



Yarra Ranges Council

Annual Report 2024–2025





Acknowledgement of Country

Yarra Ranges Council acknowledges the Wurundjeri and other Kulin Nation peoples as the Traditional Owners and Custodians of these lands and waterways. We pay our respects to all Elders, past, present, and emerging, who have been, and always will be, integral to the story of our region. We proudly share custodianship to care for Country together.

Photos sent in by the community

Thank you to the community members who generously contributed their photos for this years Annual Report. Following a call-out in the Yarra Ranges Local e-newsletter, 15 individuals responded and shared their images, helping to showcase the spirit of our community. Your contributions are deeply appreciated.

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Michael
Collins



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Michael
Scott



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Kate Cairns



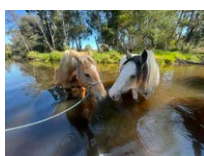
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CJ Mobile
Cafe - Chris



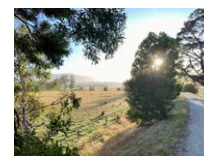
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Erik
Voorzaat



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Carol Carter



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Amanda
Geshev



Page 65

Kurt
Seemann



Page 26

Val Kildea



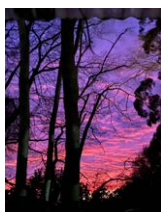
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Colleen
Howlett



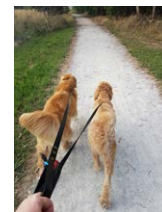
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Dr Rovel
Shackleford



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Pip Smith



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Greg Carrick



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Tommy
Livingstone



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James
Kennedy



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Introduction

About this report

The Yarra Ranges Council 2024-25 Annual Report provides a comprehensive account of Council's operational and financial performance over the last 12 months.

The contents of this report are guided by the requirements of the Local Government Act 2020, the Local Government (Planning and Reporting) Regulations 2020 and the Local Government's Performance Reporting Framework.

The Annual Report has three parts:

Part 1. Annual Report 2024-25

Part 2. Annual Financial Report 2025

Part 3. Performance Statement 2024-25

Yarra Ranges Community Vision 2036

"Whether you live here or visit, you will see how much we care for Country, how inclusive and connected our communities are, and how sustainable balanced growth makes this the best place in the world."

The Yarra Ranges community vision and vision statement was developed in 2016 in consultation with over 1,000 local community members and revisited in 2021 with the Council's community panel. It captures the community's vision for our municipality in 2036.

Read the Yarra Ranges Community Vision Statement here: **Community Vision 2036 Yarra Ranges Council**

The year in review

Yarra Ranges Council services at a glance



45,444

tonnes of waste
diverted from landfill



35,277

square meters of sealed
local roads reconstructed



6,141

service requests for
tree management



25,000+

visitors to the Yarra Ranges
Regional Museum



54,460

unique visitors to our
Shaping Yarra Ranges page



7,289

children enrolled in Maternal
Child Health Services



431

potholes in sealed
roads were filled



1,710

sealed drainage service
requests completed



105,883

calls answered by
customer experience



6,313

subscribers to the
business e-newsletter



1,178,130

library collection
item loans



1,132

planning applications
received



185

animals rehomed



11,518

immunisations given



\$1.5 bn

in assets managed

Our Council

Yarra Ranges Council is situated in metropolitan Melbourne's outer east, 30 to 110 kilometres from the Melbourne Central Business District. Our municipality covers 2,468 square kilometres in area, making it Melbourne's largest local government area.

Yarra Ranges is well known for its tourism and wineries, agriculture and the natural beauty of the Dandenong Ranges. With a diversity of places, people, industries and attractions dispersed over a wide variety of urban and rural communities, Yarra Ranges is one of the most unique municipalities in Victoria.



Yarra Ranges Shire

- Land area: 2,468.2 square kilometres
- Two per cent Council land, 30 per cent private ownership, 68 per cent Crown land
- Nine wards, 62 suburbs and localities, plus parts of six other suburbs



Housing

- 64.89 persons per square kilometres population density
- 10.9 per cent of households with a mortgage experience mortgage stress
- 31.7 per cent of households renting experience rental stress (2024 census)



Industries

- \$7.58Bn Gross Regional Product (GRP) (est)
- Health Care and Social Assistance is the largest industry by employment employing 13.8 per cent of all residents



Tourism

- 4.89 million visitors 2023-24
- 6,900 people in the Yarra Ranges directly employed by the tourism industry (2,700 full-time; 4,200 part-time)
- 2,300 indirect jobs related to the tourism industry
- \$1.2 billion visitor spend 2023/24



Population

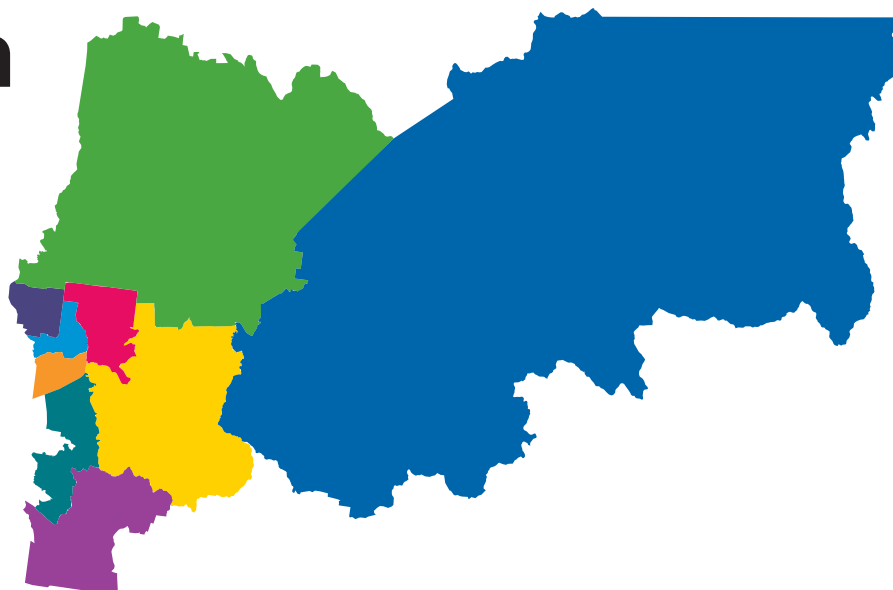
- 160,137 residents (2024 ABS. Estimated Regional Population (ERP).)
- 2,033 Indigenous residents (2024 ABS. ERP.)
- Yarra Ranges has the highest number of indigenous persons in the Eastern Metropolitan Region.
- 26,240 born overseas (2021 ABS)



Economic

- 3.8 per cent unemployment rate (March 2025)
- 13,993 local businesses
- 55,544 local jobs in 2023-24

Our Region



O'Shannassy Ward

Ward includes: Beenak, Big Pats Creek, Don Valley, East Warburton, Gilderoy, Gladysdale, Hoddles Creek, Launching Place, McMahon's Creek, Millgrove, Powelltown, St Clair, Three Bridges, Reefton, Warburton, Wesburn, Yarra Junction, Yellingbo and most of Matlock and Woori Yallock.

Lyster Ward

Ward includes: Belgrave, Belgrave Heights, Belgrave South, Selby, Kallista, Tecoma, Sherbrooke, The Patch, most of Menzies Creek and Lysterfield and parts of Narre Warren East, Emerald, Upwey and Monbulk

Chandler Ward

Ward includes: Kalorama, Macclesfield, Monbulk, Montrose (part), Mount Evelyn (part), Olinda (part), Seville, Seville East (most), Silvan, Wandin East, Wandin North (most), and Emerald (part).

Walling Ward

Ward includes: most of Kilsyth and parts of Mooroolbark and Montrose.

Melba Ward

Ward includes: parts of Mooroolbark and Lilydale.

Billanook Ward

Ward includes: most of Mount Evelyn and parts of Lilydale and Wandin North.

Chirnside Ward

Ward includes: Chirnside Park and parts of Mooroolbark, Yering and Wonga Park.

Ryrie Ward

Ward includes: Badger Creek, Chum Creek, Coldstream, Dixon's Creek, Gruyere, Healesville, Mount Toolebewong Steels Creek, Tarrawarra, Yarra Glen, Yering, most of Fernshaw and parts of Toolangi, Seville East and Woori Yallock.

Streeton Ward

Ward includes: Upwey, Tremont, Ferny Creek, Sassafras and Mount Dandenong and parts of Olinda, Upper Ferntree Gully, Kilsyth and Montrose.

Our Councillors

O'Shannassy Ward



Mayor, Cr Jim Child

T 0408 079 227

E crjimchild@yarraranges.vic.gov.au

Elected: 2012

Re-elected: 2016, 2020, 2024
Mayor: 2012-13, 2021-22, 2022-23, 2024-25

Chirnside Ward



Deputy Mayor, Cr Richard Higgins

T 0429 151 489

E crrichardhiggins@yarraranges.vic.gov.au

Elected: 2008

Re-elected: 2016, 2020, 2024
Mayor: 2019-20
Deputy Mayor: 2018-19, 2024-25

Walling Ward



Cr Len Cox OAM

T 0417 320 786

E crlencox@yarraranges.vic.gov.au

Elected:

Re-elected 1997, 2001, 2003, 2005, 2008, 2012, 2016, 2020, 2024
Mayor: 1997-98, 2008-09, 2009-10, 2017-18
Deputy Mayor: 2010-11, 2016-17, 2019-20

Billanook Ward



Cr Tim Heenan

T 9736 2956

E crtimheenan@yarraranges.vic.gov.au

Elected: 2005

Re-elected: 2008, 2016, 2020, 2024

Mayor: 2006-07, 2007-08

Deputy Mayor: 2009-10

Streeton Ward



Cr Jeff Marriott

T 0455 501 601

E crjeffmarriott@yarraranges.vic.gov.au

Elected: 2024

Melba Ward



Cr Mitch Mazzarella

T 0455 462 460

E crmitchmazzarella@yarraranges.vic.gov.au

Elected: 2024

Ryrie Ward



Cr Fiona McAllister

T 0408 349 640

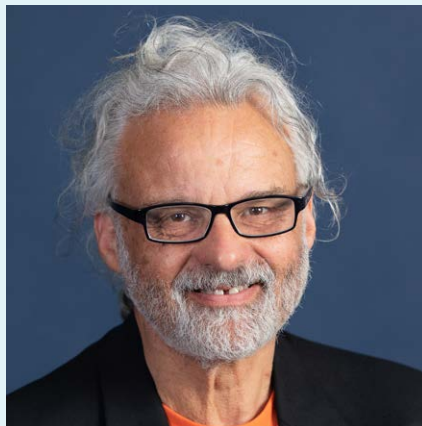
E crfionamcallister@yarraranges.vic.gov.au

Elected: 2012

Re-elected: 2016, 2020, 2024

Mayor: 2013-14, 2020-21

Lyster Ward



Cr Peter McIlwain

T 0455 567 710

E crpetermcilwain@yarraranges.vic.gov.au

Elected: 2024

Chandler Ward



Cr Gareth Ward

T 0455 791 038

E crgarethward@yarraranges.vic.gov.au

Elected: 2024

Mayor's message



Cr Jim Child, Mayor of Yarra Ranges

Welcome to our 2024-25 Annual Report.

This year brought exciting progress and some challenges for our community. We continue to feel the impact of severe weather events, such as the Montrose fire in March, while the cost-of-living crisis has placed ongoing pressure on service delivery, energy and construction costs. Yet, despite these challenges, our Yarra Ranges communities have demonstrated their ongoing strength and resilience in navigating emergencies. Our energy resilience projects are helping transform facilities into reliable hubs during crises while reducing operating costs. Council teams are also working hard to improve infrastructure and plan for a changing climate, delivering projects identified in our budget and strategic plans.

Thanks to Federal and State Government grant funding, Council was able to deliver projects such as the Monbulk Microgrid. This innovative project connects the Monbulk Community Link and the Monbulk Sporting Pavilion, creating a localised energy system that allows solar energy

to be shared or stored when mains power fails. In an emergency, these facilities can be activated by emergency services for the community, while also making the day-to-day running of the facilities cheaper.

We've completed the final stages of road sealing under the Roads for Community program, a bittersweet milestone following cuts to Federal Government's funding last year. Despite this, we've delivered over \$40 million in road upgrades, improving safety, drainage and reducing dust. We continue to advocate to the Federal Government for renewed investment in this area.

Many of our achievements stem from long-term strategies developed with our community including the Health and Wellbeing Strategy, Recreation and Open Space Strategy, Liveable Climate Plan and the Economic Development Strategy. These documents guide our decisions and reflect the shared aspirations of our community and our employees.

As we look to launch our next Council Plan, it's important to reflect on how far we've come over the past four years. The progress made is a testament to the dedication of our people and the strength of our community. While the past year has had its share of surprises and setbacks, I'm proud of what we've accomplished and can confidently say that the infrastructure and services we've delivered will benefit our community now and for generations to come.

We know the work is never truly done however we remain committed, passionate and proud to serve this community.

CEO's message



Tammi Rose, CEO of Yarra Ranges Council

As we reflect on the past year, there is a genuine sense of pride in what we've achieved together at Yarra Ranges. Our work continues to be shaped by a shared vision – to build a community where the people of Yarra Ranges can thrive, with services and support available at every stage of life.

All the work we do is shaped by the 2021-25 Council Plan, which was developed in partnership with our community and outlines our strategic priorities. This Annual Report provides an update on our progress in the last 12 months and marks the completion of the 2021-25 Council Plan.

We're now seeing the long-term benefits of major projects designed to strengthen community resilience in the face of increasing emergencies. During the August 2024 storms, Council and community groups activated emergency services, such as power and shower sites, more effectively than ever before. Communication flowed smoothly and the community came together to support each other. We're thankful for the support we've received from National Emergency Management Australia to help us prepare our communities for the future, and we continue to invest in resilience planning and facility upgrades to ensure our spaces are ready when needed.

Our place planning work has also progressed with the adoption of the Yarra Junction Place Plan and master plans for Lillydale Lake, Morrisons Reserve, Kilsyth Recreation Reserve and 150 Cambridge Road in Kilsyth. We've also recently completed upgrades to play spaces across the Yarra Ranges, refreshing local amenity for locals and visitors to enjoy.

Of course, we can't talk about building projects without highlighting the extraordinary progress we've made in delivering our Ridges and Rivers projects. We're on track to open the first 30 kilometres of mountain bike trails in the Warburton Bike Park early in the new financial year, while ngurrak barring (formerly Ridgewalk) continues to evolve, with 11 kilometres of trail upgrades through the Dandenong Ranges. Work is also progressing on the next stage of the Yarra Valley Trail, positioning our region as an exciting trail destination to be explored by foot or bike.

We continue to proudly embed First Nations knowledge and practices into our work. A highlight this year was the first cultural burn on Council-managed land at Spadonis Reserve in Yering. This event was ecologically and culturally significant, highlighting our commitment to learning from Indigenous ways of knowing, being and doing, and taking care of our beautiful natural environment.

As we close out this chapter of the Council Plan, we do so with pride in what we've achieved and optimism for what lies ahead. The strength of our community, the dedication of our staff and the partnerships we continue to build are the foundation of a resilient, inclusive and thriving Yarra Ranges.

Financial overview

Council continues to experience a volatile operating environment, adding to the challenges of maintaining levels of service to our community. This is compounded by the impacts of cost of living, housing affordability and severe weather events. Council will continue to advocate for funding that meets the needs of residents now and into the future, investing in critical maintenance and infrastructure while carefully balancing financial sustainability.

In 2024-25, Council delivered 257 capital works projects, with a total investment of \$61.4 million. These projects focused on upgrading community assets, rehabilitating drainage systems and improving roads and infrastructure across our municipality. The works assist in the overall management and responsibility to upkeep Council's asset portfolio, which totals \$1.85 billion.

Council's cash balance at year-end was \$39.4 million. The funds are held in compliance with the *Local Government Act 2020* in both short and long-term investments.

While the financial sustainability indicators illustrate a sound financial position, all councils must meet the challenges of effectively planning and utilising financial resources to ensure service levels continue to meet local community needs.

Despite these challenges, Council's financial position at year-end remains stable. The liquidity ratio result (see below) indicates Council has sufficient levels of cash, when considering our ability to cover our short-term financial obligations. This ratio is important in assessing Council's ability to continue operations from a financial perspective.

