special Council Meetings**

In March 2020 Council began a trial of Open Officer Community Briefings. These were entrenched in Council's Governance Rules.

Open Officer Community Briefings aim to strengthen Council's transparency and provide the community further opportunity to engage with items of interest.

In the last financial year, the following reports were presented by Officers at these briefings:

- Chemical Free Parks Trial update
- Community Vision and Council Plan 2021-2025
- Warragul and Drouin Design Guidelines
- Baw Baw Shire Council Advocacy Priorities





# Governance, Management, and Other Information

## Committees

### Community Asset Committees

Committees, made up of dedicated community members, manage recreation facilities and public halls on behalf of Baw Baw Shire Council. These groups are called Community Asset Committees, which are formal entities under the *Local Government Act 2020*.

There are 15 of these Committees in Baw Baw Shire who are supported by committed and hardworking volunteers which keep community facilities running. They are:

- Athlone Hall and Recreation Reserve
- Bellbird Park Recreation Reserve
- Bellbird Park Synthetic Sports and Hockey Facility
- Buln Buln Recreation Reserve
- Crossover School Site
- Darnum Memorial Hall
- Downton Park Recreation Reserve
- Ellinbank Public Hall
- Ellinbank Recreation Reserve
- Erica Community Facilities
- Lardner Hall
- Narracan Public Hall
- Neerim South Recreation Reserve
- Nilma North and Lillico Memorial Hall

### Advisory Committees

Council operates advisory committees across various areas of its business. Advisory committees are formally established through Council resolution, with a policy, terms of reference and formal appointments of members. They provide input and advice, but do not make decisions in relation to expenditure or enact any Council powers.

In response to the *Local Government Act 2020*, Council strengthened the governance of advisory committees by adopting an Advisory Committee Policy and standardised Terms of Reference on 10 February 2021.

The Access and Inclusion Advisory Committee replaced the Positive Ageing and Disability Advisory Committees, and the Roads and Drainage Advisory Committee was renamed the Roads Infrastructure Advisory Committee.

In addition to the Audit and Risk Committee, Council operates seven advisory committees:

- Arts and Culture Advisory Committee
- Access and Inclusion Advisory Committee
- Early Years Advisory Committee
- Environment Voice Advisory Committee
- Healthy in Baw Baw Advisory Committee
- Place Names Advisory Committee
- Roads Infrastructure Advisory Committee

The committee objectives are set in the terms of reference of each committee. Council endeavours to appoint, where possible, a diverse and representative group of community members to each committee.



## Citizenship

During 2021/22, 115 Baw Baw Shire residents received Australian Citizenship in one online and three in-person ceremonies.

Baw Baw Shire Council hosted three in-person events: one held as part of the Australia Day celebrations at the West Gippsland Arts Centre on 26 January 2022, which welcomed five new citizens, and events held on 14 September 2021, which welcomed 45 new citizens, and 24 May 2022, which welcomed 64 new citizens.

The ceremonies were conducted by the Mayor, who formally conferred citizenship on the new

citizens. Baw Baw Shire Councillors and local members of Federal and State Government were in attendance for the in-person events. Where COVID-19 restrictions of the day permitted, family and friends of the citizens were also invited to join the celebration.

Citizenship Ceremonies are coordinated by Baw Baw Shire Council on behalf of the Department of Home Affairs. As part of the citizenship ceremony process, electoral enrolment forms are collected on behalf of the Australian Electoral Commission.



*Above: Cr Peter Kostos (far left) and Mayor Michael Leaney (far right) with the Kruger Family: Hans, Anine and daughters Adelei and Jana at the 25 May 2022 Citizenship Ceremony.*

*Below: Mayor Michael Leaney with Vyas Reji (child) and Ms Srisai Karthikeyan during the 24 May 2022 Citizenship Ceremony.*



## Delegation of Powers

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.

Council has committed to reviewing delegations twice yearly to ensure that delegated powers are appropriately and sufficiently conferred to the right positions. Council last reviewed its delegations at the Council meeting held on 23 March 2022.

It is not practical for Council and the Chief Executive Officer alone to exercise the many statutory powers bestowed on Baw Baw Shire Council. Delegation facilitates the achievement of good governance for the community by empowering appropriate members of staff to make decisions on behalf of the Council and the Chief Executive Officer.

