



ANNUAL REPORT

2021-2022

(Part-1)



Welcome

Welcome to the Yarra Ranges Council 2021-22 Annual Report. This report provides a comprehensive account of Council's achievements, challenges and aspirations for the future. It details our performance against our commitments as set out in the Council Plan 2021-25 and provides an analysis of our financial performance.

This report also demonstrates the breadth of our operations and the diversity of services delivered to the Yarra Ranges community. We hope you enjoy reading about 2021-22 at Yarra Ranges Council.

Why we have an Annual Report

The Annual Report details our achievements against commitments and our performance against required measures. It also provides an account of our financial management over the past year. The Annual Report is an opportunity to celebrate the achievements and meets our requirements under the new *Victorian Local Government Act (2020)*.

Navigating the Document

This Annual Report comprises of two parts for easy reading.

- Annual Report 2021-22 (Part 1)
- Annual Financial Report 2022 (Part 2)

The main Annual Report and the Financial Report. The first section of the main Annual Report includes a message from our Mayor, the Chief Executive Officer and the Chief Financial Officer, our organisation's response to the COVID-19 pandemic, our advocacy efforts and our financial performance. These can be found on page 4 to 27.

The main body to of the report provides an overview of who we are, the opportunities and challenges for Yarra Ranges and our performance in detail against our five strategic objectives. It also includes the results against our

major initiatives, our key performance indicators and any legislated requirements which can be found on pages 28 to 137.

The final section which is a separate Financial Report document provides a detailed account of our financial performance and the Performance Statement. For more information on our financials please refer to the Financial Report which can be found online at yarraranges.vic.gov.au.

For additional navigation, please refer to our table of contents on page 3.

Acknowledgement of Country

We respectfully acknowledge the Traditional Owners, The Wurundjeri People as the Custodians of this land. We also pay respect to all Aboriginal community Elders, past and present, who have resided in the area and have been an integral part of the history of this region.

Copies and Further Information

Hard copies of this report are available at any of our Community Links. The contact details for our Links are displayed on the back cover of this report. Electronic copies of this report are available on our website. For more accessible versions of the report, or to find out about the translation service available, please see the back cover for details. To request a copy, email or phone our Customer Service Centre using the details below:

Web: yarraranges.vic.gov.au
Email: mail@yarraranges.vic.gov.au
Phone: 1300 368 333

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Vision 2036

The vision statement has been developed by Council to describe Council's aspirations for the future of the municipality - how we would like Council to be in 2036. It was based on the ideas of more than 1,000 members of our community, captured in late 2016. This vision was checked with our Community Panel and the broader community again in 2021. The revised Community Vision 2036 now reflects the community's future aspirations for the municipality. The Vision is:

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.

In 2036 Yarra Ranges is a wonderful place to live, and a world-class destination for visitors and investors who make a significant contribution to prosperity within the region.

Our community are proud of where they live. Their values are respected, they feel connected and they place health and wellbeing as a priority.

The municipality's natural beauty, stunning landscapes and reputation for exceptional local produce is enhanced, and have a significant influence on decisions made regarding sustainable growth and development in the region. A focus on responsible eco-tourism projects, access to digital services, networks and infrastructure and balanced economic development has enhanced the region's reputation and improved quality of life for all. The look and feel of our commercial and industrial areas, and their environmental characteristics, has improved. Our roads, paths and other infrastructure are well maintained. Our townships are designed to improve liveability and support health and wellbeing through improved footpaths, trails, lighting and infrastructure.

Advocacy for innovative and state of the art transport solutions has improved access to important community services, new and upgraded facilities, infrastructure and jobs.

'Gateways' into Yarra Ranges and other areas throughout the municipality now strengthen the identity of the First Nations people, their culture, stories, history and progress towards reconciliation. This connection strengthens our collective identity, our culture and heritage and creates a sense of belonging for our diverse community.

Educational facilities build the skills of our people and develop our leaders to strengthen communities and support local employment. Our community are passionate about where they live. They contribute their time, volunteering to support people in need, and their voice, providing feedback to Council about issues that impact them.

Through a local planning approach, the strength of local communities and their sense of place is enhanced, recognising they are diverse and have different needs to support their health, safety and wellbeing, while also embracing the commonalities they share in calling Yarra Ranges home.

Yarra Ranges is known to prioritise sustainability and the protection of biodiversity and habitat. Regenerative farming practices are used to protect precious agricultural land that nourishes our community with access to healthy, locally grown food. The community have taken steps to actively mitigate against Climate Change and be prepared for natural disasters including bushfire planning.

Services are accessible, gender equitable and inclusive catering to all ages, genders and abilities. Our community is healthy and active, with easy access to recreational facilities and cultural activities that are available for everyone. Disadvantaged residents are well supported through partnerships between government, business and community organisations.

At the heart of our vision is an authentic desire for Council to engage and listen to all members of our community, including our young people, and respond to their needs and aspirations. We are visible, transparent, accountable and communicate clearly and honestly.

Council resources are managed responsibly, and principles of fairness and consistency are applied to avoid unnecessary burdens for rate payers. Through expertise, insight, technology and creativity, Council is a leader in striving for excellence and delivering best practice services for the community. We inspire people to create a better future.

CEO message

It's been a very challenging year for just about everyone.

Despite the optimism in the final half of 2021, the COVID-19 pandemic continues to pose issues in the community and, though the roads are clear of debris, we're still grappling with the long-term impacts of the June 2021 storms.

When the storms hit our region, our teams kicked into action, assisting with the immediate relief and the long-term recovery work. I'm proud of the work our organisation has done for our communities over the last year, doubly so knowing that about 70 per cent of Council staff live locally, and I know several staff members were very badly impacted by the storms, but still put their hands up to help when others were in need. The drive to help has continued in the year since, with significant resources dedicated to lending a hand, guiding, informing and supporting our impacted communities.

The difficulties of the pandemic, work and personal lives colliding through work from home and unfolding emergencies have all made for a year none of us could expect – which followed a year where the term “unprecedented” was used to exhaustion.

But in a year where the priority has been surviving and getting by, it's been heartening seeing what we've been able to achieve.

We're making strides in our journey to net zero emissions – solar panels have now been installed on more than 60 Council and community facilities, to offset running costs, and batteries are being installed on key facilities to be activated in emergencies. Not only will this keep costs down for Council and community groups, but it will provide certainty that there's a place to go when wild weather hits.

Our work with 45 other Councils as part of the Victorian Energy Collaboration (VECO) has saved us \$90,000 on street light power costs in the last year, switching the contract to renewable energy. We've since moved our small and large energy accounts to VECO, which will halve our emissions as a Council and deliver significant savings as energy costs increase.

We're also working on our shift to the State Government's four bin system, a biochar facility for woody waste and the proposal for an advanced waste processing facility, all of which will help us deal with waste and its impact on the environment and work towards a circular economy. We'll have more information on these for our community over the coming year, and plenty of opportunities to get involved and learn more.