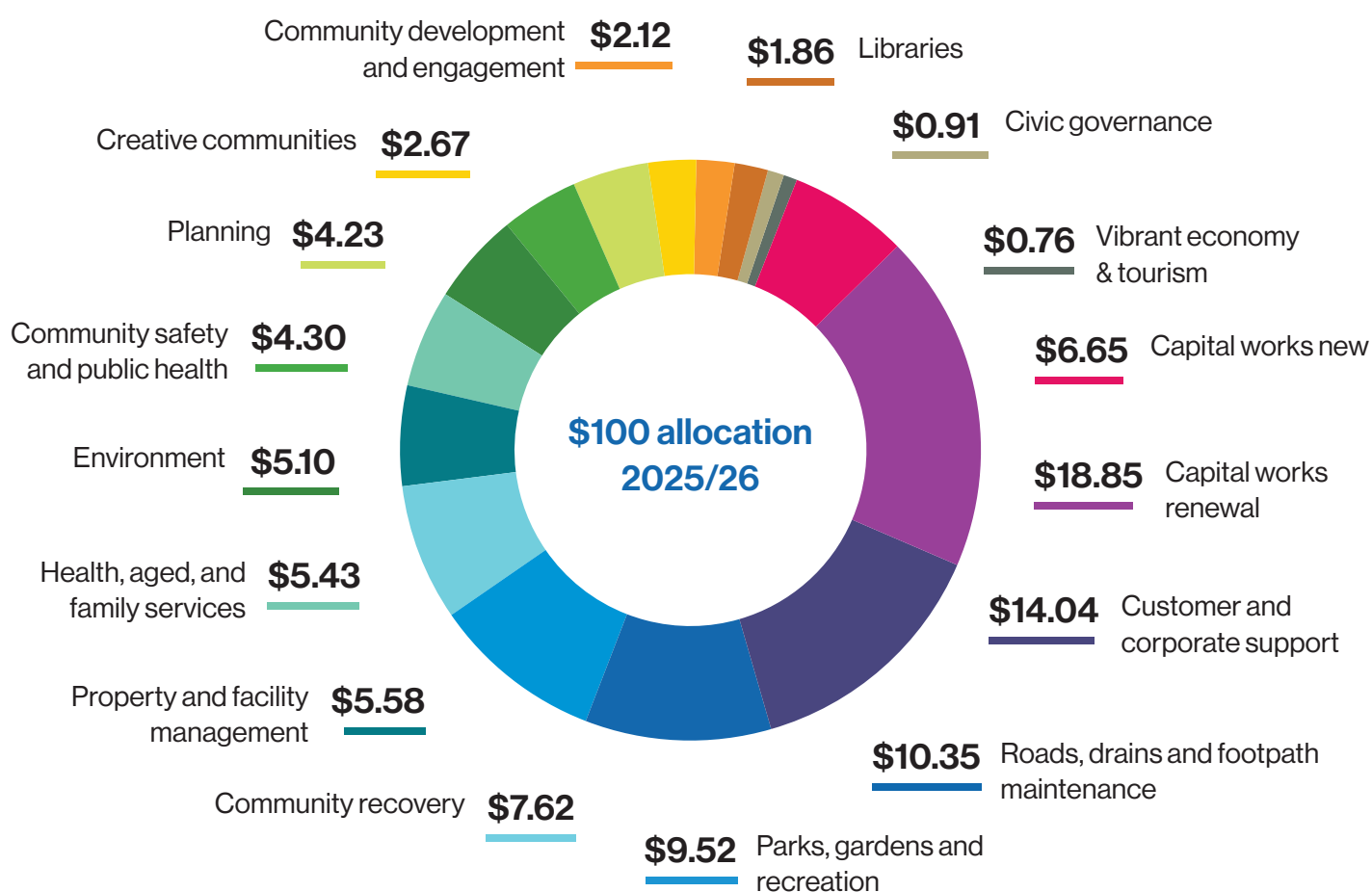
5-year summary: key financial results

	2024-2025 \$'000	2023-2024 \$'000	2022-2023 \$'000	2021-2022 \$'000	2020-2021 \$'000
Surplus	\$16,203	\$7,953	\$35,582	\$37,027	\$23,427
Cash	\$39,429	\$17,242	\$91,150	\$84,674	\$65,561
Debt	\$37,511	\$640	\$3,112	\$6,295	\$10,133
Net Assets	\$1,852,381	\$1,622,582	\$1,384,798	\$1,305,858	\$1,157,652
Liquidity	1.33	1.04	1.23	1.22	1.32

Where Council invests your rates

The chart below indicates how budgeted expenditure is allocated across the main services delivered by Council in 2024-25 for every \$100 received in rates income.

Net Spending per \$100 of Rates Income 2024-25



Further information

Additional information about our financial performance in 2024-25 can be found in the Yarra Ranges Council Budget and the Annual Report (Part 2 – Financial Report).

Operational overview

Major changes

In October 2024, Council welcomed a new Councillor group and conducted a thorough professional development and training program. This program was essential in helping Councillors build the knowledge they need to make decisions and stay connected with the community for the duration of their four-year term. To help Councillors plan for the future, each received detailed training sessions on topics including, but not limited to planning, climate, governance and community needs.

Economic factors

Throughout 2024-25, Council weathered the financial pressures felt across the economy which impacted State Government service funding and grant opportunities from the Federal Government. We continue to advocate for funding to address a range of areas including:

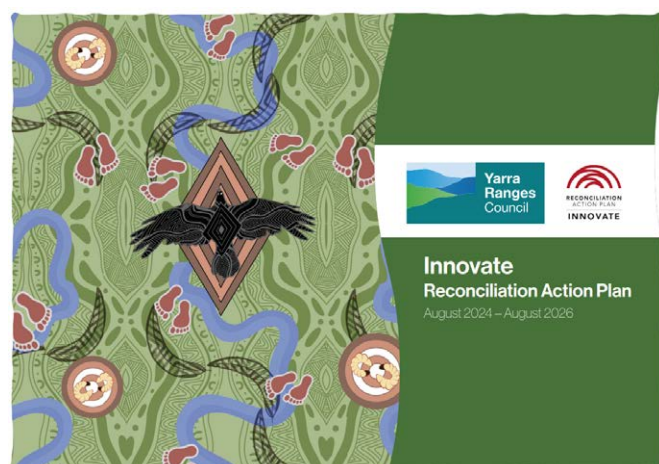
- securing a commitment to reinstate \$40 million Roads for Community funding if a Federal Liberal Government elected
- pre-budget submission to the Federal Government highlighting key projects for funding in 2025-2026 and beyond
- pre-budget submission to the State Government highlighting key projects for funding in 2025-2026 and beyond
- strong advocacy against the implementation of the Emergency Services Fund Levy which causes direct monetary impact to community.

Major achievements

In the 2024-25 year, Council has delivered a wide range of projects and outcomes for the community.

- Adopted and commenced a staged roll-out of the **150 Cambridge Rd Masterplan** which provides an urban woodland and grasslands, complemented by recreational spaces with paths, picnic tables and a bike jump park.
- Adopted the **Yarra Junction Place Plan** to help guide decisions about Yarra Junction, lays the foundations for design and directs future investment for the township.
- Conducted a six-month review of the **resource recovery and waste services** and reported strong progress toward state-legislated targets, with diversion of waste from landfill across all collection streams increasing from 46 per cent to 73 per cent, just below our 2025 target of 75 per cent.
- Adopted the **Innovate Reconciliation Plan 2024-2026**, a next step in our long-standing commitment to reconciliation. The plan reaffirms our commitment and narrates the story of the land and the incredible people who have contributed to the Yarra Ranges reconciliation journey.
- Developed the **Disability Action Plan 2025-2029**, which is on track for endorsement. The plan outlines our approach to meeting legislative requirements, ensuring we continue to work towards a common vision of advancing disability inclusion across all aspects of Council.

- Developed a comprehensive **Stormwater Management Plan (2024 – 2034)** to address the challenges and opportunities related to stormwater management in the region. This plan outlines key actions to manage stormwater effectively, reflecting federal, state and local policies, guidelines and legislation.
- Commenced a **Visitor Economy Partnership** for the region with Cardinia Shire Council and Nillumbik Shire Council. The partnership aims to unlock significant opportunities for the municipality in realising the economic benefits of the visitor economy and providing an official voice into the Victoria tourism framework (through Visit Victoria) and unique access to greater State Government funding opportunities.
- Approved the forward **2026 Annual Grants Program** including a draft budget allocation of \$575,000 for annual grants and \$150,000 for the monthly grant program in 2025-2026.
- Approved the **2025-26 Budget** at a public Council meeting in June 2025, with strong ongoing investment in drainage infrastructure and prioritisation of key projects and services that reflect community engagement activities.
- Adopted the **Revised Community Engagement Policy 2024-2028** outlining our commitment to transparent, accessible and inclusive engagement with diverse community members and stakeholders to inform decision-making and build community confidence.



Capital works projects delivery

In 2024-25, Council undertook 257 capital works projects, with expenditure totalling \$61.4 million. These projects aim to address the changing and diverse needs of communities within the municipality.

The following is a summary of the program expenditure, highlighting some of the major projects undertaken this financial year.

Bridges

\$0.72m spent. Major projects included:

- bridge rehabilitation works for Mayer Bridge, Warburton
- bridge rehabilitation work for Wilson Street Bridge, Healesville
- completion of McMahons Creek pedestrian bridge.

Buildings

\$12.2m spent. Major projects included:

- stadium and pavillion improvements to Pinks Reserve in Kilsyth
- Climate Resilient Buildings for Community project
- various building rehabilitation including Aquatics and Capital Building Minor Works throughout the municipality.

Carparks

\$0.4m spent. Major projects included:

- carpark sealing and minor works projects throughout the municipality (ongoing).

Community and recreation - playspace, sports reserves

\$3.7m spent. Major projects included:

- Morrison Recreation Reserve District Playspace, Mount Evelyn
- Belgrave Tennis and Community Space Renewal
- Mount Evelyn Netball Facility
- Bluegum Reserve, McKenzie King Adventure Playground and Queen Road Playspace renewals
- various sports field and synthetic surface renewal across the municipality.



Computers and communication

\$3.6m spent. Major projects included:

- upgrade and replacement of computer hardware (ongoing)
- upgrade and replacement of software
- Enterprise Systems Project.

Drainage

\$2.2m spent. Major projects included:

- Drainage Rehabilitation Program throughout the municipality (ongoing)
- Schoolhouse Road, Woori Yallock
- Belle Vue, Lilydale
- North Avenue, Mount Evelyn
- Maroondah Parade, Healesville
- Cobden Crescent, Lilydale.

Footpaths and cycleways

\$1.3m spent. Major projects included:

- minor footpaths rehabilitation projects throughout the municipality (ongoing)
- Greeves Drive Kilsyth
- McKenzie King Drive, Millgrove
- Stephens Road, Healesville
- Burwood Highway, Upwey.

Land

\$100,000 spent. Major projects included:

- purchase of 58 Donovans Road, Healesville.

Parks, Opens Spaces and Trails

\$10.2m spent. Major projects included:

- Mountain Bike Destination, Warburton
- ngurrak barring, Ridge Walk
- Yarra Valley Trail , Yarra Valley Trail – Northern Loop, Yarra Valley Trail – Stage 2A
- Brushy Creek Trail, Mooroolbark
- Morrison Recreation Reserve Youth Activation and Bike Park
- various trail rehabilitation, parks and bushland renewals to fencing, culverts, retaining walls and signage across the municipality (ongoing).





Plant and equipment

\$2.1m spent. Major projects included:

- replacement of Council fleet, machinery and small equipment (ongoing)
- charging towards a Net Zero fleet
- Lysterfield Transfer Station Fire Service.

Roads

\$11.7m spent. Major projects included:

- Maddens Lane, Gruyere (Maroondah Hwy-Medhurst Rd)
- Victoria Road, Coldstream – Stage 3
- Edward Road, Chirnside Park (corner Coldstream West Rd)
- Various road traffic, retaining wall and local road rehabilitation across the municipality (ongoing)
- Road resurfacing throughout the municipality with over \$6.8 million spent:
 - Hull Road, Mooroolbark
 - Lakeview Drive, Lilydale (East Section)
 - Victoria Road, Lilydale
 - Allsops Road, Launching Place
 - Hayrick Lane, Mooroolbark
 - Lomond Avenue, Kilsyth
 - Grantulla Road, Kallista.

Roads for Community initiative

\$7.7m spent. Major projects included:

- Alfred St and John St, Wandin North
- Cedar Court Road Group, Monbulk
- Bell Street Group, Seville
- Mt Morton Rd, Hood St, Belgrave Heights
- Alpine Street Group, Warburton
- Nation Road, Selby
- Victoria Road Group, Seville
- Tainton Street and Railway Parade, Wandin North.

Townships

\$0.8m spent on:

- Wandin North Township improvements
- Lilydale Cycle Centre Nodes and Lions Park Rejuvenation.

Asset management

\$0.08m spent on:

- Advance design program.

Salary capitalisation

\$4.7m distributed across the capital expenditure program.

Our organisation

Our people

Executive Leadership Team

Council is led by the Chief Executive Officer (CEO), who operates under the delegation of the elected Council and is responsible for the overall management and performance of all Council operations, services and infrastructure delivery. The CEO, along with a strategic advisor and four directors, forms Council's Executive Leadership Team.





1 Tammi Rose

Chief Executive Officer

Tammi joined Yarra Ranges Council as CEO in 2019. Appointed by the Council, Tammi leads the organisation to achieve objectives that reflect the needs and priorities of the community.

With over 25 years' experience working across public, private and the not-for-profit sectors, Tammi is a strategic and influential leader committed to delivering high-quality services and infrastructure for the region.

2 Ameer Cooper

Executive Strategic Advisor

Ameer joined Yarra Ranges Council in 2020. Ameer has worked across all levels of government and brings a diverse range of service delivery leadership experience including emergency services, aged care, public health and education. Ameer connects across sectors, advocates for our community needs and stays ahead of risks, ensuring we're resilient, future-focused and delivering with integrity.

3 Leanne Hurst

Director Communities

Leanne joined Yarra Ranges Council in 2024. Leanne has 28 years of experience in local government across various portfolios. Her approach to leadership is guided by a clear set of personal values and guiding principles that put people and community at the centre.

4 Vincenzo Lombardi

Director Corporate Services

Vincenzo joined Yarra Ranges Council as Director Corporate Services in 2025.

With more than 20 years' experience across public, private and not-for-profit sectors leading large teams. He is dedicated to developing teams and fostering a collaborative environment to drive success.

Prior to Vincenzo, Andrew Hilson was Director Corporate Services from 2019 to October 2024.

5 Kath McClusky

Director Planning and Sustainable Futures

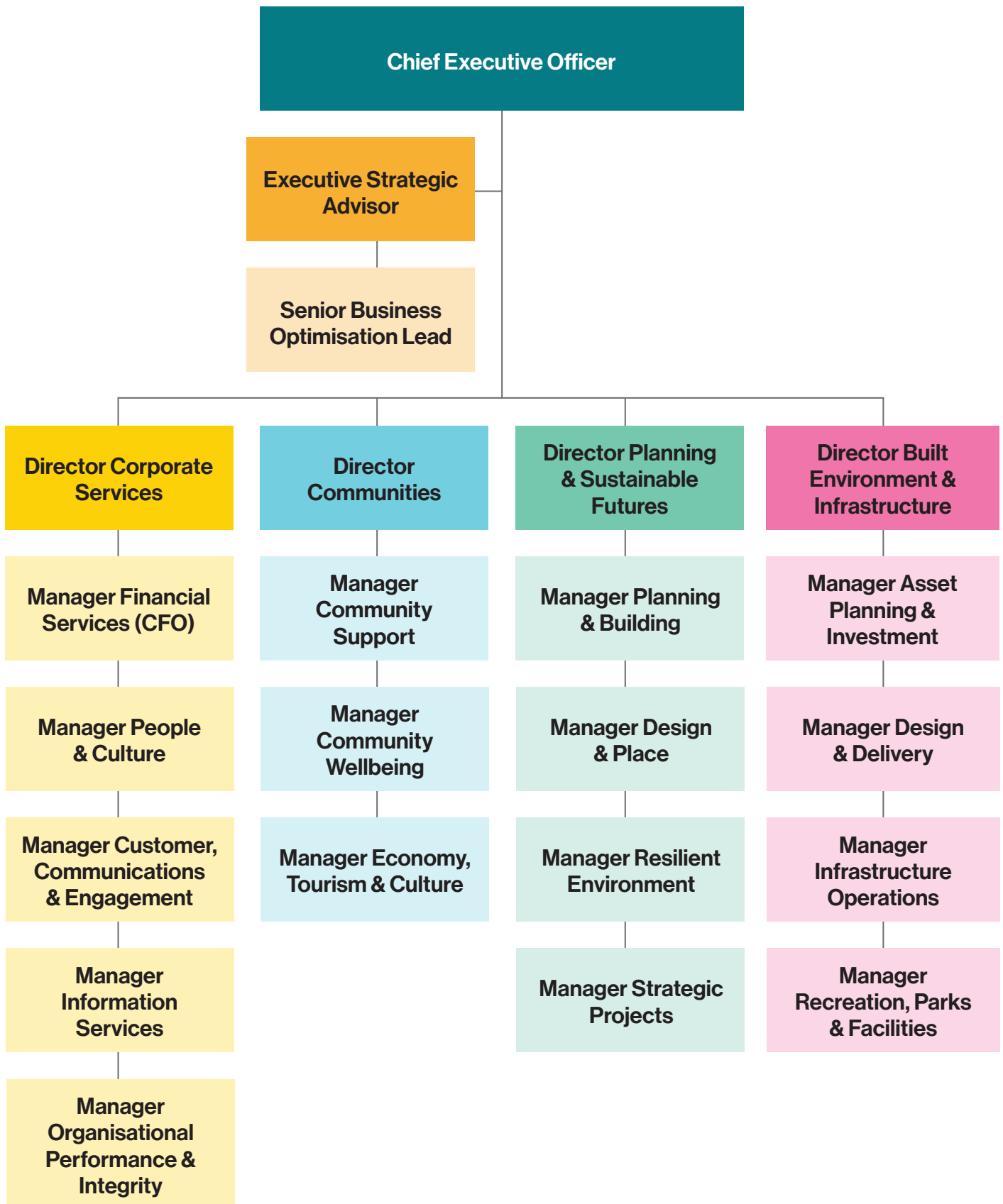
Kath joined Yarra Ranges Council in 2019, bringing more than 26 years of experience in local government and the private sector. A strategic leader in urban planning, sustainability and climate resilience, Kath has led multidisciplinary teams on major city-shaping projects and is passionate about mentoring future professionals to drive positive community and environmental outcomes.