## Local Government Act 2020

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

This is an ambitious and significant reform which aims to strengthen democracy, accountability and equity in local government, delivering a higher degree of transparency and integrity for the public.



### 1920 - Noojee Waterwheel



The water wheel was the power source for the Noojee Hotel and other buildings in the town. It was built in 1920 and is still in operation today.

Located on the Lynton River behind the hotel, the original waterwheel was a massive log waterwheel with wooden blades.

At the time it was constructed, there was no electricity in Noojee. The waterwheel was used to generate electricity for the town.

The present stone waterwheel was built in 1920 and is still in operation today.

Photograph kindly provided by the Noojee Hotel.

### Noojee Waterwheel Walk



The waterwheel was built in 1920 and is still in operation today. It was the first waterwheel in Noojee and is a great example of early 20th-century engineering.

It is a great walk to see the waterwheel and the surrounding area. The walk is suitable for all ages and is a great way to spend a day in Noojee.

It is hoped that the waterwheel will be a great attraction for the town and will help to bring in more visitors to Noojee.

More information: Noojee Waterwheel Walk, Noojee, VIC. [www.noojee.com.au](http://www.noojee.com.au)

## Governance and Management Checklist

The following are the results of Council's assessment against the governance and management checklist prescribed under the *Local Government (Planning and Reporting) Regulations 2020*.

Governance and Management Items		Assessment
1	<b>Community Engagement Policy</b> (Policy under section 55 of the Act outlining Council's commitment to engaging with the community on matters of public interest).	Adopted in accordance with section 55 of the Act. Date of adoption: 23/03/2022
2	<b>Community Engagement Guidelines</b> (Guidelines to assist staff to determine when and how to engage with the community).	Date of operation of current guidelines: 24/02/2021
3	<b>Financial Plan</b> (Plan under section 91 of the Act outlining the financial and non-financial resources required for at least the next 10 financial years).	Adopted in accordance with section 91 of the Act. Date of adoption: 22/06/2022
4	<b>Asset Plan</b> (Plan under section 92 of the Act setting out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years).	Adopted in accordance with section 92 of the Act. Date of adoption: 22/06/2022
5	<b>Revenue and Rating Plan</b> (Plan under section 93 of the Act setting out the rating structure of Council to levy rates and charges).	Adopted in accordance with section 93 of the Act. Date of operation of current strategy: 22/06/2022
6	<b>Annual Budget</b> (Plan under section 94 of the Act setting out the services to be provided and initiatives to be undertaken during the budget year and the funding and other resources required).	Adopted in accordance with section 94 of the Act Date of adoption: 22/06/2022
7	<b>Risk Policy</b> (Policy outlining Council's commitment and approach to minimising the risks to Council's operations).	Date of operation of current policy: 12/07/2017
8	<b>Fraud Policy</b> (Policy outlining Council's commitment and approach to minimising the risk of fraud).	Date of operation of current policy: 5/06/2017
9	<b>Municipal Emergency Management Plan</b> (Plan under section 20 of the <i>Emergency Management Act 1986</i> for emergency prevention, response and recovery).	Date of operation of current plan: 19/05/2020
10	<b>Procurement Policy</b> (Policy under section 108 of the Act outlining the principles, processes and procedures that will apply to the purchase of goods and services by the Council).	Date of approval: 8/12/2021

Governance and Management Items		Assessment
11	<b>Business Continuity Plan</b> (Plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster).	Date of operation of current plan: 12/07/2017
12	<b>Disaster Recovery Plan</b> (Plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster).	Date of operation of current plan: 12/07/2017
13	<b>Risk Management Framework</b> (Framework outlining Council's approach to managing risks to the council's operations).	Date of operation of current framework: 12/07/2017
14	<b>Audit and Risk Committee</b> (See sections 53 and 54 of the Act).	Date of establishment: 12/08/2020
15	<b>Internal Audit</b> (Independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls).	Date of engagement of current provider: 1/07/2019 Contract extended: 01/07/2022
16	<b>Performance Reporting Framework</b> (A set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the <i>Local Government Act 1989</i> ).	Date of operation of current framework: 22/06/2022
17	<b>Council Plan Reporting</b> (Report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year).	Date of reports: Annual Report 24/11/2021 Quarter 1 Report 08/12/2021 Quarter 2 Report 23/02/2022 Quarter 3 Report 26/05/2022
18	<b>Financial Reporting</b> (Quarterly statements to the Council under section 138(1) of the <i>Local Government Act 1989</i> , comparing actual and budgeted results and an explanation of any material variations).	Date statements presented: Annual Report 24/11/2021 Quarter 1 Report 08/12/2021 Quarter 2 Report 23/02/2022 Quarter 3 Report 26/05/2022
19	<b>Risk Reporting</b> (Six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies).	Date of reports: 04/10/2021 21/03/2022
20	<b>Performance Reporting</b> (Six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 131 of the <i>Local Government Act 1989</i> ).	Date of reports: Annual Report 24/11/2021 Quarter 1 Report 08/12/2021 Quarter 2 Report 23/02/2022 Quarter 3 Report 26/05/2022