We know the cost pressures everyone is currently facing, and we also know that one of the smartest investments we can make is in our staff, who deliver 120 services to 55 towns, over 2500 square kilometres.

Through our YR Ignite plan, we're giving staff the tools they need to do their job more efficiently, more thoughtfully and with a better experience for our community members.

This plan outlines our commitment to the Yarra Ranges with four goals:

We will be unwavering and relentless in delivering the best outcomes for our community – they will always be the heart of what we do, and why we do it.



Tammi Rose,
CEO of Yarra Ranges Council

This is our ultimate goal. The *how we'll get there* is outlined in the next three:

- *Our single greatest asset is our people. We are listening more closely to our employees and value their development, growth and ideas.*
- *We want to embolden our organisation to think differently, through transforming our culture.*
- *We are strengthening our strategic muscle and operating systems, to enhance our practice.*

Part of this work, on improving our culture and practices and empowering our people, is a consistent effort to improve gender equity in the community. By educating staff, applying a critical gender lens over everything we do and working with our community on programs, we'll make the Yarra Ranges where people of all genders feel safe and can flourish.

Of course, I have to specifically mention the incredible work of our Recovery Directorate, which has been solely focused on helping our communities rebuild and become more resilient in the aftermath of the June storms. We know recovery is a process measured in years, not months, and our community have been in great hands during an extremely sensitive time, preparing them for the longer road ahead.

This year also marked the end of an era for our aged care services, which transitioned to private providers ahead of Federal Government changes to the sector. I'd like to thank our staff, and our community members receiving services, for their understanding and resilience through that upheaval.

Despite our work in the last year to assist with storm and pandemic recovery, we didn't falter on delivering our capital works program – new and improved facilities for our community, our sporting clubs and our visitors. This includes roads, carparks and footpaths – all critical for any community – along with the renewal of the Belgrave Library, the new Upwey Skate Park and Monbulk Skate and Scooter Park, the new Belgrave Lake Park Playspace and our Civic Centre in Lilydale, among others.

As we've been compiling this report, we haven't been resting on our laurels. We have some of our largest challenges still ahead of us: rising costs due to inflation and a rate cap well below CPI means we've got to always be tightening our belts, adapting and working smarter to deliver our services.

Despite the hurdles coming up, I have nothing but confidence in our ability to conquer them – we'll adapt to the unexpected and continue working better, stronger, and with an overall goal of making the Yarra Ranges the best place to be.



Tammi Rose,

Yarra Ranges Council Chief Executive Officer

Mayor message

What a year we've had.

In last year's Annual Report, our last Mayor, Fiona McAllister reflected on the difficulties our community faced during the first year and a half of the pandemic. She acknowledged the added, extreme difficulties ahead for our community from the June, 2021 storms on top of the ongoing pandemic.

In some ways, we're in a similar space. But we've also come a very long way.

The initial storm response is well behind us, and before us lays years of ongoing recovery works – to build resilience, to bolster community capacity, and to prepare for whatever is next; the rebuild, and the natural disasters that will become more frequent in the changing climate.

This Annual Report is a chance for us to present what we've done to our stakeholders – you, the community. In the executive summary will be an on outline on our achievements, our goals and the context we're working in. Across the document are figures, targets, actions – everything we've done and what we'll do next.

We're managing to deliver more than 120 services to our community, and delivering them with passion and a keen eye on how we're able to keep costs down while still meeting the needs of more than 150,000 residents, thousands of businesses and countless visitors.

I'm proud that we've been able to do this while navigating the challenges of the pandemic, while assisting and facilitating the recovery of our hills communities, and while facing a dual-impact of inflation and rate capping.

There has been an extreme belt-tightening across every area of Council – and every team has responded to the call, to find savings and efficiencies so we can meet that rate cap, and continue to deliver even as costs skyrocket. You can find more about this in our Chief Financial Officer's introduction, and right through this report.

Community engagement continues to be the heart of our decision making here. Our work is based on expert advice and analysis, but we start our planning by checking crucial details – what do our community want, and what do they need to get the most out of living in the Yarra Ranges?

Two key achievements here are the purchase of 150 Cambridge Road in Kilsyth, which came off the back of a passionate community campaign, and our upcoming Draft Waste Plan, which has been created using more community feedback than we've ever received on a singular project.

In 2021-22, we finished construction on – and moved into – our new Lilydale Civic Centre. A project almost two decades in the making, which will serve our community for the coming 50 years and beyond – providing meeting and event spaces, and a fit-for-purpose building for hundreds of staff to serve our 55 towns.

We held our first public Council meeting, attended by many former Mayors and Councillors of Yarra Ranges, Shire of Lilydale, Shire of Sherbrooke, Shire of Ferntree Gully, Upper Yarra Shire and Healesville Shire, and paid tribute to the history of the region through an exhibition of archival photos and a permanent reminder, etched on the front of the building, of the Wurundjeri Land we work, play and live on.



Cr Jim Child,
Mayor of Yarra Ranges Council

We'll soon be updating our Reconciliation Framework as a Council – a ten year document that outlines how we'll work to honour our Aboriginal community, their histories and culture, embed Aboriginal ways of knowing, being and doing into our work at Council and involve our Aboriginal community in decisions that affect them. This framework will be out to our community in the coming year, and I look forward to engaging our residents on this.

There will be many chances to get involved in the decisions we make here at Council – crucial documents like our Aquatics Strategy and Our Waste Plan, along with countless engagements for local projects and initiatives. I encourage everyone in our community to visit shaping.yarraranges.vic.gov.au to see what's happening in their neighbourhood and beyond.

I'd also like to pay thanks to our volunteers, my fellow Councillors and our diverse, passionate and engaged community. Without the contributions of volunteers and our community, and the empathy, thoughtfulness and expertise of our Councillors, the wheels would simply stop. I'm proud to be Mayor of Yarra Ranges, and I'm proud to present this Annual Report.



Cr Jim Child,

Yarra Ranges Council Mayor

CFO Message

This Annual Report comes at a time when people are acutely aware of the cost of living, and the impact inflation can have on their day-to-day life.

Those cost pressures also translate across to our work here in Council. Material shortages, increasing building costs, the tightening labour market and the ripple effect of inflation all have a tremendous impact on what we do here at Council. We've seen this in the last year, and it'll be a key issue for us in 2022-23, with increasing inflation rising higher than our ability to increase revenues.

As you'll read in the CEO and Mayor's message, the June 2021 storms had a significant impact across all areas of Council, especially financially. Many members of staff were redeployed to deliver relief and recovery work, and significant investments were made by Council to support the community's recovery. This recovery work has been coordinated with welcome financial support from the State and Federal Governments, however we will continue to advocate to ensure Council's shortfall is minimised as much as possible.

History shows that community recovery from extreme weather events can take at least five years, so our work in this space will continue to be a financial consideration into the future.

Rising costs is impacting areas all across Council. For example, the significant increase in petrol prices means that delivering services – and contracting services – that require vehicles are immediately much more costly. We're seeing the same issue in shortages and cost increases for building materials.