6 Hjalmar Philipp

Director Built Environment and Infrastructure

Hjalmar joined Yarra Ranges Council in 2023 as Director of Built Environment and Infrastructure. He brings a wealth of international and local government expertise to Yarra Ranges. With qualifications in engineering, economics and the environment, Hjalmar has experience across a wide range of industries.

Corporate structure

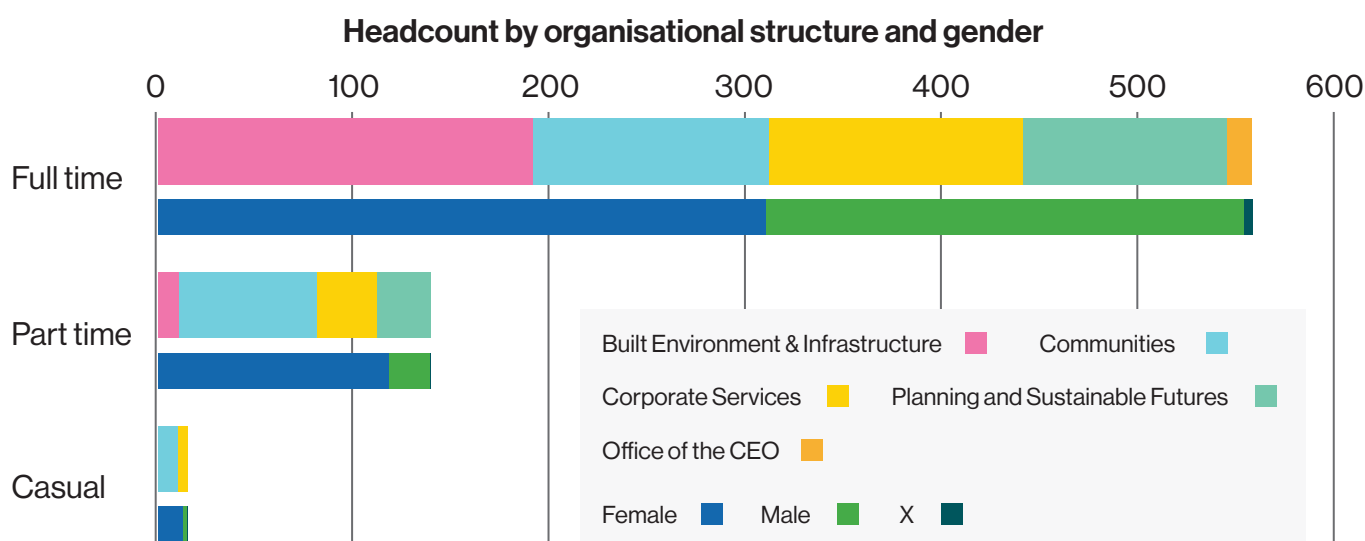


Our workforce

Our people at a glance

A summary of the number of full-time equivalent (FTE) Council staff by organisational structure, employment type and gender are set out below. In this table, X refers to non-binary employees or employees who do not wish to disclose their gender.

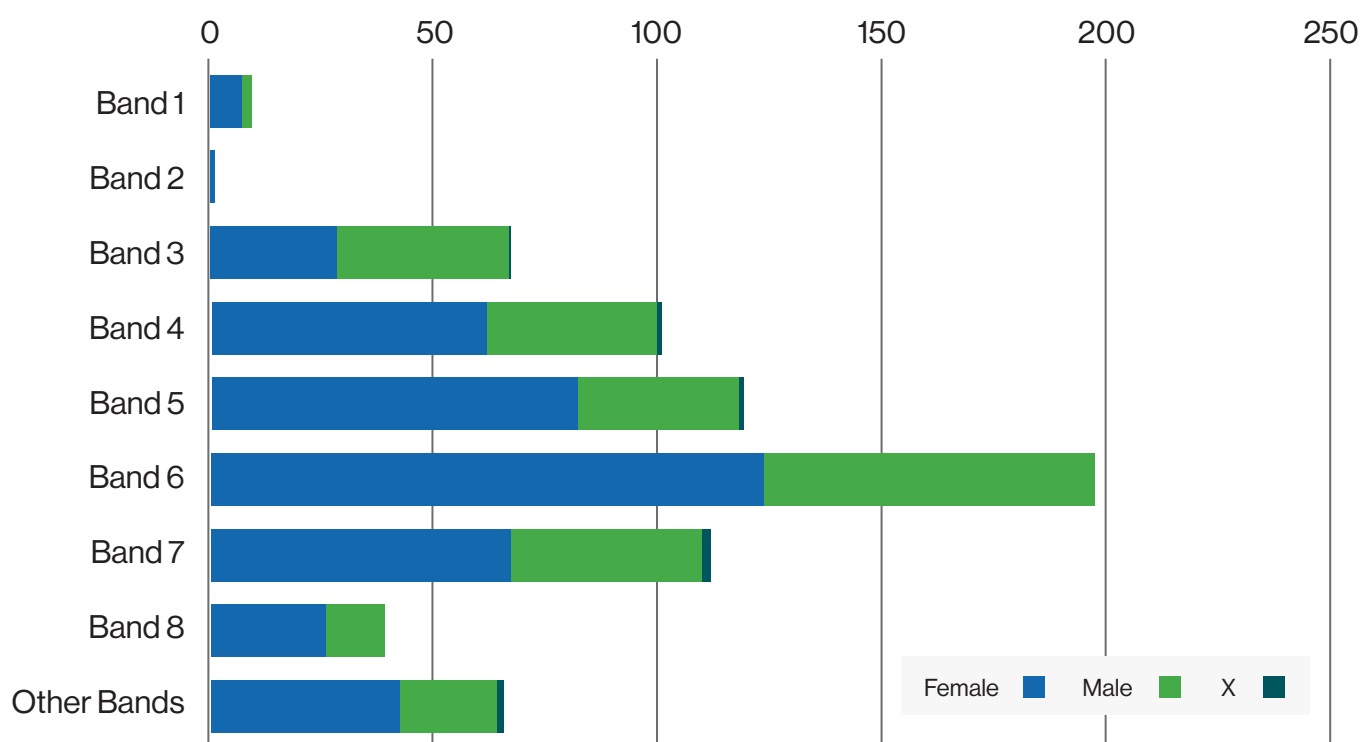
	Built Environment & Infrastructure	Communities	Corporate Services	Planning and Sustainable Futures	Office of the CEO	Grand Total
Full time						
Female	60.87	90.62	90.08	57.29	10.64	309.50
Male	129.44	26.59	38.65	46.58	2.00	243.26
X	0.82	3.00	0.82	0.00	0.00	4.64
Part time						
Female	5.35	59.92	29.01	23.14	0.00	117.42
Male	5.05	9.82	1.98	4.05	0.00	20.90
X	0.00	0.59	0.00	0.00	0.00	0.59
Casual						
Female	0.00	9.05	3.50	0.00	0.00	12.55
Male	0.00	0.91	1.11	0.00	0.00	2.02
X	0.00	0.26	0.00	0.00	0.00	0.26
Total	201.53	200.76	165.15	131.06	12.64	711.14



Employment classification (FTE)

Employment	Female	Male	X	Total
Band 1	7.12	2.04	0.00	9.16
Band 2	0.63	0.00	0.00	0.63
Band 3	28.51	38.38	0.26	67.15
Band 4	61.75	38.05	1.00	100.80
Band 5	82.20	36.10	1.00	119.30
Band 6	123.95	73.99	0.00	197.94
Band 7	67.34	42.76	1.82	111.93
Band 8	25.69	13.11	0.00	38.79
Other Bands	42.28	21.75	1.41	65.44
Total	439.47	266.18	5.50	711.14

Headcount by employment status and gender



Workforce initiatives

Smarter, more efficient recruitment and better candidate experience

In 2024-25, Council implemented 'open interviewing' providing questions to candidates ahead of their interviews to reduce anxiety and improve preparation. New online resources also supported candidates with cover letters, resumes and interview tips.

Highly engaged, well trained, with the skills needed to serve community

Engagement and alignment scores rising by up to six per cent placing our organisation in the top quartile when compared to 75 other local government organisations.



Fairly paid

A new Yarra Ranges Council Enterprise Agreement 2024 was finalised, delivering balanced pay increases. Benchmarking shows council wages remain competitive among neighbouring Councils. Legislative changes – covering fixed-term contracts, casual conversion, flexible work and 'same job, same pay' - have led to reduced labour hire and increased permanent staffing.

Embracing diversity and opportunities for all

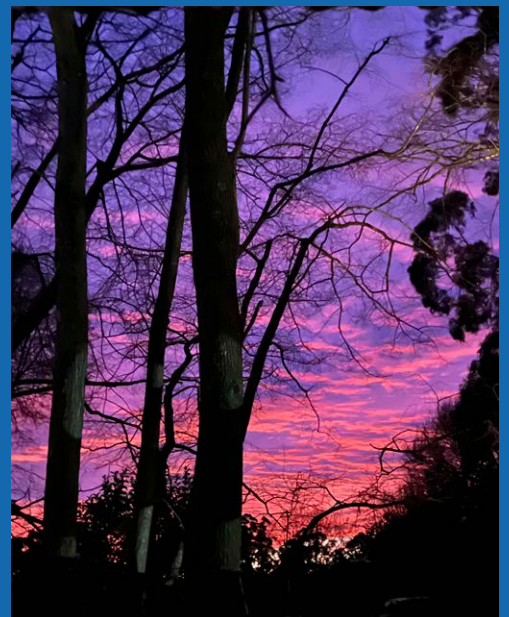
Council fosters diversity, equity and inclusion through policy, education and events. Our refreshed Diversity and Inclusion Policy and Action Plan reinforces expectations for inclusive behaviour and fair access.

Safe and well

New Worksafe Victoria regulations aimed at addressing psychosocial hazards are expected to take effect on 1 December 2025 with Council well placed to meet them. In 2024-25, we enhanced leader training, conflict support and incident reporting to improve wellbeing and prevent psychological harm.

Embracing technology

Telematics have been installed in our Council fleet to improve safety, support compliance, and promote responsible driving. This aligns with Health and Safety legislation and Heavy Vehicle legislation.





Performance report

Planning and reporting framework

The Local Government Act 2020 requires Councils to prepare:

- 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)
- Financial policies.

Strategy framework

These documents guide the work of Council and drive accountability for the planning and delivery of our commitments to the community. Our strategic framework visualises the connections between these documents.



Council Plan

The 2021–2025 Council Plan outlines the strategic direction of Council, setting out key objectives and eight major initiatives that guide our work. These priorities were shaped by extensive community engagement in 2020 and reflect the values, needs and aspirations of the Yarra Ranges community. An accompanying

action plan detailed the steps Council committed to in achieving these strategic objectives.

The 2024-25 Annual Report is the final reporting period for the 2021-25 Council Plan and marks its completion. The following sections provide an overview of these actions and achievements.

Strategic objectives

The Council Plan identifies five key strategic objectives that underpin our commitment to delivering meaningful outcomes for the community. These objectives, and the strategies and plans that will deliver on these objectives, are identified below.

Connected and Healthy Communities Communities are safe, resilient, healthy, inclusive and socially well connected. Quality services are accessible to everyone.	Key strategies and plans to deliver KSO: • Health and Wellbeing Plan • Child and Youth Strategy • Creative Communities Strategy • Domestic Animal Management Plan • Reconciliation Action Plan • Municipal Emergency Management Plan
Protected and Enhanced Natural Environment A healthier environment for future generations.	Key strategies and plans to deliver KSO: • Environment Strategy • Liveable Climate Plan • Tree Canopy Strategy • Zero Emissions Fleet Transition Plan • Nature Plan • Community Waste and Resource Recovery Plan • Storm Water Management Plan

Quality Infrastructure and Liveable Places

Quality facilities and infrastructure meet current and future needs. Places are well planned and hubs of activity that foster wellbeing, creativity and innovation.

Key strategies and plans to deliver KSO:

- Active Recreation Plan
- Aquatics Facilities Strategy
- Asset Management Plan
- Integrated Transport Strategy
- Municipal Planning Statement
- Housing Strategy
- Playspace Plan

Vibrant Economy, Agriculture and Tourism

Our tourism, agriculture, health, manufacturing and other industries are leading and dynamic. Strong investment and attraction underpin sustainable economic growth and job creation.

Key strategies and plans to deliver KSO:

- Economic Development Strategy
- Destination Management Plan

High Performing Organisation

An innovative, responsive organisation that listens and delivers quality, value for money services to our community.

Key strategies and plans to deliver KSO:

- YR Ignite - High Performing Organisation Strategy
- Workforce Plan
- Asset Plan
- Long Term Financial Management Plan
- Annual Budget and 3-Year Plan
- Health and Safety Strategy
- Gender Equity Action Plan

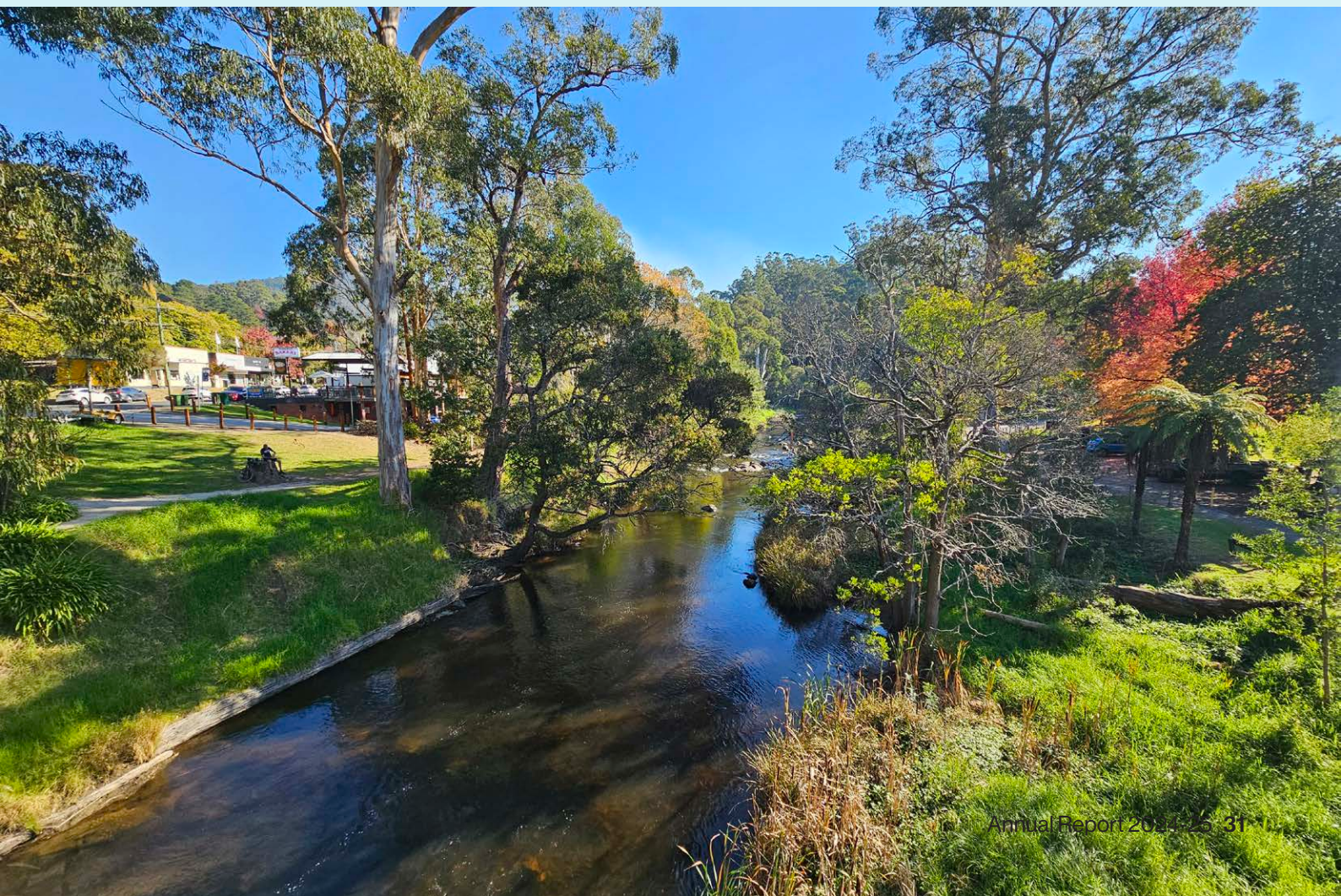
Major initiatives and Council Plan actions

The following sections report on the status of each major initiative and action identified in the Council Plan Action Plan.

As this is the final year of the 2021-25 Council Plan, all actions are reported as 'complete' to reflect the close of the four-year planning cycle. In some cases, 'complete' means the action has been delivered in full, or that scheduled milestones for this action have been achieved and the activity is now part of ongoing operations or incorporated into another strategy.