Governance and Management Items		Assessment
21	<b>Annual Report</b> (Annual report under sections 131, 132 and 133 of the <i>Local Government Act 1989</i> to the community containing a report of operations and audited financial and performance statements).	Presented at a meeting of the Council in accordance with section 134 of the Act. Date statements presented: 2/12/2020
22	<b>Councillor Code of Conduct</b> (Code under section 139 of the Act setting out the conduct principles and the dispute resolution processes to be followed by Councillors).	Date adopted: 24/02/2021
23	<b>Delegations</b> (Documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff, in accordance with sections 11 and 47 of the Act).	Reviewed in accordance with section 11(7) of the Act and a register kept in accordance with sections 11(8) and 47(7) of the Act. Date of review: 23/03/2022
24	<b>Meeting Procedures</b> (Governance Rules under section 60 of the Act governing the conduct of meetings of Council and delegated committees).	Date adopted: 9/06/2021

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



Carolyn McLean

Acting Chief Executive Officer  
Dated: 26 October 2022



Cr Michael Leaney

Mayor  
Dated: 26 October 2022



# Statutory Information

The following information is provided in accordance with legislative and other requirements applying to Council.

## Documents available for public inspection

Council is committed to operating in an open and transparent manner. In accordance with Section 222 of the *Local Government Act 2020* and Regulation 12 of the *Local Government (General) Regulations 2015*, the following documents are available for public inspection at Drouin Civic Centre, 33 Young Street, Drouin:

- Details of overseas or interstate travel undertaken in an official capacity by a Councillor or member of Council staff in the previous 12 months
- Agendas and minutes of Council Meetings
- Minutes of Special Committee Meetings
- Register of delegations
- Details of property leases
- A register of authorised officers
- A list of donations and grants made by Council in the previous 12 months.

## Public Interest Disclosure Procedures

Baw Baw Shire Council is committed to the aims and objectives of the *Public Interest 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.

Council recognises the value of transparency and accountability in its administrative and management practices and supports the making of disclosures that reveal corrupt conduct, conduct involving a substantial mismanagement of public resources, or conduct involving a substantial risk to public health and safety or the environment.

Disclosures of improper conduct or detrimental action by Council, its employees or a person acting on behalf of Council may be made to the Protected Disclosure Coordinator. The procedures that relate to Public Interest Disclosures may be found on Council's website under the Contact Us tab.

No disclosures relating to the *Public Interest Disclosure Act* (formerly the *Protected Disclosure Act and Whistleblowers Act*) were received or required notification by Council during the 2021-22 financial year. No protected disclosure complaints were referred to Council by IBAC.



## Freedom of Information

In accordance with section 7(4AA) (a) and 7(4AA) (b) of the *Freedom of Information Act 1982*, Council is required to publish certain statements in their annual report or separately such as on its website, concerning its functions and information available. Council has chosen to publish the statements separately however provides the following summary of the application and operation of the *Freedom of Information Act 1982*.

Access to documents may be obtained through written request to the Freedom of Information Officer, as detailed in section 17 of the *Freedom of Information Act 1982* and in summary as follows:

- it should be in writing
- it should identify as clearly as possible which document is being requested
- it should be accompanied by the appropriate application fee (the fee may be waived in certain circumstances).

Requests for documents in the possession of Council should be addressed to the Freedom of Information Officer. Requests can also be lodged online or by email.

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

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

## External Audit

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

For the 2021/22 year the annual external audit of Council's Financial Statements and Performance Statement was conducted by VAGO's representative.