Compounding this issue is that the rate cap for the 2022-23 year is 1.75 per cent – well below the current inflation rate of 6 per cent. Rates make up about 70 per cent of Council's annual income, and when rate increases are lower than the rate of inflation, it leaves us needing to find savings right across Council, to continue our current service delivery.

One of our focus areas in the last financial year was to improve our occupational health and safety practices, making sure teams are aware of safety measures and avoiding injury. As a result, our lost time injuries have significantly reduced by 50% which has the added benefit of reducing our WorkCover premium by more than 50%.

Our work to invest in renewables is delivering dividends – our energy costs continue to decrease, with some community facilities not generating any energy bills at all, and these savings have a double benefit as the cost of energy increases across the sector. This work is continuing, and our switch of energy accounts to the Victorian Energy Collaboration is expected to save hundreds of thousands of dollars, while dramatically reducing emissions.

Through the annual budgeting process, we were able to identify efficiencies and savings to help us operate within the rate cap, and we'll be working with staff over the coming year to be more efficient, purposeful and thoughtful about what we do, while continue to control costs.

The good news is that Council has reported a \$37.0m comprehensive surplus for the 2021-22 year. Once capital contributions and funding (for example, funding from bodies like Melbourne Water, other levels of Government or community groups on the construction of capital projects) are removed, our underlying operating result is about \$7.2m in surplus.

While this is a good result on the year, with projects delivered on-budget, we know now more than ever that you can never predict what the year will hold. The current surge in inflation is a key example of this.



Allison Southwell,
Chief Financial Officer of Yarra Ranges Council

We'll be working to continue tightening our belts, adapt to changing circumstances and deliver the best possible value for money for our community members.



Allison Southwell,

Yarra Ranges Council Chief Financial Officer

Councillor Commitment

We'll be truthful, represent community's needs, be positive and responsive and always strive to do better.



Yarra Ranges Councillors, left to right: Cr Sophie Todorov, Cr Andrew Fullagar, Cr Tim Heenan, Cr David Eastham***, Cr Jim Child (Mayor commencing December 2021), Cr Johanna Skelton (Deputy Mayor commencing December 2021), Cr Fiona McAllister **, Cr Richard Higgins and Cr Len Cox OAM.*

Cr Cathrine Burnett-Wake - resigned as Councillor in November 2021

** became Councillor in February 2022*

*** was Mayor until November 2021,*

**** was Deputy Mayor until November 2021*

Pandemic and Storm Recovery 2021-22

The Covid-19 pandemic, declared in March 2020 and continuing throughout 2021 and 2022, has had profound impacts both globally and at the local level. However, the catastrophic storms of June 2021 in combination with COVID-19 pandemic brought many residents and businesses within the Yarra Ranges to breaking point.

In response, Yarra Ranges Council developed and implemented a program of initiatives designed to support the local community and businesses throughout the last financial year.

An overview of the impacts the pandemic and the storm have had on the community along with some of the key initiatives implemented by Council are outlined below. These impacts and initiatives illustrate the evolving nature of the pandemic and the support delivered in response to the June 2021 storm event.

Pandemic impacts

The social and health impacts of the pandemic have been significant, with the community having to grapple with six lockdowns over 2020 and 2021, and experiencing secondary impacts including unemployment, loss of business, financial stress, and mental health issues. The pandemic has led to social isolation and increased vulnerability for many people in the community.

Council has been tracking social impacts stemming from the pandemic over the 2021-22 financial year. Results from the three Pandemic and Storm Impact Surveys indicate that social connection, mental health, hardship, employment and the financial situation of the community have all been adversely affected by the pandemic.

However, it should be noted that a positive trend is emerging, suggesting that recovery in the community is underway with impacts across several key indicators showing improvements over the last 12 months including social connection, mental health and hardship stemming from the pandemic.

Economic impacts from the pandemic have also been tracked using Spendmapp expenditure data. This shows a clear correlation between the six lockdowns and a corresponding downturn in expenditure across the Yarra Ranges. However, following the easing of restrictions in November 2021, expenditure in the Yarra Ranges grew by seven per cent in the first half of 2022 compared with the first half of 2021.¹ This suggests a solid recovery in expenditure over the first half of 2022.

It should be noted that while there is evidence of recovery from the pandemic, there are still ongoing impacts in significant sections of the community, particularly among those most vulnerable including young people, those with a disability, people experiencing family violence and people experiencing homelessness.

Storm impacts

On Wednesday 9 June 2021, just before Melbourne's fourth pandemic lockdown was lifted, a violent storm hit the Yarra Ranges which resulted in widespread damage to homes, businesses, trees and vegetation, along with significant power, telecommunications, water and gas outages. The strength and direction of this storm caused destruction unlike anything the Yarra Ranges had seen before in terms of the sheer scale of loss and damage.

In the immediate days and weeks following the storm event, priority actions by Council, emergency services, relief agencies, community groups and utility companies undertook clearing tree debris on roads and properties, restoring power and telecommunications, delivering relief services to those in need, establishing shower and power hubs in areas most impacted by the storm, supporting residents

¹ Data source: Spendmapp by Geographia

who lost their homes with accommodation and keeping the community informed of how the relief effort was tracking.

Twelve months after the storm event, Council identified a number of ongoing issues impacting some parts of the community including trauma and anxiety related to the storm, living in temporary accommodation, dangerous trees on properties and frequent power and internet outages.

In addition, there are a number of issues compounding recovery including insurance issues, delays with rebuilding due to labour market shortages and increased costs of building materials, an increase in hardship linked to the pandemic and delays with access to mental health services – particularly among those most in need.

Council initiatives - Social

In response to the pandemic and the June 2021 storm event, Council implemented a program of social initiatives to support the community throughout 2021-22 including:

- Conducting community debrief, mental health & wellbeing sessions
- Holding multi-agency lessons learnt sessions for the community with respect to the June storm emergency response.
- Providing a mental health first aid training program.
- Coordinating service providers to respond to pandemic and storm related community needs.
- Undertaking an extensive storm recovery door knocking, outreach and case management support service program that collectively contacted over 1800 residents to support and better understand ongoing recovery needs of community members.
- Establishing four Regional Community Recovery Committees to support recovery that is community led – a key tenant of community recovery following disaster events.
- Implementing the 'Art Attack' program which resulted in 35 arts and cultural experiences provided by local artists to enliven public places and encourage social connection.

Council initiatives - Economic

In response to the pandemic, Council implemented a raft of initiatives to support the community and local businesses throughout 2021-22 including:

- Yarra Ranges JobLink - the online employment portal that connects jobseekers with employers in the Yarra Ranges.
- Hospitality training through a partnership with educators including CIRE and the Box Hill Institute.
- Advocacy for improvements to the local telecommunications network across a range of forums including direct advocacy to State and Commonwealth governments, NBN Co and mobile carriers.
- Buy/Enjoy/Employ Local – a marketing campaign developed to encourage the community to support local business.
- Region of Choice initiative that promotes businesses in the Yarra Ranges that practise 'employer of choice' qualities.
- Insurance consultations – Yarra Ranges Council hosted in person meetings for residents with representatives from the Insurance Council of Australia and Insurance Companies.