A 2021-25 Council Plan completion report is available on the Yarra Ranges website which provides a summary of the key achievements and outcomes under each of the Major Initiatives and Council Plan actions.

**100% of active Council Plan actions have been achieved.
One action was deferred**



Major initiatives for 2021 – 2025

#	Major initiative	Status
1	Improve Aboriginal health and wellbeing by providing a range of supports to Oonah Health and Community Services Aboriginal Corporation to establish the Healesville Belonging Place, an integrated Aboriginal health facility.	Complete – milestone met
2	Become a world class trails and eco-tourism destination through project development, delivery, advocacy and partnerships, including the delivery of the four Rivers and Ridges projects; Warburton Community Recreation Precinct; ngurrak barring (RidgeWalk); the Yarra Valley Trail and the Warburton Mountain Bike Destination.	Complete – milestone met
3	Ensure the plants, animals and ecologies of Yarra Ranges that our community value so much are supported and retained alongside us in healthy landscapes, by preparing and implementing a Biodiversity Plan that provides renewed focus for Council, the community, and partners.	Complete – milestone met, ongoing service
4	Reduce our ecological footprint through our commitment to source renewable energy generated by Council and extend benefits to community through advocating and securing funding to deliver on initiatives including Council's Solar Farm project.	Complete – ongoing service
5	Improve mental health outcomes for the community, strengthen social connections, and advocate for equitable and accessible mental health services across the municipality.	Complete – ongoing service
6	Undertake and deliver integrated place planning for priority activity centres and town centres to achieve coordinated community outcomes across Yarra Ranges, in accordance with the Living Places Framework.	Complete – milestone met
7	Build community resilience by working together to achieve greater emergency planning and preparedness with a focus on traditional cultural burning practices. This will include the development a firestick program across public, private land and local training hubs.	Complete – ongoing service
8	Implement a Build Back Better approach to economic recovery and adaptation activities that improves the well-being of the community and business.	Complete – ongoing service

Council Plan actions for 2021 – 2025

Connected and Healthy Communities

Communities are safe, resilient, healthy, inclusive and socially well connected. Quality services are accessible to everyone.

Action	Status Year 4
Implement priority actions arising from the Health and Wellbeing Plan.	Complete
Implement Council's Healthy and Active Ageing Plan to increase the age and dementia friendliness of the municipality and improve social connection.	Completed and ongoing service
Implement the Pandemic Recovery and Resilience Framework and other key recovery actions to support the rebuilding of community resilience.	Complete
Update the Aquatics Strategy to strategically plan for the provision of aquatic facilities across the municipality that are inclusive, sustainable, well designed and positioned to improve community health and wellness.	Complete
Revise and implement key actions of the Recreation and Open Space Strategy to increase community access, support community connections and activate Council's community facilities and open space network.	Complete and ongoing service
Implementing key actions in the Integrated Transport Strategy 2040 with a focus on people's localised movements and advocating for a cohesive public transport network that connects people with services, employment and to each other.	Complete – ongoing service

Quality Infrastructure and Liveable Places

Quality facilities and infrastructure meets current and future needs. Places are well planned hubs of activity that foster wellbeing, creativity and innovation.

Action	Status Year 4
Improve our social infrastructure planning by working across Council to integrate place, service and infrastructure planning to meet the needs of our diverse communities and improve the unique places they live.	Complete – ongoing service
Develop and implement a strategic approach for activating and providing functional and affordable community assets and spaces that are welcoming to all and support the wellbeing and connectedness of the community.	Complete – ongoing service
Continue to evolve the maturity and sophistication of Council's Asset Management planning to ensure existing community infrastructure is renewed and maintained for the benefit of future generations.	Complete – ongoing service
Activate, develop and construct significant community facility projects across the municipality to respond to current and future community and social needs.	Complete – ongoing service
Seal gravel roads in townships across the municipality enabled through funding provided by the Federal Government combined with landowner contributions to improve local amenity and liveability for the community.	Complete – external dependency, ongoing service
Integrate and strengthen the planning, maintenance and management of community assets to ensure the needs and priorities of current and future communities are balanced against investment requirements and Council's ability to pay for them.	Completed – ongoing service
Complete the Lilydale Structure Plan and incorporate key actions into the Planning Scheme through an amendment to provide clear direction of the future land use, urban design, transport and access and landscaping forms for Lilydale.	Complete – milestone met, external dependency

Quality Infrastructure and Liveable Places

Quality facilities and infrastructure meets current and future needs. Places are well planned hubs of activity that foster wellbeing, creativity and innovation.

Action	Status Year 4
Amend the planning scheme by using the outcomes of the reviewed Housing Strategy to ensure housing needs of the community are met, new housing is well designed, provides for housing choice and improve neighbourhood character outcomes in residential areas.	Complete – external dependency
Plan, facilitate and develop urban renewal projects, including Lilydale Revitalisation project, Kinley development and Level Crossing Removal to facilitate the revitalisation of Lilydale. Ensuring alignment with Council's place making objectives of encouraging a vibrant, attractive, sustainable, healthy and connected community.	Complete – ongoing service
Establish a municipal wide Development Contributions Plan to provide funds for new infrastructure to support future growth and development.	Deferred

Protected and Enhanced Natural Environment

A healthier environment for future generations

Action	Status Year 4
Implement actions of the Liveable Climate Plan and shift to low carbon and renewable energy sources across all facilities, buildings, plant and fleet to reduce Council's climate impact.	Complete – milestone met, ongoing service
Deliver actions of the Urban Tree Canopy Strategy and deliver the parks and reserves improvement program to enhance amenity, access and participation in public spaces and places.	Complete – ongoing service
Develop a Municipal Waste Plan, education programs and pursue innovative waste processing technologies to maximise waste resource recovery for a more sustainable future.	Complete – ongoing service
Continue to develop and support the capability of Environmental Volunteer Groups including seeking funding support to invest in our shared environment.	Complete – ongoing service
Improve our green corridors to enable native wildlife movement across the landscape by investing in restoration and revegetation works on private and council land.	Complete – ongoing service

Vibrant Economy, Agriculture and Tourism

Our tourism, agriculture, health, manufacturing and other industries are leading and dynamic. Strong investment and attraction underpins sustainable economic growth and job creation.

Action	Status Year 4
Implement a plan that improves employment opportunities and mental health outcomes for everyone.	Complete – ongoing service
Develop and deliver improvements to Council's network of recreational trails across the municipality to support improved recreational, health, social, and economic needs of the community and become a world class trails, agritourism and eco-tourism destination.	Complete – ongoing service
Finalise and implement a new Economic Development Strategy and Investment Attraction Plan, to create local jobs, business, and investment to deliver positive and sustainable economic community outcomes.	Complete – milestone achieved
Deliver key initiatives outlined in the Bayswater Business Precinct Transformation Strategy that create jobs, attracts future investment and progresses the revitalisation of the Precinct, in association with Knox and Maroondah Councils.	Complete – ongoing service
Raise the cultural profile of Yarra Ranges to drive creative industry development and cultural tourism spend via attracting and retaining new creative professionals and businesses and supporting existing creative professionals and businesses.	Complete – ongoing service
Develop a destination management Plan with Yarra Ranges Tourism Board to support the right eco-tourism, infrastructure growth that also protects our natural environment.	Complete – ongoing service

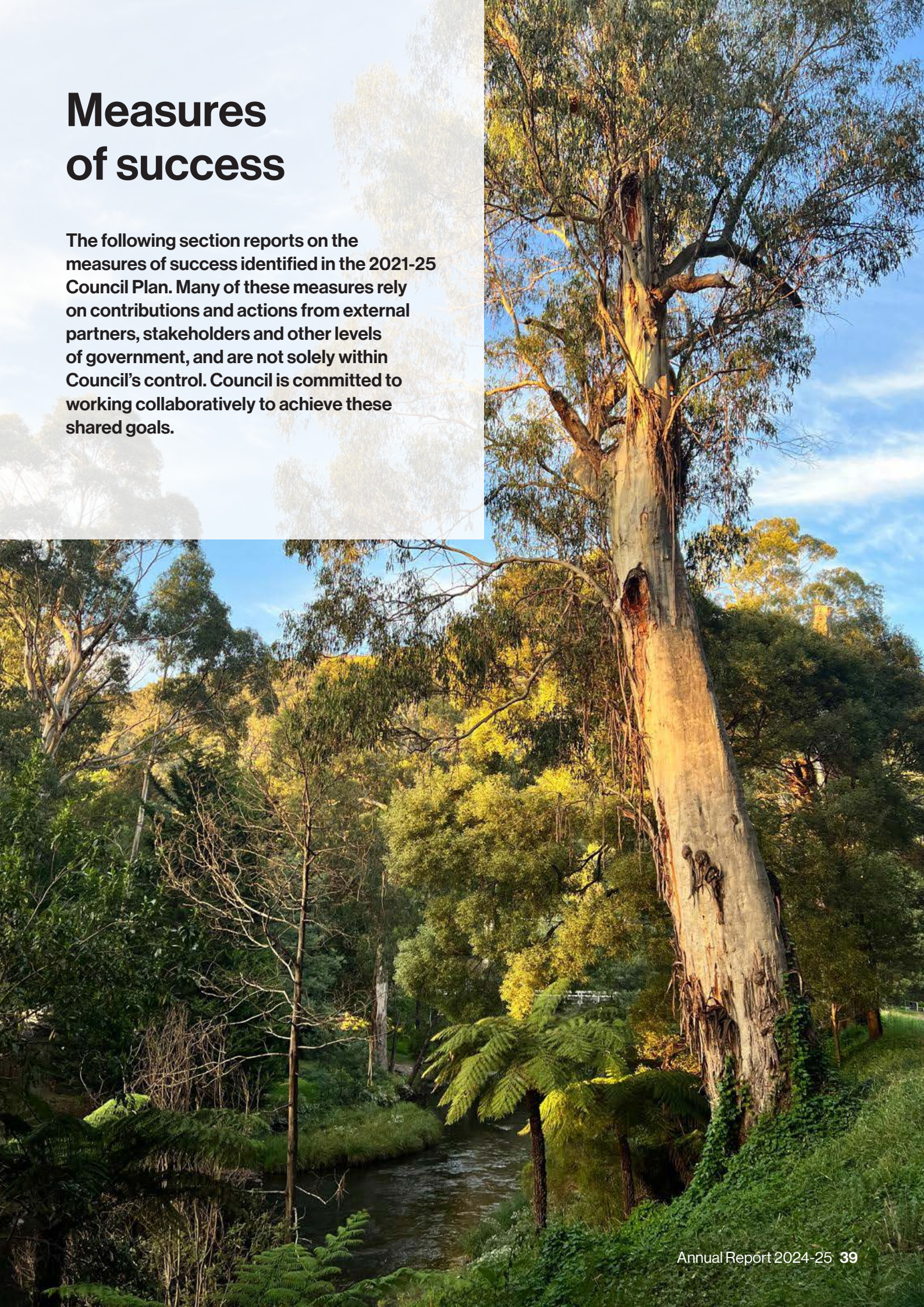
High Performing Organisation

An innovative, responsive organisation that listens and delivers quality, value for money services to our community.

Action	Status Year 4
Ensure Council's workforce reflects the community it serves by embedding the principles of diversity and inclusion in our day-to-day leadership and share our experience and knowledge with the community.	Completed – ongoing service
Improve the community's trust and connection with Council through more meaningful and inclusive community engagement and innovative approaches to communication.	Complete – ongoing service
Develop and grow an organisational culture committed to delivering exceptional customer experience.	Completed – ongoing service
Streamline internal Council processes and improve systems to deliver more efficient services and improved interactions with our community.	Completed – ongoing service
Increase the community's visibility, understanding of and access to Council's information and performance to improve accountability to the community.	Completed – ongoing service
Consolidate and strengthen advocacy through evidence and stronger relationships to ensure other levels of government are effectively and efficiently engaged to support local services and programs.	Complete – ongoing service
Adapt and improve our service delivery to ensure the measurable provision of services that are supporting our municipality to rebuild resilience.	Completed – ongoing service
Strengthen relationships and networks to support local community groups and build their capacity to be active in achieving community outcomes.	Completed

Measures of success

The following section reports on the measures of success identified in the 2021-25 Council Plan. Many of these measures rely on contributions and actions from external partners, stakeholders and other levels of government, and are not solely within Council's control. Council is committed to working collaboratively to achieve these shared goals.



Connected and Healthy Communities

Communities are safe, resilient, healthy, inclusive and socially well connected. Quality services are accessible to everyone.

Measures of success	Baseline	2025 target	2024-25 result
Healthy eating - the annual rate of growth in the prevalence of diabetes in Yarra Ranges is reduced.	Baseline data from 2020 is 4.6 per cent, desired rate of increase is maximum 10 per cent per year, target is less than 5.1 per cent for 2022	Maximum 10 per cent increase per year	5.02 per cent in July 2025 (a 3.5 per cent rise from 2023/24).
Physical activity – an increase in the level of adults undertaking sufficient physical activity.	58.4 per cent 2017, target is to maintain 58.4 per cent for 2020 and increase to 61.3 per cent by 2023 data release	5 per cent increase from 2017 data 2014 baseline data: 41.3 per cent and 45.40 per cent in 2020	36.9 per cent were undertaking sufficient physical activity (2023). Data is collected every three years.
Prevention of Violence Against Women – the rate of police callouts for family violence does not continue to increase.	1,084 per 100,000 in March 2021, target is rate of no more than 1,084 per 100,000 in subsequent years	No increase	There were 1,230.1 family violence incidents per 100,000 residents in the year to March 2025, down slightly from 1,253.9 per 100,000, in the year to March 2024. However, it has increased from the baseline measurement.
Drug and Alcohol Harm - ambulance callouts for drug and alcohol.	382 in 2019-20 financial year; target is less than 565 callouts for 2022	20 per cent or less	Alcohol-related ambulance callouts were 397.2 per 100,000 in 2023-24, up substantially from 302.4 in 2022-23. In 2023-24, the total number was 630.
Mental Health – the rate of overnight admitted mental health-related population rates of separations does not grow by more than 5 per cent per year.	114 per 10,000 in 2019-20	5 per cent or less growth rate	Updates for this data are not available, as the AIHW has stopped publishing it by local area.

Protected and Enhanced Natural Environment

A healthier environment for future generations.

Measures of success	2025 target	2024-25 result
Potable water use for irrigation, roads maintenance and aquatics by 2025. Baseline data: 2018-19 - 190, 635 and 2019-20 - 138, 249	25 per cent reduction	227,302 kL
Customer satisfaction rating for environmental education targeted programs Satisfaction is a strong understanding of the subject matter.	80 percent satisfaction score annually	95 per cent
Plants planted per annum to contribute to native fauna habitat, increased property floristic diversity and agricultural productivity such as shade, shelter, windbreaks on private property.	200,000 or greater	163,345 planted in 2024-25, 481,075 for the full Council Plan period.
Kilometres of roadside with bushfire fuel levels reduced	40km or greater	11.2km in 2024-25 and 35.96km over the full Council Plan period. Roadside slashing equating to 2,500km for 850 roads.
Increase habitat restoration through change in the proportion of reserves from medium to high conservation status.	2 per cent increase by 2025	7 per cent increase in proportion of reserves.
Reduction of 60 per cent of corporate greenhouse gas emissions on 2005 levels (16,475tCO₂-e) by December 2025, with a view to net zero by 2040. 2020 corporate emissions are estimated at 12,000 tCO₂e. This is a minor increase of 41tCO₂-e (0.48 per cent) from the previous year (2022-23: 8,551.6tCO₂-e). This rise is mainly due to higher fuel emissions from both direct (stationary and transport) and indirect (contractor's transport) sources. Additionally, a new fuel source was added, and the emissions factors for Scope 3 liquid fuels have significantly increased compared with the previous report.	6,400 tCO ₂ e or lower	8,593tCO₂-e July 2023 – June 2024 data reported. Data for December 2025 target to be determined.

Quality Infrastructure and Liveable Places

Quality facilities and infrastructure meets current and future needs. Places are well planned and are hubs of activity that foster wellbeing, creativity and innovation.