The external auditors attend Audit Committee meetings to present the annual audit plan and Independent Audit Report. The external audit management letter and responses are also provided to the Audit Committee.

## Risk Management

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

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

This policy and framework are scheduled for review in the 2022/23 year.

# Statutory Information

## Contracts

During the year Council did not enter any contracts valued at more than the threshold set out in the Procurement Policy as required by section 109 (1) of the *Local Government Act 2020*.

## Carers Recognition Act

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

- Council's Enterprise Agreement acknowledges Carer responsibilities for employees and Carer's leave can be accessed for immediate family and household members.
- Council's Flexible Work Arrangements Policy and Procedure provides flexible work options for staff who have Carer responsibilities.
- Council has taken all practicable measures to ensure Community Services staff and volunteers working for Council are informed regarding the principles and obligations of the Act.
- Council has a dedicated Carer's program which aims to build Carer resilience and reduce stress, which includes two Carer support groups including one partnering with Dementia Australia.
- Council's Carer program suspended face to face programs and activities during the COVID-19 lockdowns. This forced our support to online and digital welfare checks, meetings, and activities.
- Council celebrated Carer's week in 2021. Due to COVID restrictions, face to face group activities were not permitted. Instead, Carer Hampers were prepared, including special treats and biscuits, tea/coffee, and chocolates. Council staff hand delivered these to all Carers. In November 2021, carers were given the opportunity to attend an Arts Centre musical and afterwards all those attending were treated to a luncheon.
- Council held a Carer's Program Planning Day every three months to ensure Council's carer program continues to support and meet the needs of our carers.
- Council held a Carer's special stress release day on the 28 March, taking a group of Carers to the salt rooms in Warragul for an hour-long session - 16 Carers attended.
- Council provided respite care through the Home and Community Care Program for Younger People (HACC PYP) program, the Commonwealth Home Support Program (CHSP) for people over 65 years, and the Veterans Home Care (VHC) program.
- Council's Aged and Disability team provides service coordination, referral and support to carers through our Carer's program funded by Victoria's Department of Health and Human Services (DHHS), Carer's Gateway, the Regional Assessment Service (RAS), Home and Community Care Program for Younger People (HACC PYP) assessment.
- Council's Family and Children's Service team supported families caring for babies and children with special needs through the Enhanced Maternal and Child Health Service, Supported Playgroups and a range of parenting programs.

## **Disability Act 2006 – Disability Action Plan Implementation**

Council's Disability Action Plan 2018-2022 is a strategic framework that will be implemented over the four-year period between 2018 and 2022.

Aligned to the *Disability Act 2006*, it aims to address the structural, attitudinal, and cultural barriers people with a disability experience when participating in community life. It aims to eliminate discrimination for people with a disability who use services, facilities and infrastructure provided by Council, or are current or prospective employees of Council.

Council's Disability Action Plan assists in the achievement of key strategic objective of "A Healthy Community" as set out in the Council Plan 2021-2025, underpinned by the goals of

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

To achieve this, Council provides a wide range of services and programs for the community, many of which are accessible and inclusive for people with disabilities. Council also provides a range of services to more directly meet the needs of people with disabilities, their families and Carers. These include the following:

- Support delivered under the Home and Community Care program for Younger People (HACC PYP), including services for people with a disability under the age of 65 years and their carers. These include in home assessment, domestic assistance, personal care, respite care and home maintenance.

- Support delivered under the Commonwealth Home Support Program (CHSP) for people aged over 65 years and their carers. These include domestic assistance, personal care, flexible respite, home maintenance, home modifications, social support group and individual social support.
- HACC PYP and CHSP Food Services (Meals on Wheels) home-delivered meals, distributed by community volunteers.
- Community participation (transport) – a community transport service is available for Baw Baw residents with priority given to people with disabilities, the frail and aged and people at risk of social isolation.
- Continued information sharing on the NDIS in several formats to community members.
- Parking permits – Council supports the administration of the disabled persons parking permit scheme.
- Accessible parking spaces across the Shire have continued to be upgraded.

The full Disability Action Plan can be accessed in both print and audio formats on Council's website.

# Statutory Information

## Domestic animal management plan

In accordance with the *Domestic Animals Act 1994*, Council is required to prepare a Domestic Animal Management Plan (DAM Plan) at four yearly intervals and evaluate its implementation in the annual report.