Council initiatives – Built and Natural Environment

In response to the extensive damage caused by the June storm to the built and natural environment, Council delivered a series of extensive works programs over the last twelve months that have included:

- The kerbside storm branch collection which picked up huge amounts of branch debris from across the municipality including the urban, valley and hills regions.

- The private property clean-up program for community members who are financially or physically unable to clean up the extensive volume of storm related green waste on their properties.
- Processing the larger green debris material collected by Council through the storm clean-up and returning it to the public as a resource. This includes provision of logs for community groups, more than 50 hollow bearing logs being distributed across parks and bushland to enhance amenity while other logs have been milled into products such as planting stakes and fencing materials.
- Other large tree debris was processed into firewood and distributed at no charge to the community. More than 1,100 residents across all regions in the Yarra Ranges took advantage of the free firewood which amounted to more than 1,400 cubic metres.
- Extensive works to restore major and minor Council roads, drainage systems, bridges and tunnels as well as reinstatement of pavement surfaces and removal of storm debris alongside roads as required.

Yarra Ranges Council will continue to provide support to businesses and community members over the next financial and beyond in response to both the pandemic and the June 2021 storm.

Yarra Ranges Council Advocacy

This year has been a significant one for Council's advocacy, with a Federal election and state election to be held in 2022, as well as ongoing advocacy needs related to storm impacts and the evolving COVID-19 challenges facing our organisation and community.

Early in 2022, Council endorsed its advocacy framework, which provides clarity and direction as to how Council priorities advocacy issues and proactively engages with our community, partners and stakeholders and decision-makers at state and federal levels.

Storm recovery and disaster resilience

Council has advocated for immediate support for local communities and businesses, and to ensure we can continue supporting our community through the recovery phase. This includes:

- Making necessary applications through Disaster Recovery Funding Arrangements to support community clean-up and recovery works. Around \$13 million was received this year, and we continue to advocate for greater certainty on the level of state and federal funding to come, so we can progress a community-led recovery effort.
- Securing \$10 million through the Preparing Australian Communities fund to deliver the Resilient Yarra Ranges project, comprising seven programs to increase disaster preparedness, risk management, recovery and future resilience.
- Securing \$1.5 million through the Growing Suburbs Fund to deliver 10 'resilient buildings' upgrades, equipping council facilities with solar, batteries and generators to ensure communities can access essential power throughout emergencies. These sites have also had NBN SkyMuster satellites installed, through the Federal STAND program, to ensure the facilities can connect to emergency information when the main network is down.
- Contributing to the Victorian Government's review of energy resilience in areas affected by the storm, with ongoing involvement in energy resilience studies on specific disaster-prone townships in Yarra Ranges
- Advocating for Existing Use Rights to be extended, to ensure that business premises impacted by storm- and pandemic-related closures remain commercially viable.

Council will continue to advocate on several outstanding challenges impeding our community's recovery, including: temporary housing, insurance, skills and materials shortages, mental health support and ongoing property clean-up.

Federal election

Ahead of the Federal election in May, Council developed and delivered an advocacy campaign three themes of recovery, resilience and liveability. Our asks included:

- Roads for Agribusiness: \$150 million to seal 150km of roads in the regional parts of the municipality
- Greening the Suburbs: \$9.5 million tree-planting initiative, to enhance canopy across the municipality
- Solar on community facilities: \$500,000 per year to continue Council's program
- Oonah Belonging Place
- Telecommunications
- Ridges and Rivers: Warburton Mountain Bike, Yarra Valley Trail Stage 2a (Yarra Glen to Tarrawarra)
- Mental Health: headspace and Lilydale Youth Hub
- A range of local sport and recreation infrastructure

Council also collaborated closely with advocacy partners including the Eastern Region Group of Councils, the Municipal Association of Victoria and the Australian Local Government Association to represent the interests of our broader region and local government sector.

Locally, we gained commitments on a range of initiatives, with the new Commonwealth Government now set to deliver on a full funding commitment of \$4.9 million to deliver Stage 2A of the Yarra Valley Trail.

Council is pleased to see the broad policy directions of the Commonwealth Government to involve the local government sector more closely in national decision-making, as well as its commitment to reconciliation with First Nations people and the application of this commitment across various policy areas, including emergency management and health.

We continue to engage with our local MP, Aaron Violi, and relevant Ministers to advocate for priorities outlined in Council's federal election campaign, and to contribute local knowledge and experience to reforms in key areas such as emergency management and First Nations leadership in disaster risk reduction.

State election

With the state election due to be held in November 2022, Council will advocate further for key services and programs. This will include advocacy asks from our federal campaign, as well as a range of state-specific issues such as state-managed roads and critical public transport infrastructure.

Council will also call for a new status of peri-regional to be applied to our municipality. This would overlay our metropolitan classification and ensure our Council and community stakeholders have consistent access to relevant regional funding programs, and the opportunity to influence state decisions on regional issues. This advocacy is underpinned by a research project developed in partnership with Mornington Peninsula Shire Council.

Other key advocacy initiatives

In addition to the above, Council has continued to advocate strongly across a range of issues impacting our strategic objectives, including:

- Supporting key partners to advocate for funding and support to expand health and community services, including Oonah Belonging Place, Inspiro (Lilydale Youth Hub), and access to GPs and vaccinations across the region.
- Ongoing advocacy for better telecommunications service, including through submissions to the national *Regional Telecommunications Review* and the Victorian Government's *Connecting Victoria* program.
- Contributing the *Yarra Strategic Plan*, led by Melbourne Water and launched in February 2022, with a ten-year vision to protect and enhance this significant waterway, Birrarung.
- Nominating Council as the lead agency supporting communities through the transition from native timber harvesting.
- Calling for state-led action on feral deer, with the Victorian Government announcing funding for the development of a new *Victorian Deer Control Strategy*.
- Contributing to the review of the *National Plan to End Violence against Women and Children 2022-2032*, through Council's membership on the Together For Equality and Respect Leadership Group, led by Women's Health East.

Financial Overview

Financial Performance

Council's financial position continues to remain sound. A summary of Council's operating results, cash holdings, financial position and debt position is included below. Detailed information relating to Council's financial performance is included in the 'Annual Report (Part 2 – Financial Report)'.

Operating Result

The operating result is presented under the accruals basis of accounting and therefore includes a mix of cash and non-cash items within both the income and expense categories.