Measures of success	Baseline	2025 target	2024-25 result
Per cent of car usage to travel to work. Source: ABS Census data, baseline 2016 census.	89 per cent	≥ 4 per cent reduction	93.83 per cent Source: Victorian Integrated Survey of Travel and Activity 2023-24 (latest figures available)
Per cent of train/bus use to travel to work	7 per cent	≥ 1.8 per cent increase	2.47 per cent
Per cent who walk to work.	2 per cent	≥ 0.8 per cent increase	4.74 per cent
Per cent of using a bicycle to travel to work. Source: ABS Census data, baseline 2016 census.	0.1 per cent	≥ 1.7 per cent increase	3.70 per cent Source: Victorian Integrated Survey of Travel and Activity 2023-24 (latest figures available)
Per cent of car usage for non-work trips under 3km. Source: Victorian Integrated Survey of Travel and Activity.	75 per cent	≥ 6 per cent reduction	64 per cent Source: Victorian Integrated Survey of Travel and Activity 2023-24 (latest figures available)
Per cent of train/bus use for non-work trips under 3km.	0.5 per cent	≥ 0.6 per cent increase	0 per cent
Per cent who walk for non-work trips under 3km.	24 per cent	≥ 1.6 per cent increase	33.64 per cent
Per cent of using a bicycle for non-work trips under 3km. Source: Victorian Integrated Survey of Travel and Activity	0.5 per cent	≥ 3.7 per cent increase	1.40 per cent Source: Victorian Integrated Survey of Travel and Activity 2023-24 (latest figures available)

Measures of success	Baseline	2025 target	2024-25 result
Number of trips by car.	87 per cent	Reduce biennially in all measures	84.89 per cent of trips by car
Number of trips by public transport.	3 per cent		0.72 per cent of trips by public transport
Number of trips by walking.	9 per cent		12.95 per cent of trips by walking
Number of trips by bike.	0.6 per cent		1.08 per cent of trips by bicycle
Source: Victorian Integrated Survey of Travel and Activity Baseline data Journeys recorded in YRC 2018.			Source: Victorian Integrated Survey of Travel and Activity 2023-24 (latest figures available)
Asset Management maturity rating score	2021 maturity score = 90	1,000 maturity level score	Indicator no longer available
Source: National Asset Management Assessment Framework measures asset management performance across 11 core areas of asset management competencies.			<i>Council no longer uses the National Asset Management Assessment Framework and therefore data for this indicator is no longer available. We now utilise an internal self-assessment tool with different metrics, from the Asset Management Accountability Framework introduced by the Victorian Department of Treasury and Finance.</i>

Vibrant Economy, Agriculture and Tourism

Our tourism, agriculture, health, manufacturing and other industries are leading and dynamic. Strong investment and attraction underpin sustainable economic growth and job creation.

Measures of success	Baseline	2025 target	2024-25 result
Growth in resident spend locally.	\$1,188 million (May 2021).	Increase annually	\$1,637 million
Growth in overall visitors spend locally.	\$671 million (May 2021).	Increase annually	\$937.4 million
Plants planted per annum to contribute to native fauna habitat, increased property floristic diversity and agricultural productivity such as shade, shelter, windbreaks on private property.		200,000 or greater	163,345 planted in 2024-25, 481,075 for the whole council plan period
Growth of international visitors in the Yarra Ranges and Dandenong Region.	14,000 – (December 2020).	Increase annually	International data is not available below state level from 2021 onwards. Victoria wide results: • Trips: 250,000 (up 6 per cent) • Spend: \$613 Million (up 38 per cent) Figures reported are for year ending March 2025
Gross Regional Product - Increase the net wealth generated by the local economy influenced through employment, productivity, and industry types in the area.	\$6.7 billion in 2021.	3 per cent or greater	\$7.575 billion 2023-24 quoted, data for 2024-25 not yet available

High Performing Organisation

An innovative, responsive organisation that listens and delivers quality, value for money services to our community.

Measures of success	2025 target	2024-25 result
Per cent increase in Council's Maturity Model Assessment in: • building a great culture • leadership that achieves outcomes • focus on community and customer • individual's performance and accountability via their performance development plans • information Technology systems and data management maturity. Source: Yarra Ranges Maturity Model Assessment.	Increase annually	Assessment not completed during 2024-25
Number of lost time injuries incidents Baseline data: 4 in 2021.	Aiming for zero, with a realistic range to be no greater than 2021 results.	18
Customer satisfaction with Yarra Ranges Council Source: Yarra Ranges Customer Satisfaction Score.	Increase annually	49
Increase in gender equity and diversity inclusion among Council staff. Source: Yarra Ranges Employee Alignment and Engagement Survey. Baseline data is available on the Yarra Ranges Website at Gender equity Yarra Ranges Council.	Increase annually on baseline data captured in July 2021.	This measure has been replaced by the Gender Equity Audit, conducted every two years as part of our obligations under the Gender Equality Act 2020 (Vic). Council's Gender Equity Action Plan, along with baseline data and progress reports can be found on our website at

Cost of services delivered

Connected and Healthy Communities

Communities are safe, resilient, healthy, inclusive and socially well connected. Quality services are accessible to everyone.

Services	Description of services provided	2024-25 Net Cost (income) \$'000
Animal Management	Manage pet registration, respond to animal complaints and oversee dangerous animals for public safety and responsible pet ownership.	\$1,362
Emergency Management	Coordinate emergency preparedness, response and recovery to enhance community resilience and safety.	\$7,470
Local Laws and Regulatory Compliance	Develop and enforce local laws to maintain public order and ensure compliance with health, safety and environmental regulations.	\$37
School Crossings	Manage school crossing programs to ensure safe road crossings for children at peak school times.	\$1,423
Early and Middle Years	Support child development through targeted programs, childcare and playgroups, especially for vulnerable families.	\$293
Healthy Active Ageing	Support the wellbeing and independence of older adults and their community participation through resources, programs, and age-friendly initiatives.	\$553
Maternal Child and Health	Provide support to families with young children through appointments, home visits and guidance on sleep and settling.	\$1,367
Youth Development	Empower youth (12-24) through programs focusing on early intervention, capacity building and social connections.	\$485
Arts, Culture and Heritage	Develop and deliver cultural programs, events and initiatives that celebrate creativity and promote understanding of heritage.	\$5,161
Community Strengthening	Strengthen communities through programs, grants and initiatives that promote inclusion, leadership and volunteerism.	\$2,381

Services	Description of services provided	2024-25 Net Cost (income) \$'000
Indigenous Development	Facilitate reconciliation and integrate Indigenous knowledge and practices to enhance cultural literacy.	\$317
Social Infrastructure Planning	Plan and manage community facilities and services to meet current and future social needs.	\$520
Immunisation	Provide immunisation services to residents and students in the municipality.	\$352
Public and Environmental Health	Manage public health risks through education, monitoring and enforcement, especially for vulnerable populations.	\$440
Public Health and Wellbeing	Develop and implement plans to protect and improve community health in line with state guidelines.	\$440
Sub-total: Connected and Healthy Communities		\$22,600

Protected and Enhanced Natural Environment

A healthier environment for future generations.

Services	Description of services provided	2024-25 Net Cost (income) \$'000
Stormwater Management	Manage and improve drainage systems to collect, convey and treat stormwater run-off.	\$4,001
Water Management	Implement water-sensitive design and partner with Melbourne Water to enhance water management strategies.	\$59
Climate Adaptation	Develop and implement strategies to prepare for climate change impacts, including extreme weather and changing weather patterns.	\$1,801
Energy Transition and Emission Management	Develop and implement initiatives to reduce council's greenhouse gas emissions and transition to renewable energy; support sustainability and climate resilience goals.	(\$234)
Landfill Management	Manage and remediate five closed landfill sites across the Yarra Ranges Shire.	\$1,642
Resource Recovery	Manage household waste and recyclables to maximise recovery and reduce landfill disposal.	(\$2,873)
Biodiversity	Plan and manage initiatives to protect local ecosystems, conserve native species and restore habitats.	\$837
Land Management	Plan and maintain public lands and resources, including weed control, vegetation management, and planned burns.	\$5,142
Planting Programs	Plan and implement vegetation initiatives in public spaces, such as street trees, urban forests and community gardens.	\$703
Sub-total: Protected and Enhanced Natural Environment		\$11,078

Quality Infrastructure and Liveable Places

Quality facilities and infrastructure meets current and future needs. Places are well planned and are hubs of activity that foster wellbeing, creativity and innovation.

Services	Description of services provided	2024-25 Net Cost (income) \$'000
Cultural Venues and Community Halls	Maintain and optimise cultural venues and halls to ensure they are safe, functional and available for community use.	\$62
Libraries	Provide free access to books, digital resources, technology, and spaces for learning, research and community engagement.	\$4,491
Facilities Maintenance and Operations	Ensure the upkeep, operation, and safety of council-owned buildings and facilities for community use.	\$9,084
Leases and Licences	Manages the issuance, renewal and administration of licences and leases for council-owned land, buildings and facilities. This includes agreements for commercial, community and residential use, ensuring compliance with local regulations and fair access to public assets.	\$2,390
Parks	Design, develop and maintain park buildings and amenities to ensure they are safe, accessible and meet community needs.	\$6,256
Play Spaces	Provide safe, accessible outdoor play areas for children of all ages and abilities.	\$414
Townships	Maintain and manage small urban areas, ensuring they have functional and safe infrastructure, services and amenities.	\$390
Tree Management	Manage trees on Council land, including planting, pruning, removal and responding to public requests for enhanced landscapes and safety.	\$8,484
Building Services	Ensure compliance and safety of buildings (under the Building Act 1993) through control and enforcement duties.	\$359
Place Planning and Design	Plan and design vibrant community spaces through urban planning, landscape architecture and open space planning.	\$2,038
Statutory Planning	Implement planning policies and controls to ensure orderly development, compliance with permits and adherence to the Planning and Environment Act 1987.	\$5,581

Services	Description of services provided	2024-25 Net Cost (income) \$'000
Strategic Projects	Facilitate and deliver major infrastructure projects, managing planning approvals and coordinating stakeholders.	\$543
Aquatics	Design, construct and maintain aquatics facilities to ensure they are safe, functional, and ready for community use.	\$2,391
Sports fields	Design, construct and maintain sports fields to ensure they are safe, functional and ready for community and sporting use.	\$4,009
Recreation Facilities	Design, construct and maintain recreation facilities to ensure they are safe, functional and ready for community use.	\$136
Trails	Design, construct and maintain trails to ensure they are safe, functional and ready for community use.	\$0
Local Roads, Bridges, Footpaths and Carparks	Plan, construct and maintain local roads, bridges, footpaths and carparks to ensure safety, accessibility and effective traffic flow.	\$22,709
Public Lighting	Install, maintain and upgrade street lighting to ensure safe and energy-efficient public spaces.	\$1,240
Traffic Management	Plan, implement and maintain traffic systems to ensure safe and efficient movement of people and vehicles.	\$1,152
Sub-total: Quality Infrastructure and Liveable Places		\$71,728

Vibrant Economy, Agriculture and Tourism

Our tourism, agriculture, health, manufacturing and other industries are leading and dynamic. Strong investment and attraction underpin sustainable economic growth and job creation.

Services	Description of services provided	2024-25 Net Cost (income) \$'000
Economy, Tourism and Investment Support	Foster economic growth by supporting business development, sustainability and tourism to enhance community prosperity.	\$1,797
Sub-total: Vibrant Economy, Agriculture and Tourism		\$1,797

High Performing Organisation

An innovative, responsive organisation that listens and delivers quality, value for money services to our community.

Services	Description of services provided	2024-25 Net Cost (income) \$'000
Asset Strategy and Planning	Develop and implement asset management strategies for sustainable, resilient and future-focused infrastructure.	\$1,411
Capital Infrastructure Design and Delivery	Planning, design and construction of major infrastructure projects, ensuring they meet community needs, regulatory standards and sustainability goals.	\$1,717
Capital Infrastructure Planning	Manages capital projects and prioritisation to ensure sustainable, community-focused infrastructure.	\$948
Asset Data and Systems	Manage and maintain asset data systems to support informed decision-making and efficient asset management.	\$243
Community Engagement	Ensure transparent and effective communication between Council and the public to foster community engagement.	\$2,108
Contact Centre	Provide frontline customer service to assist community members, resolve inquiries and connect them with appropriate council services.	\$1,759
Customer Experience	Provide accessible and responsive support to community members across multiple service channels to resolve inquiries and service requests.	\$2,268
Financial Services	Manage financial services including budgeting, reporting and compliance to ensure effective allocation of resources.	\$1,898
Procurement Services	Manage the acquisition of goods, services and works to ensure transparency, cost effectiveness and compliance with legislative requirements.	\$1,158
Rate Management	Manage the assessment, collection and administration of property rates to fund local services and infrastructure.	\$850
Advocacy	Represent the community's interests to government bodies and stakeholders.	\$245

Services	Description of services provided	2024-25 Net Cost (income) \$'000
Councillor Services	Manage governance processes to support council operations and services.	\$2,109
Integrated Planning	Coordinate and align policies, plans and projects to meet community needs and emerging trends.	\$1,385
Risk	Manage Council's insurance portfolio, risk mitigation and compliance to support council operations and services.	\$3,348
Optimisation and Innovation	Drive improvements and innovation in council operations and services through data analysis and strategic transformation.	\$830
Employee Relations	Manage workplace relations by supporting positive employee/employer relationships, ensuring compliance with industrial agreements, and promoting a fair and respectful workplace culture.	\$196
Health, Safety and Wellbeing	Promote and maintain a safe, healthy and supportive work environment for council employees, focusing on health, safety and wellbeing.	\$122
Organisational Development	Enhance Council's effectiveness, culture and capability through strategic interventions and leadership development.	\$4,041
Digital Services and Solutions	Modernise council operations through innovative digital solutions to enhance service delivery.	\$520
IT Infrastructure Services	Manage IT infrastructure to support council operations and community services effectively.	\$10,136
Organisational Intelligence	Provide data-driven insights to support evidence-based decisions and governance across council operations.	\$1,160
Sub-total: High Performing Organisation		\$38,452

Grand Total

\$145,655

Local Government Performance Reporting Framework

The Local Government Performance Reporting Framework (LGPRF) is a statewide system to help councils track and report on how well key services are delivered. This ensures transparency and allows our community to see how we're performing over time and compared to other councils.

Connected and Healthy Communities

Communities are safe, resilient, healthy, inclusive and socially well connected. Quality services are accessible to everyone.

Service/Indicator/Measure	Results				Variation
Animal Management	2021-22	2022-23	2023-24	2024-25	
Time taken to action animal requests [Number of days between receipt and first response action for all animal management requests/number of animal management requests]	4.33 days	1.31 days	0.91 days	1.98 days	Increase in the time taken to respond to requests is attributed to reflecting reporting requirements being rounded to one-day minimum when compared to the prior year. Additionally, an increase in the onboarding of new staff has initially impacted response times due to training and integration.
Animals reclaimed [Number of animals reclaimed/number of animals collected] x 100	55.92 per cent	52.31 per cent	54.23 per cent	52.84 per cent	There was a modest rise in the total number of animals collected, with the ratio of cats to dogs aligning closely with the previous year's figures. Cats frequently fall into the semi-owned or unowned category, which often results in lower reclaim and reunification rates. In contrast, dogs continue to show consistently high reunification outcomes, as they are more commonly identified and successfully returned to their owners.
Animals rehomed [Number of animals rehomed/number of animals collected] x 100	26.76 per cent	21.74 per cent	59.25 per cent	58.73 per cent	Despite a moderate rise in overall animal collections, rehoming rates remained relatively consistent with figures from the previous financial year.

Service/Indicator/Measure	Results				Variation
Animal Management	2021-22	2022-23	2023-24	2024-25	
Cost of animal management service per population [Direct cost of the animal management service/ municipal population]	\$7.00	\$8.36	\$8.85	\$9.14	With a focus on service efficiency, process improvements and retention of staff, the delivery of the service has remained stable and within budget. Associated costs are similar to previous years and comparable with similar sized councils.
Animal management prosecutions [Number of successful animal management prosecutions/number of animal management prosecutions] x 100	95.65 per cent	100 per cent	100 per cent	100 per cent	Consistent with prior year. Reporting reflects Council's ongoing commitment to thoroughly investigating community concerns.

Service/Indicator/Measure	Results				Variation
Food Safety	2021-22	2022-23	2023-24	2024-25	
Time taken to action food complaints [Number of days between receipt and first response action for all food complaints/number of food complaints]	2.32 days	3.36 days	1.32 days	3.15 days	Through process and system enhancements, our data collection and analysis allowed for a greater distinction between premises and complaint types compared to previous years. As a result, this number is reflective of food related complaints only. Planned system enhancements and implementations will reduce our response times for handling of complaints
Food safety assessments [Number of registered class 1 and class 2 food premises that received an annual food safety assessments/ number of registered food premises that required an assessment] x 100	67.51 per cent	38.26 per cent	89.68 per cent	92.02 per cent	Retention of experienced staff and additional temporary resources have seen an increase in food safety assessments completed this financial year.

Service/Indicator/Measure	Results				Variation
Food Safety	2021-22	2022-23	2023-24	2024-25	
Cost of food safety service [Direct cost of the food safety service/number of food premises registered or notified in accordance with the Food Act 1984]	\$218.25	\$218.48	\$264.11	\$297.94	System and process improvements have enabled more accurate identification of food-related premises, refining the total count used in this measure. While Council continues to deliver the food safety service at a lower cost than comparable councils and within budget, the number of registered food premises declined by a greater proportion than the reduction in service costs. This has resulted in an increased cost per premises for the reporting period.
Health and safety Critical and major non-compliance outcome notifications [Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up/ number of critical non-compliance notifications and major non-compliance notifications about food premises] x 100	72.97 per cent	93.33 per cent	90.66 per cent	83.17 per cent	Decrease from prior year. Fewer notifications were received by Council overall; this resulted in less follow-ups - and a lower score. However, Council continues to prioritise all major and critical non-compliance to protect community health.
Food safety samples [Number of food samples obtained/required number of food samples] x 100	n/a	n/a	113.79 per cent	116.10 per cent	Council maintains a consistent level of food sampling.