Council adopted a new Domestic Animal Management Plan 2021-2025 in November 2021. The new plan was developed following community consultation and targeted consultation with Council's Animal Management Team and key stakeholders including veterinary clinics, domestic animal businesses and rescue groups.

The DAM Plan sets out key objectives including:

- Ongoing training of Animal Management Officers and Pound Animal Attendants to ensure officer and community safety and enhance animal welfare.
- Delivery of programs to promote and encourage responsible pet ownership and compliance with legislation.
- Programs to address over-population rates and increasing rehoming services and strategies.
- Promotion of animal registration and identification.
- Reducing instances of dog bites, attacks and rushes.

Council received feedback on the DAM Plan from Animal Welfare Victoria stating:

BBSC is to be commended on a thorough and well-developed plan. The plan is very detailed in most of its objectives and associated actions, being easily measurable and with realistic timeframes for completion.

## Food Act Ministerial directions

In accordance with section 7E of the *Food Act 1984*, Council is required to publish a summary of any Ministerial Directions received during the financial year in its annual report. No such Ministerial Directions were received by council during the financial year.

## Road Management Act Ministerial direction

In accordance with Section 22 of the *Road Management Act 2004*, a council must publish a copy or summary of any Ministerial direction in its annual report. No such Ministerial Directions were received by Council during the financial year.

## Human Rights Charter

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



# Statutory Information

## Development Contributions Plans (DCP) Report

**Table 1 – Total DCP Levies Received in 2021/22**

DCP Name (Year Approved)	Levies received in 2021/22 Financial Year
DCPO1 (2007)	\$1,238,551
DCPO2 (2014)	\$210,647
DCPO3 (2014)	\$1,198,321
<b>Total</b>	<b>\$2,647,519</b>

**Table 2 – Land, works, services or facilities accepted in kind in 2021/22**

DCP name (Year approved)	Project ID	Project	Purpose	Project value
DCPO2 (2014)	RD-NW-04	Construction of connector street from end of existing Crole Drive to start of connector boulevard (273.06m)	Road	\$656,303
DCPO2 (2014)	RD-NE-03	Construction of Connector Boulevard between Brandy Creek Road and Copelands Road (179.62m)	Road*	\$453,670
DCPO3 (2014)	RD-SE-01	Construction of Drouin South Bypass connector boulevard between Main South Road & Princes Way (537.73m)	Road	\$1,375,207
DCPO3 (2014)	RD-SE-01	Construction of Drouin South Bypass connector boulevard between Main South Road & Princes Way (499.64m)	Road	\$1,292,267
DCPO3 (2014)	INA-SE-02	Purchase of land for reserve widening and construction of 3-way roundabout at Main South Road / Drouin South Bypass	Intersection	\$794,182
DCPO3 (2014)	RD-NW-03	Construction of East West connector boulevard between Princes Way and North South connector street (162m)	Road	\$409,943

### Note

\* Project RD-NE-03 was completed in 2019-20 year, however, DCP funds were claimed only in 2021-22 financial year.

**Table 3 – Land, works, services or facilities delivered in 2021/22 from DCP levies collected**

DCP name (Year approved)	Project ID	Project	DCP Funds Expended	Works in Kind Accepted	Council Contribution	Other Contribution	Total Project Expenditure	% of Item Delivered
DCPO1 (2007)	DIOS008	Public Toilets within linear parks – Warragul	\$137,430	-	\$87,360	-	\$224,790	100.00%
DCPO1 (2007)	DIOS014	Land Acquisition – bush area near Roberts Court	\$222,253	-	\$144,916	-	\$367,169	100.00%
DCPO1 (2007)	DIOS005	Open Space upgrades	\$181,080	-	\$135,900	-	\$316,980	100.00%
DCPO1 (2007)	DIRS019	Road upgrades (2 of) – Settlement Road, Shillinglaw Road, Drouin	\$241,422	-	\$1,658,132	\$218,012	\$2,117,566	100.00%
DCPO1 (2007)	DICF003	Multipurpose centre including kindergarten, Warragul (Warragul Early Learning Centre)	\$1,035,943	-	\$540,851	\$1,450,000	\$3,026,794	100.00%

**Note**

\* Project DICF003 was completed in 2019-20 financial year however DCP funds were claimed only in 2021-22 financial year.