Summary of financial performance for year ended 30 June 2022	Actual \$'000	Budget \$'000
Total income	248,569	235,079
Total expenses	(211,493)	(198,313)
Comprehensive surplus for the reporting period	37,076	36,766
Underlying surplus for the reporting period	7,223	(836)

The comprehensive result of \$37.1 million against the adopted budget of \$36.8 million is 1.1% higher than budget largely due to:

- \$2.3 million in lower employee costs due to the impact of lockdowns on casual hours during the first half of the year, vacancies and timing of backfilling due to labour and skills shortages;
- \$16.8 million higher in operating grants mainly related to storm recovery and the advance payment of the FY23 Victorian Grants Commission (VGC) funding; and
- \$1.5 million higher monetary contributions mainly for public open space and developer contributions for the Lilydale Quarry/Kinley development;

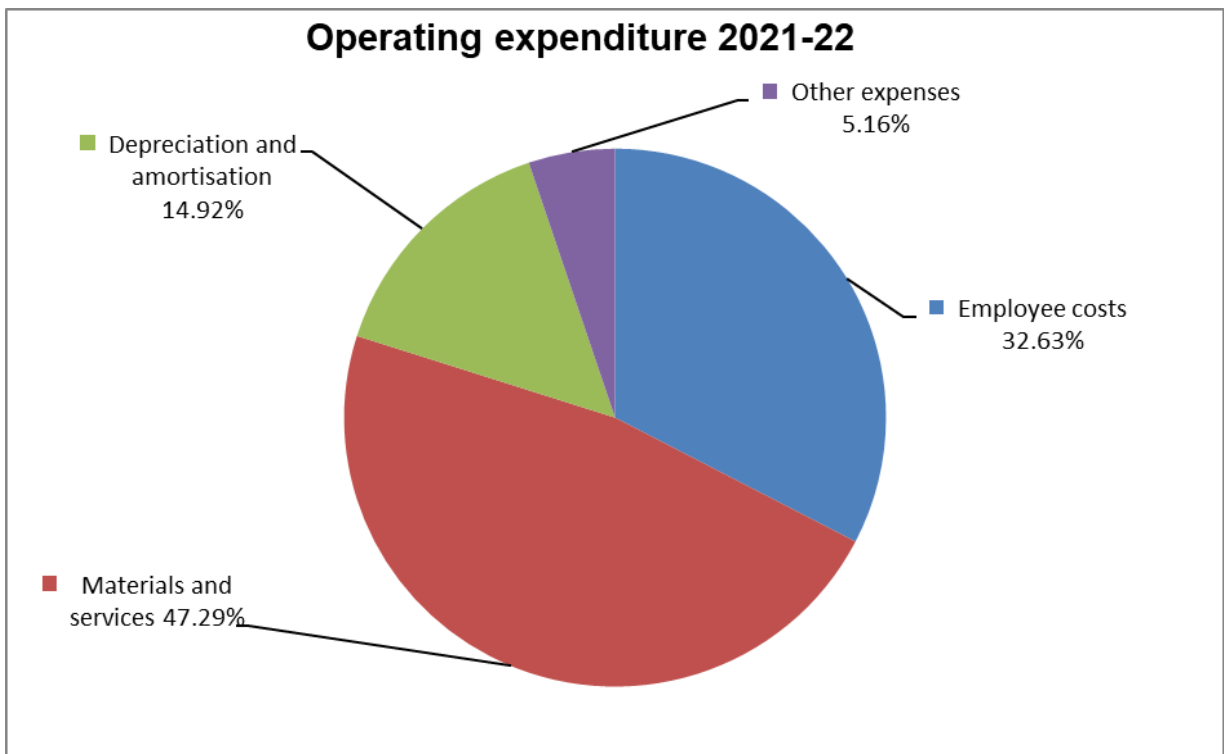
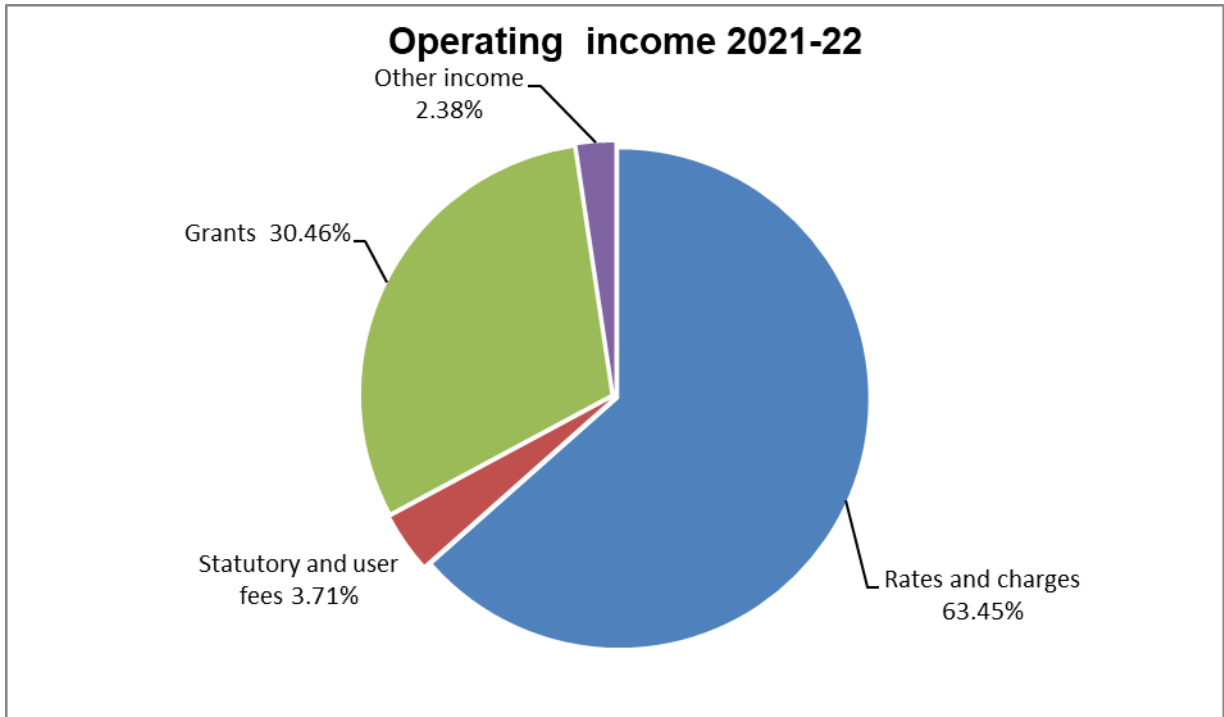
This was partially offset by:

- \$3.4 million lower capital grant income due to delays in the delivery of the capital program; and
- \$17.0 million higher in materials and services costs related to storm recovery, flow on impacts of the storm on infrastructure maintenance and higher software maintenance costs due to ongoing SaaS fees and the continuation of some legacy systems as Council undertakes its digital transformation project.

Council's underlying result, which excludes income relating to the capital program, is \$8.1 million higher than the adopted budget deficit of \$0.8 million. The positive underlying surplus is due to higher operating grants received mainly for storm recovery and the Victorian Grants Commission advance payment.

Please refer to Note 1.1 (a) of Financial Statements in the Annual Report (Part 2- Financial Report 2022) for further details on variances.