Service/Indicator/Measure	Results				Variation
Maternal Child Health	2021-22	2022-23	2023-24	2024-25	
Infant enrolment in the MCH service [Number of infants enrolled in the MCH service (from birth notifications received)/ number of birth notifications received] x 100	101.12 per cent	102.35 per cent	100.06 per cent	100.65 per cent	The rate of enrolment in the Maternal and Child Health service by families with newborns continues to be very high, however fewer birth notifications were received during 2024-25 resulting in fewer total enrolments. Every birth notice received by Council can engage in the MCH Service. Council continues to provide services to residents from neighbouring councils, which has caused our participation rate to be slightly higher than 100 per cent.
Cost of the MCH service [Cost of the MCH service/ hours worked by MCH nurses]	\$84.66	\$80.44	\$80.94	\$83.54	Costing remains stable. Increase in cost reflecting increase in payrates associated with EA change October 2024.
Participation in MCH service [Number of children who attend the MCH service at least once (in the year)/ number of children enrolled in the MCH service] x 100	74.93 per cent	74.65 per cent	72.36 per cent	71.88 per cent	Participation in Council's MCH service has remained consistent with previous years.
Participation in MCH service by Aboriginal children [Number of Aboriginal children who attend the MCH service at least once (in the year)/number of Aboriginal children enrolled in the MCH service] x 100	79.00 per cent	78.47 per cent	76.41 per cent	75.93 per cent	Participation in Council's MCH services by Aboriginal and Torres Strait children has remained consistent with previous levels. MCH staff continue to work with external partners to improve participation in MCH services by Aboriginal and Torres Strait Island children and embed cultural safety into practice.
Participation in four-week Key Age and Stage home visit [Number of four-week key age and stage visits/ number of birth notifications received] x 100	97.76 per cent	96.13 per cent	96.62 per cent	96.03 per cent	The number of four-week Key Age and Stage visits was lower than birth notices received due to readmission to hospital for either mother or baby and temporarily staying in other local government areas. This is particularly relevant during the height of summer and extreme fire rating days.

Protected and Enhanced Natural Environment

A healthier environment for future generations.

Service/Indicator/Measure	Results				Variation
Waste Management	2021-22	2022-23	2023-24	2024-25	
Kerbside collection missed bins [Number of kerbside garbage and recycling collection bins missed/ number of scheduled kerbside garbage and recycling collection bin lifts] x 10,000	5.74	6.34	14.20	11.86	Improvement to previous year. 2023-24 figure included three months of weekly garbage collections whereas 2024-25 only included fortnight garbage collections.
Cost of kerbside garbage collection services [Direct cost of the kerbside garbage bin collection service/number of kerbside garbage collection bins]	\$163.01	\$178.68	\$149.77	\$108.94	The costs of the kerbside garbage bin collection service has fallen with fortnightly services. The increase in bins is due to some residents requesting a second bin. An error was identified with the 2023-24 figure, which incorrectly included GST in the total cost figure.
Cost of kerbside recyclables bin collection service [Direct cost of the kerbside recyclables bin collection service/number of kerbside recyclables collection bins]	\$69.62	\$71.35	\$78.63	\$68.69	Costs have fallen from previous year. This is partly due to an error with the 2023-24 figure, which incorrectly included GST.
Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins/weight of garbage, recyclables and green organics collected from kerbside bins] x 100	50.15 per cent	52.14 per cent	67.26 per cent	69.52 per cent	Significant improvement reported. Council has continued to improve waste diversion from landfill. This ongoing progress reflects the successful adoption of the weekly Food Organics and Garden Organics (FOGO) bin collection service.

Quality Infrastructure and Liveable Places

Quality facilities and infrastructure meets current and future needs. Places are well planned and are hubs of activity that foster wellbeing, creativity and innovation.

Service/Indicator/Measure	Results				Variation
Aquatic Facilities	2021-22	2022-23	2023-24	2024-25	
Health inspection of aquatic facilities [Number of authorised officer inspection of Council aquatic facilities/number of aquatic facilities]	0.00	0.00	1.00	1.00	All aquatic facilities were inspected by an authorised officer during the 2024-25 year to ensure safety and wellbeing of all patrons.
Utilisation of aquatic facilities [Number of visits to aquatic facilities/municipal population]	1.39	2.81	2.69	2.64	Overall visitation slightly declined. The reporting period included an eight-week closure of the Yarra Centre to complete essential pool filtration and liner upgrade works. Noting, visits to outdoor splash parks are not included in this data.
Cost of aquatic facilities [Direct cost of the aquatic facilities less income received/number of visits to aquatic facilities]	\$7.31	\$5.32	\$2.34	\$2.11	Costs were slightly lower during 2024-25 due to minor facility disruptions.

Service/Indicator/Measure	Results				Variation
Libraries	2021-22	2022-23	2023-24	2024-25	
Standard of library collection [Number of library collection items purchased in the last five years/number of library collection items] x 100	78.04 per cent	75.34 per cent	76.51 per cent	73.02 per cent	Council expanded reporting on this indicator to include digital items available through Boo Book Consortium. There are over 35,000 more collection items compared to the previous year. Our target is to have more than 80 per cent of items less than five years. Some older books that are highly valued by the community are being retained for much longer than five years.
Cost of library service per population [Direct cost of the library service/municipal population]	\$20.31	\$20.69	\$22.76	\$23.37	Although higher than previous years, the cost remains low. Being a semi-regional library service, costs are typically lower than most urban library services.

Service/Indicator/Measure	Results				Variation
Libraries	2021-22	2022-23	2023-24	2024-25	
Loans per head of population [Number of library collection item loans/population]	n/a	n/a	7.42	7.36	The overall number of loans increased slightly during 2024-25. However, the growth in the municipal population outpaced this increase, resulting in a slight decline in the per capita borrowing rate. Overall, borrowing trends remain strong, with digital items continuing to be popular among borrowers.
Library membership [Number of registered library members/ population] x 100	n/a	n/a	22.50 per cent	26.22 per cent	Increase from prior year. Throughout the reporting period the service has focused on converting frequent visitors into members. This has resulted in growth of registrations. This approach has also been boosted through people reporting they find library services a valuable support when experiencing cost of living pressures.
Library visits per head of population [Number of library visits/ population]	n/a	n/a	2.51	2.62	Increase from prior year. Throughout the reporting period, the service has focused on converting frequent visitors into members. This has resulted in growth of registrations. This approach has also been boosted through people reporting they find library services a valuable support when experiencing cost-of-living pressures.

Service/Indicator/Measure	Results				Variation
Roads	2021-22	2022-23	2023-24	2024-25	
Sealed local road requests [Number of sealed local road requests / Kilometres of sealed local roads] x100	85.48	141.15	101.32	95.29	Council received a reduced number of sealed local road requests during 2024-25, which could be contributed to increased hot spot programming for drainage and continued effort in reducing response times.
Sealed local roads below the intervention level [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100	97.61 per cent	97.45 per cent	95.98 per cent	95.98 per cent	The reported figure remains unchanged from the previous year, as Council's sealed road condition audit is conducted on a three-year cycle.

Service/Indicator/Measure	Results				Variation
Roads	2021-22	2022-23	2023-24	2024-25	
Cost of sealed local road reconstruction [Direct cost of sealed local road reconstruction/square metres of sealed local roads reconstructed]	\$107.69	\$166.71	\$102.47	\$100.76	This year, Council has completed three road rehabilitation projects: two rural spray seal local road sections and one rural collector road with asphalt seal.
Cost of sealed local road resealing [Direct cost of sealed local road resealing/square metres of sealed local roads resealed]	\$15.31	\$25.43	\$23.38	\$29.89	Costs of road resealing have increased from previous years. In 2024-25, 56 roads have been resealed across the network.
Satisfaction with sealed roads [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	48	43	37	41	The Local Government Community Satisfaction Survey reported that satisfaction with sealed local roads increased from 37 to 41 this year. Higher scores were reported by residents from the Urban region, whereas the Hills, Yarra Valley and Healesville-Yarra Glen regions reported lower scores.

Service/Indicator/Measure	Results				Variation
Statutory Planning	2021-22	2022-23	2023-24	2024-25	
Time taken to decide planning applications [The median number of days between receipt of a planning application and a decision on the application]	99	113	121	102	Council has been able to stabilise its planning workforce and retain planners. Significant investment in training and upskilling has improved planner knowledge, enabling faster and more efficient planner assessment, processing and delivery of decisions. One factor continuing to inflate the median days is a concerted effort to resolve older applications. Since June 2024, 84 applications older than 180 days have been determined. As older applications are resolved, the median number will continue to improve.

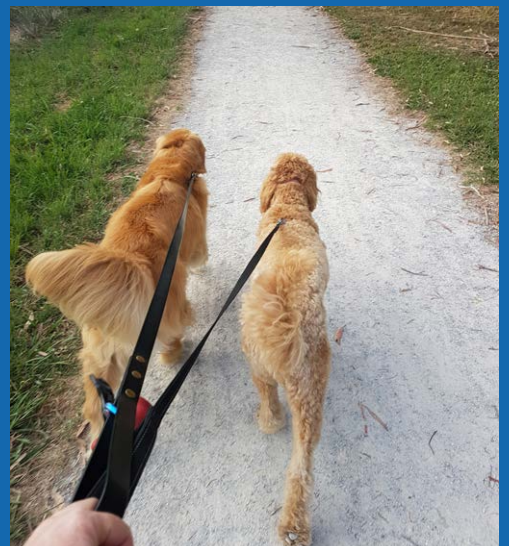
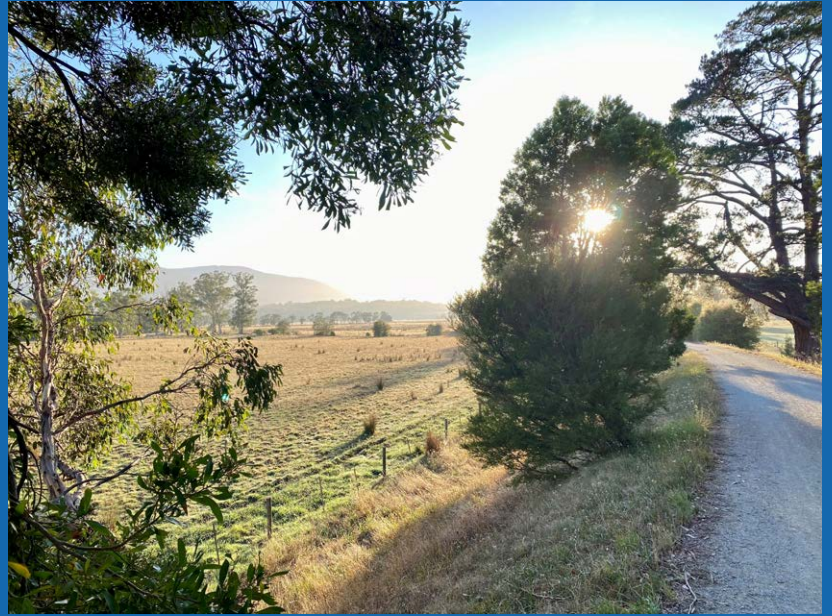
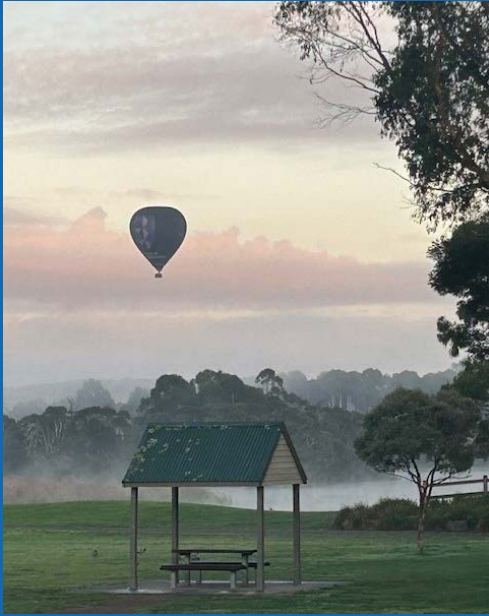
Service/Indicator/Measure	Results				Variation
Statutory Planning	2021-22	2022-23	2023-24	2024-25	
Planning applications decided within 60 days [Number of planning application decisions made within 60 days/number of planning application decisions made] x 100	53.25 per cent	51.42 per cent	61.78 per cent	64.81 per cent	Improved timeframes from previous year. Reducing planning decisions within required timeframes has been a key area of focus. This has been added by application volumes remaining stable, alongside the implementation of the system improvements. The vacancy rate has reduced from the previous financial year with greater success in filling roles and retaining staff.
Cost of statutory planning service [Direct cost of the statutory planning service/number of planning applications received]	\$2,039.79	\$2,749.11	\$3,055.65	\$3,096.11	The 2.2 per cent increase in costs from the previous year is minimal. The number of incoming planning applications remains consistent with last year, and the number of decisions made is only slightly lower. The primary cost driver is staffing. The workforce numbers have remained stable, with lower turnover and improved staff retention. There has also been a consistent workload year on year. The improved decision turnaround times, as shown in SP1 and SP2, demonstrate that our current resources are delivering enhanced service output.
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] x 100	56.25 per cent	62.50 per cent	51.52 per cent	61.54 per cent	The 38 per cent overturn (10 of 26 decisions) were mainly refusal decisions, where VCAT decided to issue an approval. This proportion is quite high, suggesting an opportunity to ensure refusal decisions are strongly aligned to planning policy. Consents and varied outcomes (39 per cent) reflect positive engagement and flexibility in decision making. The data suggests that the planning appeals process is functioning as a corrective mechanism, enabling outcomes that balance the use and development with community benefit. The diversity of overturned cases highlights the importance of clear policy interpretation and ongoing dialogue between council, applicants, objectors and the tribunal.

High Performing Organisation

An innovative, responsive organisation that listens and delivers quality, value for money services to our community.

Service/Indicator/Measure	Results				Variation
	2021-22	2022-23	2023-24	2024-25	
Governance Council decisions made at meetings 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, 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] x 100	0.84 per cent	0.89 per cent	3.85 per cent	3.67 per cent	Council continues to pride itself on open and transparent decision making. Only four of 99 council decisions were made at meetings closed to the public.
Satisfaction with community consultation and engagement Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement	51	46	45	46	Slight increase to previous year. Council scored 46 in the 2025 Community Satisfaction Survey for Consultation and Engagement. Residents from the Urban region reported the highest satisfaction score (50) and women as a population group reported the highest satisfaction (49).
Councillor attendance at Council meetings [The sum of the number of Councillors who attended each ordinary and special Council meeting/(number of ordinary and special Council meetings) x (number of Councillors elected at the last Council general election)] x 100	91.79 per cent	85.99 per cent	87.92 per cent	88.36 per cent	Councillor attendance has improved over previous years. Having the options to join online in extenuating circumstances has assisted.

Service/Indicator/Measure	Results				Variation
Governance	2021-22	2022-23	2023-24	2024-25	
Cost of governance [Direct cost of the governance service/ number of Councillors elected at the last Council general election]	\$47,917.89	\$54,406.89	\$55,540.88	\$56,303.89	There was a small increase in cost of elected representation. Note: the Victorian Independent Remuneration Tribunal increases Mayor/ Deputy Mayor/Councillor allowances each year.
Satisfaction with Council decisions [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]	54	48	41	46	Council scored 46 in the 2025 Community Satisfaction Survey for this indicator, a notable increase from the previous year. Results were varied amongst different sub-groups of the community. Residents from the Urban region reported higher satisfaction (50) while residents from the Yarra Valley region reported the lowest satisfaction (38).



Governance

Meetings of Council

Council conducts open public meetings on the second and fourth Tuesday of the month. Members of the community are welcome to register to attend and observe from the gallery. Between 1 July 2024 and 30 June 2025 Council held:

- 20 Council meetings
- 1 Delegated committee meeting

The following table provides a summary of Councillor attendance at Council meetings for the 2024-25 financial year.

1 July 2024 – 30 June 2025 (New Election period commenced 26th October 2024)

Councillor	Council Meeting	Delegated Committee	Total
Cr Jim Child	19	1	20
Cr Len Cox	19	1	20
Cr David Eastham*	5	0	5
Cr Tim Heenan	19	1	20
Cr Richard Higgins	19	1	20
Cr Fiona McAllister	19	1	20
Cr Johanna Skelton*	6	0	6
Cr Sophie Todorov*	6	0	6
Cr Andrew Fullagar*	6	0	6
Cr Jeff Marriott^	13	1	14
Cr Peter McIlwain^	13	1	14
Cr Gareth Ward^	13	1	14
Cr Mitch Mazzarella^	13	1	14

(*2020 – 2024 Election Period only) (^2024-2028 New Election Period only)

Representation

In addition to participation in Council meetings and engagement in direct community and individual consultation, Councillors are affiliated with a variety of bodies to represent the various interests of Council and our people. These are listed below for the 2024-25 period from November 2024.

Committee	2024-25 Councillors	
Agribusiness Yarra Valley	Cr Ward	Cr McAllister (Substitute)
Audit and Risk Management Committee	Cr McAllister	Cr Child
Burrinja Cultural Centre	Cr Mcilwain	
Disability Advisory Committee	Cr Cox (Chair)	Cr Higgins (Substitute)
Eastern Affordable Housing Alliance	Cr Heenan	
Eastern Alliance of Greenhouse Action	Cr Mcilwain	
Eastern Transport Coalition	Cr Mazzarella (Chair)	Cr Child (Substitute)
Health and Wellbeing Advisory Committee	Cr Ward (Chair)	Cr Child (Substitute)
Indigenous Advisory Committee	Cr McAllister	Cr Marriott
Jack Hort Memorial Indoor Pool Management Committee	Cr McAllister	
Metropolitan Education Traffic Centre (METEC) Board	Cr Higgins	
Municipal Association of Victoria	Cr Child	Cr Higgins
Municipal Emergency Management Planning Committee	Cr Marriott	Cr Child (Substitute)
Municipal Fire Management Planning Committee	Cr Marriott	Cr Child
Positive Ageing Reference Group	Cr Higgins	
Rural Advisory Committee	Cr Ward (Chair)	Cr McAllister (Substitute)
Sustainable Environment Advisory Committee	Cr Mcilwain (Chair)	Cr McAllister (Substitute)
Yarra Ranges Regional Museum Trust	Cr Higgins	Cr Heenan
Yarra Valley ECOSS	Cr Child	
Your Library Est June 2022 – formally known as Eastern Regional Libraries Corporation	Cr Child	Cr Mazzarella

Councillor expenses

Councillors receive an annual allowance for their time and dedication to the role of being a Councillor. Their allowance and their expenses for the 2024-25 financial year are stated below.

Councillor	Allowance	Travel (mileage) Council related activities	Conference / Training	General Expenses	Travel Other (Airlines, parking, taxi etc)	Total
Cr Andrew Fullagar*	\$ 13,031.19	\$2,933.55				\$15,964.74
Cr David Eastham*	\$ 21,567.99	\$ 346.86	\$200.00			\$22,114.85
Cr Sophie Todorov*	\$43,135.98		\$695.00	\$2,272.73	\$988.41	\$47,092.12
Cr Johanna Skelton*	\$13,031.19		\$695.00			\$13,726.19
Cr Jim Child	\$98,866.86	\$2,885.58	\$2,525.00		\$690.33	\$104,967.77
Cr Richard Higgins	\$57,065.48	\$674.96	\$1,440.00	\$466.08	\$595.98	\$60,242.50
Cr Len Cox	\$39,168.02	\$1,430.49		\$444.55		\$41,043.06
Cr Fiona McAllister	\$39,168.02	\$1,998.75	\$980.00	\$200.00	\$564.55	\$42,911.32
Cr Tim Heenan	\$39,168.02			\$460.00		\$39,628.02
Cr Mitch Mazzarella^	\$26,136.83	\$453.31	\$5,000.00			\$31,590.14
Cr Jeff Marriott^	\$26,136.83	\$956.94	\$250.00	\$45.91		\$27,389.68
Cr Gareth Ward^	\$26,136.83		\$5,890.00		\$1,506.31	\$33,533.14
Cr Peter McIlwain^	\$26,136.83	\$881.42	\$157.59			\$27,175.84
YTD Total	\$469,308.55	\$12,561.86	\$17,832.59	\$3,889.27	\$4,345.58	\$507,937.85

*2020-2024 prior election period only

^2024-2028 new election period only

Councillor Code of Conduct

In 2024, the Local Government (Governance and Integrity) Amendment Regulations 2024 implemented a Model Councillor Code of Conduct for all Victorian Councillors. All Councillors took an oath or affirmation of office to abide by the Model Councillor Code of Conduct and uphold its standards. In April 2025, Council adopted its own Yarra Ranges Council Model Councillor Code of Conduct to operate alongside the Model Councillor Code of Conduct. Both documents are available at yarraranges.vic.gov.au or can be printed on request.

Conflict of interest

Council is committed to maintaining legislative compliance in respect of conflict of interest provisions contained within the *Local Government Act 2020*.

Our Councillors recognise the importance of maintaining the highest levels of integrity and ethical behaviour, with this demonstrated by Council adopting a new Conflict of Interest Policy. The commencement of Sections 126 to 131 of the *Local Government Act 2020* on 24 October 2020 saw the repeal of the conflict of interest provisions described in Sections 76AA to 81 of the *Local Government Act 1989*. This change introduced general and material conflicts of interest. Disclosure forms are provided to Councillors and a register of conflict of interest disclosures is maintained.

The table below provides a summary of the conflict of interest disclosures made by Councillors during 2024-25.

Conflict of interest	Number of declarations
General interest	6
Material interest	2
Total	8

Governance and management checklist

This checklist measures whether a Council has strong governance and management frameworks in place for community engagement, planning, monitoring, reporting and decision-making. It was established as part of the Local Government Performance Reporting Framework to ensure transparent reporting.

Community engagement

Indicator of the broad objective that community engagement is important for good decision-making. Having appropriate engagement policies and procedures suggests an improvement in decision-making.

Governance and Management Items		Assessment	
1	Community engagement policy policy 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: 9 July 2024	✓
2	Community engagement guidelines guidelines to assist staff to determine when and how to engage with the community	YRC Staff Community Engagement Toolkit Regularly updated and easily accessible for all Council staff, including guidelines, templates and supporting resources. Date of commencement: 3 June 2024	✓

Plans and policies to guide decision-making

Indicator of the broad objective that planning is important for good decision-making. Having appropriate plans in place suggests an improvement in decision-making.

Governance and Management Items		Assessment	
3	Financial Plan plan under section 91 of the Act outlining the financial and nonfinancial resources required for at least the next 10 financial years	Adopted in accordance with section 91 of the Act Date scheduled for adoption: 14 October 2025	✓
4	Asset Plan 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 scheduled for adoption: 14 October 2025	✓

Plans and policies to guide decision-making

Indicator of the broad objective that planning is important for good decision-making.
Having appropriate plans in place suggests an improvement in decision-making.

Governance and Management Items		Assessment	
5	Revenue and Rating Plan plan setting out the rating structure of Council to levy rates and charges	Adopted in accordance with section 93 of the Act Date of adoption: 10 June 2025	✓
6	Annual budget plan setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required	Yarra Ranges Council Budget Adopted in accordance with section 94 of the Act Date of adoption: 10 June 2025	✓
7	Risk policy policy outlining Council's commitment and approach to minimising the risks to Council's operations	Yarra Ranges Risk Policy Date of commencement of current policy: 29 June 2021 –revision currently underway and on schedule	✓
8	Fraud policy policy outlining Council's commitment and approach to minimising the risk of fraud	Yarra Ranges Fraud Control Policy Date of commencement of current policy: 25 March 2025	✓
9	Municipal emergency management planning Participation in meetings of the Municipal Emergency Management Planning Committee	Municipal Emergency Management Planning Committee (MEMPC) meetings attended by one or more representatives of Council (other than the chairperson of the MEMPC) during the financial year Date meetings attended: 21 August 2024, 20 November 2024, 19 February 2025	✓
10	Procurement Policy policy outlining the principles, processes and procedures that will apply to all purchases of goods and services by the Council	Adopted in accordance with section 108 of the Act Date of adoption: 25 June 2024	✓
11	Business continuity plan plan setting out the actions that will be taken to ensure that key services continue to operate in the event of a disaster	Date of commencement of current policy: The Business Continuity Plan reviewed and adopted on 17 March 2024	✓

Plans and policies to guide decision-making

Indicator of the broad objective that planning is important for good decision-making.
Having appropriate plans in place suggests an improvement in decision-making.

Governance and Management Items		Assessment	
12	Disaster recovery plan plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster	Informal Technology Continuity Plan Operational: September 2020 Local storage facility has been contracted to provide data back-up, computer access and operational hot desks at their disaster recovery plan site. Full remote access by staff also available. This plan is tested annually and incorporates the reestablishment of customer service functions within 24 hours.	✓
13	Complaint policy Policy under section 107 of the Act outlining Council's commitment and approach to managing complaints	Complaint Policy developed in accordance with section 107 of the Act Date of adoption: 5 July 2023 Reported in last year's report as January 2024 Policy current under active review with renewal date recorded as 5th July 2025	✓
14	Workforce plan Plan outlining Council's commitment and approach to planning the current and future workforce requirements of the organisation	2022 – 2026 Workforce Plan developed in accordance with section 46 of the Act Date of adoption: 24 December 2021 Incorrectly reported last year as 2023	✓
15	Payment of rates and charges hardship policy Policy outlining Council's commitment and approach to assisting ratepayers experiencing financial hardship or difficulty paying their rates	Date of adoption: 23 May 2023	✓

Monitoring

Indicator of the broad objective that monitoring is important for good decision-making.
Having appropriate monitoring in place suggests an improvement in decision-making.

Governance and Management Items		Assessment
16	Risk management framework framework outlining Council's approach to managing risks to the Council's operations	Date of commencement of current policy:  Risk Management Framework Adopted: 14 July 2024
17	Audit and Risk Committee advisory committee of Council under section 53 and 54 of the Act	Established in accordance with section 53 of the Act  Date of establishment: 11 August 2021 The Audit and Risk Management Committee met on: 19 August 2024, 7 October 2024, 25 November 2024, 17 February 2025, 2 June 2025
18	Internal audit independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls	Engaged HLB Mann Judd  Date of engagement of current provider: July 1 2021 to 30 September 2026.
19	Performance reporting framework a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the Act	Local Government Performance Reporting Framework (LGPRF)  Date of operation of current framework: 1 July 2014
20	Council Plan reporting 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	Progress report on the Council Plan  Date report presented: 01/04/2025

Reporting

Indicator of the broad objective that reporting is important for good decision-making.
Having appropriate reporting in place suggests an improvement in decision-making.

Governance and Management Items		Assessment
21	Quarterly budget reports quarterly reports to Council under section 97 of the Act, comparing actual and budgeted results and an explanation of any material variations	Reports presented to the Council in accordance with section 97(1) of the Local Government Act 2020 Date reports presented: Quarterly Finance Report - September 2024: 26/11/2024 Quarterly Finance Report - December 2024: 25/02/25 Quarterly Finance Report - March 2025: 13/05/2025 2024-25 Annual Financial Statements: 28/10/2025
22	Risk reports six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies	Dates of Strategic Risk reporting to ELT: 22 July, 9 September, 21 October, 25 November 24 Audit and Risk Management Committee: 25 November 24, 2 June 2025
23	Performance reports six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 98 of the Act	LGPRF report dates: Full year report on indicators is scheduled to be presented to Council on 28/10/2025
24	Annual report annual report under sections 98 and 99 of the Act containing a report of operations and audited financial and performance statements	Presented at a meeting of the Council in accordance with section 100 of the Act Date of Annual Report presented: 20 October 2024
25	Councillor Code of Conduct Code setting out the standards of conduct to be followed by Councillors and other matters	Reviewed and adopted in accordance with section 139 of the Act Date reviewed and adopted: 8th April 2025

Decision-making

Indicator of the broad objective that good decision-making is important. Having appropriate decision-making policies and procedures in place suggests an improvement in decision-making

Governance and Management Items		Assessment
26	Delegations documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff	Delegations made by Council have been reviewed in accordance with section 11(7) of the Act. Authorised by resolution a of Council. Passed 10 June 2025 A register of Delegations kept in accordance with sections 11(8) and 47(7) of the Act. ✓
27	Meeting procedures Governance Rules governing the conduct of meetings of Council and delegated committees	Governance Rules adopted in accordance with section 60 of the Act. ✓ Date Governance Rules adopted: 23 August 2022 State Government is developing model governance rules that will apply to all Councils and are expected to be finalised in late 2025.

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

Tammi Rose

Chief Executive Officer
Dated: 22 October 2025

Cr Jim Child

Mayor
Dated: 22 October 2025

Statutory information

Contracts

In 2024-25, there were no reported breaches of Section 108 of the Local Government Act (2020).

Council's Procurement Policy ensures consistency and control over procurement activities to demonstrate accountability to rate payers and provide guidance on ethical behaviour in local government procurement. A public Tender Process or Expression of Interest process must be used for all procurement spends valued at \$250,000 (excluding GST) and above for goods, services and/or works. The following contracts valued at greater than \$250,000 were awarded during 2024-25:

Contract number	Details	Contractor
E7702 Exemption	Mavtel Search via Department of Transport and Planning	Department of Transport
CT7516	Mount Evelyn Station House Reading Room	Mount Evelyn community house inc
E7722 Exemption	Infrastructure as a Service (IaaS) 12 Month Extension	Source Technology Pty Ltd t/a Global Storage
CT7507	Monbulk Link & Pavilion Micro-grid Upgrade	Ub Energy Pty Ltd
CT7485	Yarra Centre Swimming Pool Liners Replacement	Commercial Aquatics Australia (vic)
EOI7474 7699	Mt Evelyn Netball (Morrison Reserve) Renewal	Contek Constructions Pty Ltd
CT7457 Parent	Employment Support Services	Various suppliers
E7746 Exemption	Playground Maintenance	Prim Services p/l
E7733 A Exemption	Payble - SAAS Payment Platform - Rates Subscription	Payble Pty Ltd
E7733 Exemption	Payble - SAAS Payment Platform	Payble Pty Ltd
EOI7333 7759	Nelson Road Lilydale Depot - Resilient Mobile Generator Sheds	Stosius and Staff Constructions
E7776 Exemption	Mayer Bridge Renewal Rehabilitation (Under panel CT7428 13 2)	Cope Ag Pty Ltd
CT7517	Paid Parking Pilot	Orikan Australia Pty Ltd
EOI6105 7524	Victoria Road, Coldstream - Road Rehabilitation Stage 3	TDM Earthworks Pty Ltd
EOI7333 7728	Coldstream Community Centre Kitchen, Hall Ceiling & Accessibility Upgrade Works	Circon Construction Pty Ltd
CT7731	Road Sprayed Sealing Program 2024-2025	Primal Surfacing Pty Ltd
CT7739	Collection and Disposal of Leachate from Healesville and Coldstream Closed Landfills	Manton Nominees Pty Ltd – trading as Stows Waste Management

Contract number	Details	Contractor
EOI6105 7525	Maddens Lane, Coldstream Road Rehabilitation Stage 2	TDM Earthworks Pty Ltd
EOI7428 8 7768	Schoolhouse Rd Woori Yallock Drainage	Etheredge Mintern Pty Ltd
CT7428 8 7736	Fernhill Rd Mt Evelyn Drainage	The Trustee for J & R Rainford Family Trust
EOI7330 7738	PJ Mould Community Reserve	A & R Landscaping
E7866	ngurrak barring RidgeWalk Architectural Node Design & Fabrication Community (N02)	Webb Welding Pty Ltd
EOI7474 7700	Belgrave Tennis and Community Space (Tennis Courts)	Grassports Australia Pty Ltd
CT7747	Yarra Valley Trail Stage 1B.2	Cope Ag Pty Ltd
CT7760	Warburton Mountain Bike Destination Stage 1B-1D Trail Network Bridges	Brunton Engineering and Construction
CT7754	Acceptance and Disposal of Wet Waste Material	M Tucker & Sons Pty Ltd
E7842 Exemption	Lilydale Heritage Train Station	Victorian rail track
EOI7330 7802	ngurrak barring Architectural node site works and landscaping (N1, N3-N5)	R & J Kent & Co Pty Ltd
CT7762	Provision of Plants	Various suppliers
E7860 Exemption	Saas Agreement - Bookable	Attekus
CT7785	Warburton Mountain Bike Destination Trail - Old Warburton Road Bridge	Road & Bridge Pty Ltd
CT7440	Bushland Maintenance and Fuel Management	Various suppliers
CT7790	Electric Line Clearance and Street Tree Management	Lucas Tree Services

Freedom of Information (FOI)

The *Freedom of Information Act (1982)* (Vic) gives any individual the right to access documentation held by Yarra Ranges Council about their personal affairs and the activities of Council, unless that information is deemed exempt under the Act.

Individuals have the right to apply for access to documents which are covered by the FOI Act and held by an agency.

This includes:

- documents created by the agency
- documents supplied to the agency by an external organisation or individual.

Individuals can apply for access to:

- documents about their personal affairs, regardless of the age of the documents
- documents held by a Council, not before 1 January 1989.

Council maintains paper-based and electronic documents for all operational and general administrative functions.

The disposal of these documents is governed by the *Public Records Act (1973)* and no documents are destroyed or otherwise disposed of except in accordance with the relevant standards.

Freedom of Information activity during 2024/2025

In 2024-2025, Council's FOI Team responded to 97 written Freedom of Information enquiries and processed 62 valid requests, under Freedom of Information legislation provisions. Outcomes from the processed requests and outstanding applications are listed below.

Year	2024-2025	2023-2024	2022-2023
Access granted in full	1	5	10
Access granted in part	24	23	6
Access denied	0	0	0
Documents do not exist	6	2	0
Withdrawn / not proceeded	6	3	3
Satisfied outside the Act	15	3	7
Decision pending	10	10	8
Total requests received (inc. carried forward)	62	46	34

Of the remaining 35 applications, 28 applications did not comply with section 17 of the Act (despite officers providing assistance to applicants) and could not be processed, while the remaining seven were redirected to other areas of Council for conclusion.

Access arrangements

Access to FOI discovered documents is mostly through the provision of electronic files via email or USB. Requests for access to documents should be directed to the FOI Officer. The request must be in writing, preferably on the application form available on Council's website or via email.

Information privacy

Standards set out by the *Privacy and Data Protection Act (2014) (Vic)* and the Yarra Ranges Privacy and Health Information Policy control how we manage personal information. Privacy compliance is included in our staff induction training program.

We have trained Privacy Officers within our Information Management Service to assist staff and members of the public with privacy-related queries or issues. All privacy inquiries should be directed to the Privacy Team, by post, email or telephone.