The main categories of operating revenue and expenditure are shown in the following graphs:



Rates and charges continue to be Council's major source of income, accounting for 63.5% (2021-22: 68.2%) of income. The major operating expense items are employee costs, materials and services and depreciation.

Cash Position

Council had cash and investment holdings of \$84.7 million at 30 June 2022 (30 June 2021: \$65.6 million). Total cash holdings include \$16.1 million of restricted assets for trust funds and deposits, \$31.5 million of funding received in advance to deliver capital projects, \$12.9 million for the public open space reserve and \$9.7 million for unexpended government grants.

Summary of cash flows for year ended 30 June 2022	Actual \$'000	Budget \$'000
Cash flows from operating activities	90,563	73,978
Net payments for property, infrastructure, plant and equipment	(65,327)	(88,311)
Cash flow provided by / (used in) financing activities	(6,123)	9,030
Net increase/(decrease)in cash and cash equivalents	19,113	(5,303)
Cash at beginning of the financial year	65,561	46,589
Cash at end of the financial year	84,674	41,286

The budget had assumed that capital works projects, including those carried over from the previous financial year, would be completed in 2021-22. At 30 June 2022, there were a number of capital works projects not completed. The funding for incomplete capital works projects has been carried forward to 2022-23. This, along with higher than anticipated grant funding and contributions and lower salaries and wages costs, resulted in higher cash balances than budgeted.

Financial Position

Council ended the financial year with net assets of \$1.3 billion, an increase of \$111.6 million when compared to the budget.

Summary of financial position as at 30 June 2022	Actual \$'000	Budget \$'000
Total assets	1,421,347	1,267,994
Total liabilities	(121,478)	(79,560)
Net assets	1,299,869	1,188,244

Current assets exceeded budget by \$72 million mainly as a result of grant funding received in advance and incomplete capital works projects. Non-current assets increased by \$82 million due to an asset revaluation increase and increased recognition of right of use assets.

Total liabilities were higher by \$42 million when compared to the budget. This is due to higher trade payables following the transition to a new finance system on 1 July 2021. This increase was offset in part as the budgeted new borrowings of \$17 million was not required to be borrowed due to the additional grant funding received, and the delay in the delivery of some of the capital works projects.

Debt Position

Council had budgeted to borrow \$17 million to fund its capital works program based on the assumption that the capital works projects would be completed in 2021-22. This was not needed due to the additional grant funding that was received and the delay in the delivery of some of the capital works projects.

Financial Strategy

The financial direction of Council is guided by a long-term strategy which aims to align Council's financial outcomes with its broader Vision 2021 and Council Plan objectives.

A summary of these key strategies and the action on each of these during 2021-22 is reported below.

SUMMARY OF STRATEGY	RESULTING ACTION
<p>Rates – general rates will be increased in line with the rate capping framework introduced by the State government. The waste management service charge is structured to reflect the cost of providing waste services to the community. Differential rates will be applied to ensure appropriate allocation of rates considering the use of land.</p>	<p>A 1.5% average rate increase was applied based on the rate cap published by the State government in December 2021. Waste management charge was structured based on full cost recovery.</p>
<p>Government funding – continue to strongly advocate for a more equitable distribution of government funding, particularly for funding currently only available to rural designated Councils.</p>	<p>Advocacy for increased funding continued during the year. Grant funding of \$75.7 million was received to assist with provision of services and capital works projects (2020-21: \$51.6 million).</p>
<p>Fees and charges – to be reviewed annually for appropriateness as part of Council's budget process. The review considers the cost of the service, the price charged by comparable service providers (where applicable) and the extent to which Council is prepared to provide the service at less than full cost recovery to reflect community and social benefits.</p>	<p>Fees and charges were reviewed to ensure they reflect relevant factors. Overall fee income of \$9.2 million. (2020-21: \$8.1 million).</p>
<p>Loan borrowings – will be used to fund capital projects of a magnitude that could not otherwise be funded from on-going income sources. Council borrowings will be set at a financially sustainable level and within agreed limits.</p>	<p>Council did not need to borrow the additional \$17 million that was budgeted to be borrowed as a result of the advance funding received in 2021-22 and delay in the delivery of some of the capital works projects. Council repaid \$3.8 million of loan borrowings during 2021-22, leaving a total of \$6.3 million in borrowings outstanding at year end.</p>
<p>Cash – cash flow will be managed bearing in mind the known fluctuations across the financial year and that cash surplus to immediate requirements will continue to be invested appropriately in order to generate interest returns to Council, and to the extent possible surplus cash will be used to assist in funding the extended capital works program.</p>	<p>Cash flow was managed according to Council's cash strategy. Council generated \$0.3 million from interest on investments in 2021-22 (2020-21: \$0.2 million). Income from investment of excess cash was similar in 2021-22 is due to the continued low official cash rate by the Reserve Bank. .</p>
<p>Recurrent operating expenditure – funding to be increased annually in line with Council's Enterprise Agreement increase for labour costs and in line with increased cost of service delivery for other costs. Services provided by Council will be reviewed in light of community expectations,</p>	<p>Yarra Ranges Shire Council Enterprise Agreement 2021 (EA) came into effect on 1 October 2021. Funding for recurrent services increased to maintain service provision.</p>

SUMMARY OF STRATEGY	RESULTING ACTION
shifting demand for services and the restrictions of the rate capping framework.	
<p>Capital works – Council will dedicate sufficient resources to renew the existing asset base in the long term, with remaining funds being allocated to new projects and acquisitions.</p>	<p>\$68.2 million was spent on the total capital works program during the year (\$57.0 million in 2020-21). Council maintained its focus on rehabilitation and protection of existing community assets and invested \$20.7 million on renewal works and \$14.8 million in new works.</p>

Yarra Ranges Overview

Yarra Ranges Shire Council is situated on metropolitan Melbourne's eastern fringe, 35 km from the Melbourne Central Business District. It covers an area of almost 2,500 square kilometres. It is well known for its tourism industry including the Yarra Valley wine region, farming and the natural beauty of the Dandenong Ranges. The tourism region had experienced an 8.6% average annual growth over a five year period, normally attracting 7 million tourists annually and generating an estimated \$634 million gross revenue annually by businesses and organisations. We have seen a significant decline in the growth of this sector due to the impact of the COVID-19 pandemic.

The 158,331 residents live in over 55 suburbs, townships and small communities. Yarra Ranges has about 70 per cent of its population living in approximately 3 per cent of the total land area. The remaining population is mostly distributed throughout rural areas. It has a young population, with 19 per cent aged between 5 and 19 years and has a growing ageing population, with the number of people aged over 65 expected to increase by 32% between 2020 and 2030. Yarra Ranges is still attracting couples with children, who are looking for a lifestyle choice in one of the 6,077 new dwellings expected to be built over the next ten years.

Yarra Ranges' economy is home to 13,459 businesses employing 41,700 people. Manufacturing and construction are the most valuable sectors, yielding \$3.8 billion in regional output. Rental, Hire and Real Estate Services and Agriculture are also strong contributors with an output generating \$2.6 billion in the last year. Retail, construction, education and training, health care and social assistance, and manufacturing industries are the key industry sectors and employ more than 56.2 per cent of people who work in Yarra Ranges.

The diversity of places and dispersion of communities makes Yarra Ranges one of the most unique municipalities in the State of Victoria.



Yarra Ranges Council

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Key facts about Yarra Ranges



Residents
157,419

Aboriginal and Torres Strait Islander Peoples populations:
1,711

Next 10 years populations growth expectancy rate:

12,762

Population aged 65 is expected to increase by:

2.7%

Yarra Ranges has the largest concentration of Aboriginal and Torres Strait Islander people in the Eastern Region

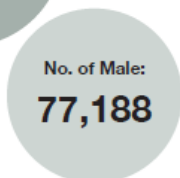
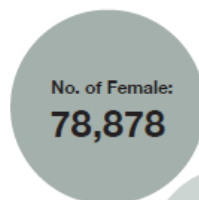


Land Area
2,500 km²

Suburbs, townships and small communities.

55

12th
Largest local government area in Melbourne in terms of population, size and geographic area.



LGBTQIA+: **4.2%**

Heterosexual, not LGBTQIA+: **93.3%**



Speak English at Home:
88.3%

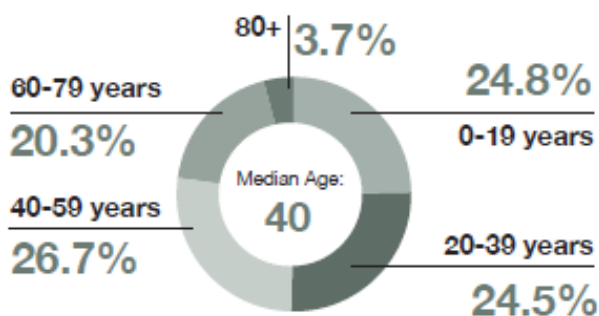
Speak a language other than English at home:

8%

Speak an Aboriginal and Torres Strait Islander language at home:

2.2%

Born Overseas:
16.8%



Home owners with or without mortgage. **80.8%**

Renters in the Yarra Ranges **13.6%**



Number of businesses:

13,459

Total persons employed:

82,835

Method of Travel to Work:

Driving: **55,476**

Public Transport: **4,798**

Walking: **1,072**

Others: **12,382**



Agriculture
5TH Largest Industry

Gross revenue: **\$788.4m**

Regional exports: **\$513m**

Total persons employed: **2,000**



Largest Industry

Retail Trade

Local Jobs:

47,166

Job Seeker and Youth allowance recipients:



Yarra Ranges

5,982

Greater Melbourne

13,679

Violence Against Women & Gender Inequity

Increase in number of family violence incidents.

YR: 12% | VIC: 7%

Increase of rate of family violence incidents

YR: 5% | VIC: 11%



Percent of people who feel safe when walking at night:

Female: 43.3%

Male: 79.9%

The Yarra Ranges contain some of the most environmentally important areas in Victoria. These precious areas include the Mountain Ash forests of the Dandenong Ranges and Central Victorian Highlands. Remnant native vegetation is home to iconic species such as the Powerful Owl, the Helmeted Honey-eater and Leadbeater's Possum.

188,000

Hectares of native vegetation.

Yarra Ranges is recognised as a special place for its natural beauty and diverse habitats.

The mountainous landscape and Yarra Valley contains significant areas of remnant native vegetation providing an important habitat for wildlife.



Healthy Eating

Yarra Ranges community members experienced food insecurity over 4% higher than in VIC overall.

Yarra Ranges community members consume less take-away meals and snacks (more than once a week) by 5% lower than VIC overall.

Yarra Ranges community members consume 5% more sugar-sweetened drinks daily than VIC overall.



Mental Health

Yarra Ranges has 1% less- high/very high levels of psychological distress than VIC overall.

Yarra Ranges community members have sought help for a mental health-related problem in the last 12 months 7% more than VIC overall.

Yarra Ranges community has 11% more residents who have ever been diagnosed with anxiety or depression.

Physical Activity

Sedentary or insufficient physical activity.

YR: 40% | VIC: 46%

Met physical activity guidelines.

YR: 58% | VIC: 51%



All of the data seen above has been sourced from the following sites and articles:

Australian Bureau of Statistics: Yarra Ranges Census | Id Community, atlas.Id.com.au. Demographic resources about the Yarra Ranges. | Victorian Womens' health atlas, victorianwomenshealthatlas.net.au | Victorian Agency of Health Information, Finding from the Victorian Population Health Survey 2017. www.bettersafecare.vic.gov.au | Yarra Ranges website and reports: Environmental Strategy 2016-2026 Yarra Ranges Council . Annual Report 2020-21 | Yarra Ranges Health and Wellbeing Profile, 2021 | Yarra Ranges 2012-2022 Economic Development Strategy.

Disclaimer

The following pages about "Key facts about Yarra Ranges" is published for educational purposes only as well as to give general information and a general understanding about Yarra Ranges. The infographic data that has been put together a resourced from legitimate and reputable sites/ articles from dates ranging between 2016-2022. While care has been taken to ensure the content in appropriate for your particular purposes. In addition, the publication is a snapshot in time based on historic information which is liable to change. The Yarra Ranges Council accepts no responsibility and disclaims all liability for error, loss or other consequence which may arise from you relying on information contained in this report.

Council's Governance

Council is committed to good governance and has a framework of policies and protocols that outline our intention and approach to achieve this. These policies and frameworks also provide the basis for decision making across Council.

Yarra Ranges Shire Council is constituted under the *Local Government Act 2020* to provide democratic local government to the Yarra Ranges community. The purposes and objectives of Council, as well as the functions and powers of a local government, are also defined in the Act.

Yarra Ranges has nine Councillors who are elected to govern the municipality, with each Councillor representing a single ward. The Mayor is elected by Council in November each year and serves for a 12-month period. Council elections are held every four years, with the most recent being October 2020 when four new Councillors were elected and five were returned.

Council's formal decision-making processes are conducted through public Council meetings which are held on the second and fourth Tuesday of the month. Council also has extensive delegations in place to enable the Chief Executive Officer and key Council staff to carry out their responsibilities. These delegations are exercised in accordance with adopted Council policies and through formal instruments of delegation. These delegations are reviewed within 12 months of each election and at any other time as may be required.

Across 2021-22, Council adopted a number of significant policies, strategies and plans including:

- Governance Rules (including the Election Period Policy)
- Audit and Risk Management Committee Charter
- Councillor Expenditure Policy
- Councillor Code of Conduct
- Councillor Gifts, Benefits and Hospitality Policy
- Employee Gifts, Benefits and Hospitality Policy
- Public Transparency Policy
- Rates Hardship Policy – Addendum
- Conflict of Interest Policy
- Community Engagement Policy
- Procurement Policy.