Public Interest Disclosure Act (2012)

Council is committed to the aims and objectives of the *Public Interest Disclosure Act 2012* (the Act). Council does not tolerate improper conduct by its employees, officers or Councillors, nor the taking of detrimental action 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 or improper conduct, conduct involving a substantial mismanagement of public resources, or conduct involving a substantial risk to public health and safety or the environment.

We will take all reasonable steps to protect people who make such disclosures from any detrimental action in reprisal for making the disclosure. We also afford natural justice to the person who is the subject of the disclosure. Section 58 of the Act requires Council to establish procedures to facilitate the making of disclosures, assessment of disclosures and welfare management of those people involved in disclosures.

Council has adopted procedures to establish a system for employees and members of the public to report disclosures of improper conduct or detrimental action by Council employees. The system enables such disclosures to be made directly to the Public Interest Disclosure Coordinator, Public Interest Disclosure Officers or the CEO. Disclosures may be made by employees or by members of the public. All disclosures regarding local government Councillors must be made directly to the Independent Broad-based Anti-corruption Commission (IBAC).

These procedures are designed to complement normal communication channels between supervisors and employees and the organisation's complaints procedure. A full copy of the Yarra Ranges Council Public Interest Disclosure Procedure is available on our website.

Disclosures during 2024-25

In accordance with Section 70 (1b) of the Act, Council is required to detail in the Annual Report the number of disclosures notified to IBAC for the financial year. 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 2024-25 financial year.

Information available for inspection

Council is committed to open and transparent governance with the following information available for public inspection:

- Council agendas and minutes of meetings held in the previous 12 months*
- agenda and minutes of meetings of delegated committees held in the previous 12 months*
- register of delegations*
- details of all leases involving land which were entered into by the Council as lessor, including the lessee and the terms and the value of the lease*
- register of authorised officers*
- a summary of Personal Interests Returns made by Councillors, the CEO and officers nominated by the CEO, as required by section 135 of the *Local Government Act 2020**
- register of conflicts of interest disclosed in accordance with sections 130 and 131 of the *Local Government Act 2020*.

Inspection of these documents can also be arranged by contacting the Governance team by phone on 1300 368 333. The documents can be inspected at the Council Offices, Lilydale.

Additional information available for public inspection includes:

- Annual Report (includes Auditor's Report)*
- Code of Conduct for Councillors*
- Council Plan 2021-2025*
- Council Budget (including the Strategic Resource Plan)*
- Councillor Allowances and Expenses*
- Councillor Expenditure Policy*

- Election Period Policy*
- Procurement Policy*
- Summary of election campaign donation returns*
- Neighbourhood Amenity Local Law 2020*
- Meeting Procedures and Use of Common Seal Local Law 2015*
- Governance Rules*
- Yarra Ranges Protected Disclosure Act Procedures.*

*Also available online at www.yarraranges.vic.gov.au

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 2024-25 financial year.

Road Management Act Ministerial directions

In accordance with section 22 of the *Road Management Act 2004*, a Council must publish a copy or summary of any Ministerial directions in its annual report. No such Ministerial Directions were received by Council during the 2024-25 financial year.

Disability Act 2006

In accordance with section 38(3) of the *Disability Act 2006*, Council is required to report on the implementation of its Disability Action Plan.

2024-25 achievements include:

- Communication boards for people with alternative or additional communication needs installed at Wright Avenue and Queens Road play spaces.
- The Wright Avenue space in Upwey which features accessible play equipment for all ages and abilities, a new drinking fountain and improved pathways and a communication board.
- A Disability Advisory Committee member worked with other women with lived experience to develop a booklet, *We are the Experts working together as women with disabilities in advisory committees, consultation and co-design*. The booklet was launched at the completion of the *Women's Health East project, Margins to Mainstream*. This project provided the opportunity for women with disability to contribute to the evidence base of 'what works' in community-led prevention of violence against women with disability.
- Facilitating the 10th Annual Yarra Ranges International Day of People with Disability event.
- In January 2025, Council hosted its first Access and Inclusion Expo, an event dedicated to expanding opportunities for people with disabilities in the Yarra Ranges. It aligns with Councils' Disability Action Plan to provide high-quality sport and recreation that is inclusive, flexible, modified and sustainable.

- Officially launching the newest Changing Places facility at the Kilsyth Sports Centre, Pinks Reserve Sporting Stadium in Kilsyth. The facility was developed as part of the Resilient Yarra Ranges program and funded by the Federal Government's Preparing Australian Communities Program. This is the sixth fully accessible toilet and change room in the Yarra Ranges, designed to support people with disabilities and their carers.

Council are on track to endorse the Disability Action Plan 2025-2029 (DAP), which sets a refreshed vision for a more inclusive, accessible and equitable community for people with disability and unpaid carers.

The DAP outlines four long-term strategic goals and vision, aligning with Council's commitment to creating connected and healthy communities while preparing for future legislative changes under the proposed Disability Inclusion Bill.

Valuable insights from the Disability Advisory Committee, Health and Wellbeing Advisory Committee and Positive Ageing Reference Group have informed this action plan, which will help ensure our services, spaces and systems are inclusive, empowering and equal for all.

Council continues to build organisational capacity, offering all staff an online disability awareness course by Scope Australia. Scope is one of the largest not-for-profit disability service providers in Australia, supporting thousands of people with complex intellectual, physical and multiple disabilities. The online training program promotes a more inclusive organisational environment for our customers and staff.

Domestic Animals Act 1994

The Domestic Animal Management Plan (DAMP) 2022-2026 was adopted in November 2022 and provides Council and community with a four-year framework for identifying and addressing matters associated with the management and wellbeing of cats and dogs. The Plan identifies animal management compliance and education initiatives carried out by Council, and new initiatives identified to address emerging issues. It also identifies opportunities for community and Council partnerships to tackle challenges associated with pets (predominately dogs and cats per legislative requirements) in the community, including the impacts of domestic animals on the environment and our native wildlife.

Responsible pet ownership programs and activities continue to ensure the community is aware of all aspects of responsible pet ownership. To support our objectives, our key actions included:

- Community Safety Officers completed advanced training in Occupational Violence and conflict resolution to strengthen community engagement. Completed courses covering mental health first aid, situational awareness, child safety, proactive risk planning, general first aid, and strategies for active bystander intervention. Officers also received specialised training focused on dog bite prevention and livestock handling. Leadership development programs were provided to Community Safety Leaders to enhance team management skills and build strategic capability.
- An improved proactive pet registration program was introduced to ensure timely and compliant pet registrations and renewals.
- Increased patrols in Council parks and reserves to enhance safety.
- Council officers actively participated in local events to promote responsible pet ownership. In collaboration with Animal Aid, around 300 informative showbags were distributed, offering resources on pet registration and cat containment.
- Deliver presentations to primary school students, fostering awareness of responsible pet care. Additionally, media releases are regularly issued to highlight ongoing pet education initiatives across the community.
- Completion of yearly inspections for declared and dangerous dogs, as well as for domestic animal businesses.
- All reported domestic animal matters are fully investigated, with 100 per cent success rate for all Animal Prosecutions.
- Council continues to deliver its cat trapping service for residents dealing with nuisance or stray cats in their neighbourhood.
- Council has improved its operational oversight by implementing more effective dashboard analytics. These enhancements have increased visibility across key areas such as pet registration and renewals, park patrols, dog attack monitoring, and enforcement activities.

Carers Recognition Act 2012

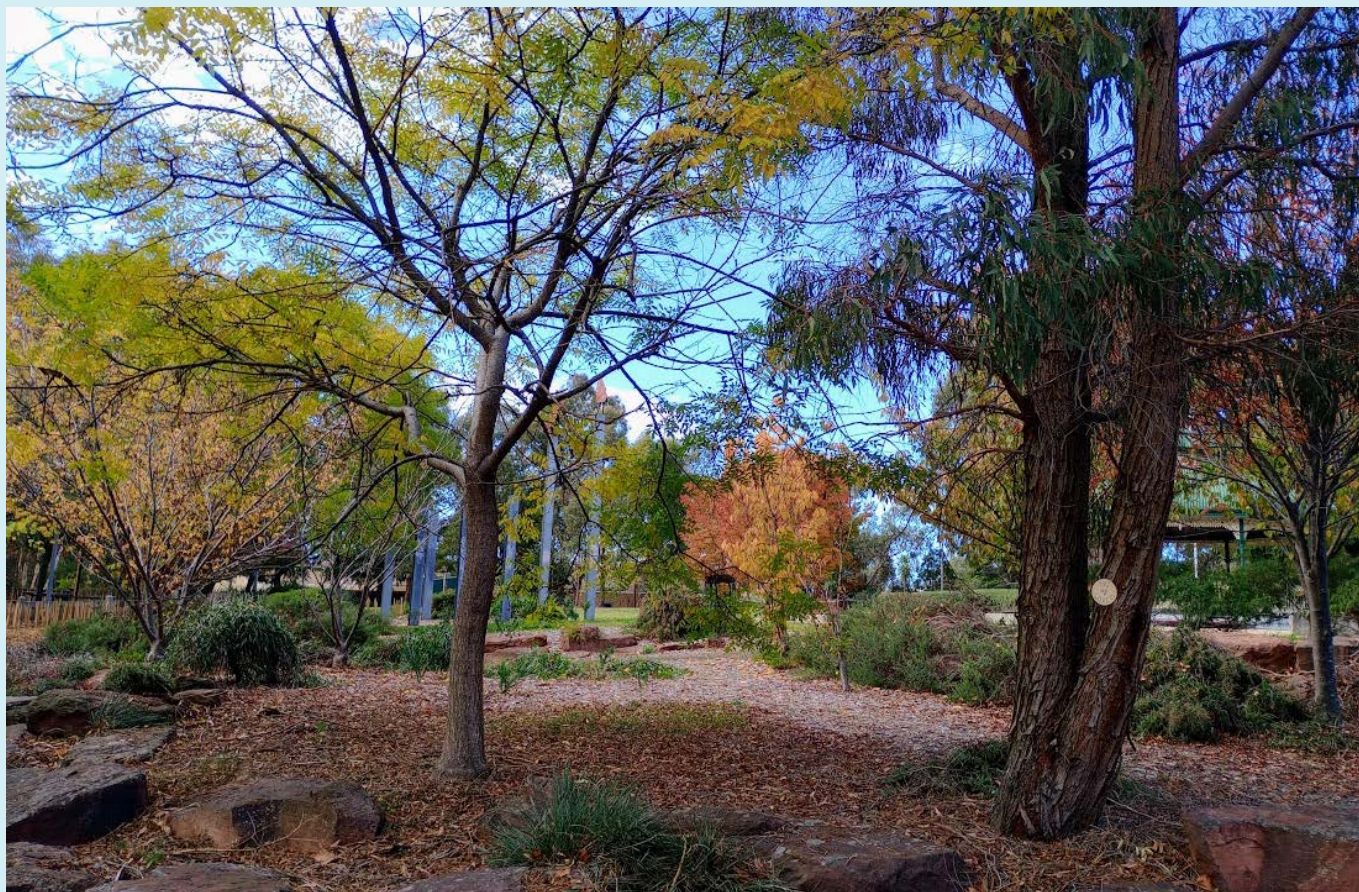
Council has taken all practicable measures to comply with legislative responsibilities under the *Victoria's Carers Recognition Act 2012* by applying the principles of the Act in the following ways:

- Provided information and support to carers at the Seniors Festival, International Day of People with Disability, carers events and monthly Pathways for Carers walks held in Mt Evelyn and Healesville.
- Liaised closely with service providers, community houses and leisure services on behalf of carers.
- Provided information to people, community organisations and networks through the monthly Yarra Ranges Disability Inclusion newsletter. Information has included accessible school holiday activities, local events and supports and activities for carers.
- A carer member of Council's Disability Advisory Committee attended the Carers Australia Roundtable discussion in Canberra and the National Carer Strategy consultation held in Melbourne.

Glossary

Act	means the <i>Local Government Act 2020</i> .
Annual report	means a report of the council's operations of the previous financial year and contains a report of operations, audited financial statements and an audited performance statement.
Budget	means a plan setting out the services and initiatives to be funded for the financial year and how they will contribute to achieving the strategic objectives specified in the council plan.
Council plan	means a plan setting out the medium-term strategic objectives, strategies, strategic indicators and resources reflecting vision and aspirations of the community for the next four years.
Financial performance indicators	means a prescribed set of indicators and measures that assess the effectiveness of financial management in a council covering operating position, liquidity, obligations, stability and efficiency.
Financial plan	means a plan of the financial and non-financial resources for at least the next ten years required to achieve the strategic objectives in the council plan.
Financial statements	means the financial statements and notes prepared in accordance with the Local Government Model Financial Report, Australian Accounting Standards and other applicable standards as they apply to the general purpose financial reports and a statement of capital works and included in the annual report.
Financial year	means the period of 12 months starting 1 July and ending on 30 June each year.
Governance and management checklist	means a prescribed checklist of policies, plans and documents that councils must report the status of in the report of operations, covering engagement, planning, monitoring, reporting and decision making.
Indicator	means what will be measured to assess performance.
Initiatives	means actions that are one-off in nature and/or lead to improvements in service
Integrated Strategic Planning and Reporting Framework	means the integrated approach to planning and reporting set out in the Act and Regulations. The framework includes documents that are required to be prepared by Councils to ensure transparency and accountability to local communities in the performance of functions and exercise of powers under the Act.

Local Government Performance Reporting Framework	means the performance reporting framework enacted by the Local Government (Planning and Reporting) Regulations 2020.
Major initiative	means significant initiatives that will directly contribute to the achievement of the council plan during the current year and have a major focus in the budget.
Measure	means how an indicator will be measured and takes the form of a calculation, typically including a numerator and denominator.
Regulations	means the Local Government (Planning and Reporting) Regulations 2020.
Services	means assistance, support, advice and other actions undertaken by a council for the benefit of the local community.
Service performance indicators	means a prescribed set of indicators measuring the effectiveness and efficiency of council services covering appropriateness, quality, cost and service outcomes.
Strategic objectives	means the outcomes a council is seeking to achieve over the next four years and included in the council plan Strategies means high level actions directed at achieving the strategic objectives in the council plan.



References

All of the data published on the Our Council (p 6) page, has been sourced from the following sites and articles:

- Australian Bureau of Statistics. *QuickStats, Yarra Ranges local government area, 2021*. Source: <https://www.abs.gov.au/census/find-census-data/community-profiles/2021/LGA27450>
- ID Consulting. *Yarra Ranges Council Community Profile, 2021 Census data and 2023 estimated resident population data*. Source: <https://profile.id.com.au/yarra-ranges>
- Crime Statistics Agency. *Latest crime data by area, 2019 and 2023. Latest crime data by area*. Source: <https://www.crimestatistics.vic.gov.au/crime-statistics/latest-crime-data-by-area>
- Crime Statistics Agency. *Family incidents, Victoria, 2019 and 2023*. Source: <https://www.crimestatistics.vic.gov.au/crime-statistics/latest-victorian-crime-data/family-incidents-2>
- Department of Health and Human Services. *Victorian Population Health Survey, 2020*. Source: <https://vahi.vic.gov.au/report/population-health/victorian-population-health-survey-2022-dashboards>
- Australian Bureau of Statistics. *Region summary, Yarra Ranges, 2022*. Source: <https://dbr.abs.gov.au/region.html?lyr=sa3&rgn=21105>
- Jobs and Skills Australia. *Small Area Labour Markets – March 2024*. Source: <https://www.jobsandskills.gov.au/work/small-area-labour-markets>
- Jobs and Skills Australia. *ABS Labour Force Results – March 2025*. Source: <https://www.jobsandskills.gov.au/sites/default/files/2023-04/ABSper cent20Labourper cent20Forceper cent20Resultsper cent20-per cent20Marchper cent202023.pdf>
- Yarra Ranges Economic Development Strategy 2022–2032
- Jobs and Skills Australia, JobSeeker and Youth Allowance recipients. Source: <https://profile.id.com.au/yarra-ranges/job-seeker>
- Community profile (id.com.au), Source: National Institute of Economic and Industry Research (NIEIR) ©2023. Compiled and presented in economy.id by .id (informed decisions).
- Regional Tourism Satellite Account <http://www.tra.gov.au/en/economic-analysis/tourism-satellite-accounts/regional-tourism-satellite-account>, Source: National Institute of Economic and Industry Research (NIEIR)©2023. Compiled and presented in economy.id by .id (informed decisions).

Contact information

Community Links

Civic Centre - Lilydale Community Link
15 Anderson Street

Healesville Community Link
110 River Street

Monbulk Community Link
21 Main Road

Upwey Community Link
40 Main Street

Yarra Junction Community Link
2442–2444 Warburton Highway

National Relay Service

133 677 for callers who have a hearing, speech or communication impairment and for Text Telephone or modem callers

1300 555 727 for callers using Speech to Speech relay

9658 9461 TTY

Translation and Interpreting Service

131 450 Translating and Interpreting Services (TIS) National. An interpreting service is available if required.

Copies and further information

Copies of the Annual Report are available as hard copies or online via the Council website.

All strategic documents to support the delivery of the strategic objectives are available in hard copy and in electronic format on Council's website at: www.yarraranges.vic.gov.au or by contacting 1300 368 333.

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