Executive Leadership Team

Our Executive Leadership Team is made up of the CEO and five directors. The Executive Leadership Team makes decisions within its delegation about significant issues that have a cross-organisational impact. This team also considers important reports prior to submission to Council and oversees the implementation of Council-adopted strategies and policies. Further details on the Executive Leadership Team are included on page xx this report.

Councillors

Yarra Ranges Councillors, who represented the municipality throughout 2021-22, are listed below.

Current Councillors



Cr Jim Child (Mayor) - O'Shannassy Ward

O'Shannassy Ward covers Beenak, Big Pats Creek, Don Valley, East Warburton, Gilderoy, Gladysdale, Hoddles Creek, Launching Place, Matlock (most), McMahons Creek, Millgrove, Powelltown, Reefton, St Clair, Three Bridges, Warburton, Wesburn, Woori Yallock (most), Yarra Junction, and Yellingbo.

First Elected: 2012

Re-elected: 2016, 2020

Mayor: 2012 – 2013, 2021 - 2022

Cr Jim Child is a fifth-generation resident of Yarra Ranges who is passionate about supporting and encouraging local business and tourism.

Jim's long time dedication to the area he calls home is evidenced by the fact that he was first elected to local government as a Councillor with the Upper Yarra Shire in 1982, where he served for two consecutive Council terms. Jim held the honour of Shire President during 1985. He also proudly served as the Yarra Ranges Mayor in 2012-2013, 2021-2022.

Jim has a background in information technology, telecommunications, hospitality and company directorships spanning some 45 years.

He is keen to provide much needed localised employment for local residents, especially young people. He is concerned about sensible management of Council finances, managing our local environment and planning processes.



Cr Johanna Skelton (Deputy Mayor) - Lyster Ward

Lyster Ward includes Belgrave, Belgrave Heights, Belgrave South, Clematis (part), Emerald (part), Kallista, Lysterfield (most), Menzies Creek (most), Monbulk (part), Narre Warren East, Selby, Sherbrooke, Tecoma, The Patch, and Upwey (part).

Elected – November 2020

Johanna lives in Belgrave, is a parent of two young kids and works part time in a public library.

Johanna grew up on Yuin Country on the Far South Coast of NSW. Johanna has lived in Belgrave for about 10 years and appreciates the opportunity to represent Yarra Ranges residents and ratepayers to consider the short and long-term management of the region.

Johanna has a Bachelor of Arts in Community Development and Writing and remains passionate about community led initiatives and creative arts.

Leading up to her election, Johanna campaigned with the theme 'Local Matters' which remains her focus. Opportunities she is very keen to work toward include:

Improved connection for community members with Council and each other. Environmental goals such as climate change action, cat and deer control, and waterway protection. Local focus on consumption and production.

Johanna provides a voice for younger people, primary carers, and women, and welcomes information and ideas from all community members.



Cr Len Cox OAM - Walling Ward

Walling Ward includes Kilsyth (most), Montrose (part) and Mooroolbark (part).

First elected: Shire of Lillydale 1982 (Pre Local Government Amalgamations) Mayor: 1985-1986, 1991-1992,

Re-elected: Yarra Ranges Council 1997, 2001, 2003, 2005, 2008, 2012, 2016. 2020

Mayor: 1997-1998, 2008-2009, 2009-2010, 2017-2018

Cr Len Cox has a long history in Local Government. He has served as a Councillor for more than 35 years, during which time he was elected Mayor on several occasions.

Len is passionate about preserving the environment and believes that good planning controls are essential to ensure that the municipality's unique natural environment is protected.

Len is totally entrenched in his local community and welcomes the opportunity to be involved with many new and ongoing community projects. He is easily contactable, makes himself available to meet with residents, and is appreciative of all feedback.



Cr David Eastham - Chandler Ward

Chandler 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).

Elected – November 2020

David was born and raised in the Yarra Ranges and lives on his 'forever property' with his fiancé in Seville.

David brings a diverse range of skills and experiences to his role as Councillor (and Deputy Mayor) with a career spanning across Agriculture, Emergency Management, Community Development, Process Improvement and Strategic Planning. More recently David has undertaken a leadership role advising on impacts of the new *Local Government Act 2020* specifically as a Community Engagement Specialist.



Cr Andrew Fullagar - Streeton Ward

Streeton Ward includes Ferny Creek, Kilsyth (part), Montrose (part), Mount Dandenong, Olinda (part), Sassafras, Tremont, Upper Ferntree Gully (part), and Upwey.

Elected – February 2022

Andrew has lived in the beautiful Dandenongs for more than forty years. He is happily married to Linda, with two children and three grandchildren.

With Linda, he set up and ran two family businesses specialising in warehousing and distribution. Their love of the environment and travel then enticed him to volunteer extensively throughout Australia. Further volunteering with local environment groups led to strong involvement with community groups, in which he has held many longstanding leadership positions.

Andrew is proactive, a good listener, and he likes to help people. He is passionate about bringing more community engagement and empowerment to Council decision-making. He hopes that his experience in business, environment and community provides a valuable and balanced perspective to Council.



Cr Tim Heenan - Billanook Ward

Billanook Ward includes Lilydale (half), Mount Evelyn (most), and Wandin North (part).

First elected: November 2005

Re-elected: 2008, 2016, 2020

Mayor: 2006 – 2007, 2007 - 2008

Cr Tim Heenan has lived in Mt Evelyn for more than 34 years and has two adult children and five young grandchildren. He keeps in regular contact with his community and is always up-to-date with the issues, needs and aspirations of residents. Tim has formed strong connections and wide ranging networks, from being a long time resident of the area and as the community representative on Council.

Tim is a strong advocate for caring for the environment and this is what attracted him to making this area his home. He enjoys walking the bush trails and is interested in sustainable living and development. He loves the strong sense of community, and the local businesses that are prepared to make a go of it to ensure that collectively the community looks out for each other and prospers.

Tim’s is also a strong supporter for raising awareness and the need for more homelessness support services in the Yarra Ranges. He has worked closely with organisations such as Holy Fools and has been involved with Homelessness Week by sleeping rough for approximately 160 nights over the last ten years.



Cr Richard Higgins - Chirside Ward

Chirside Ward includes Chirside Park, Mooroolbark (part), Wonga Park (part) and Yering (part).

First elected: November 2008

Re-elected: 2016, 2020

Mayor: 2019 – 2020

Cr Richard Higgins has lived in the area for close to 25 years.

As a member of the local police force and through participation in local sporting clubs, Richard has developed a passion for community health, wellbeing and safety.

Richard believes it is important for people to have a sense of belonging as well as opportunities to get off the couch and be active in their community.

Richard also sees his role on Council as an opportunity to increase liveable space for the community through partnerships and sensible changes within his ward.



Cr Fiona McAllister - Ryrrie Ward

Ryrrie Ward covers Badger Creek, Chum Creek, Coldstream, Dixons Creek, Fernshaw (most), Gruyere, Healesville, Mount Toolebewong, Seville East (part), Steels Creek, Tarrawarra, Toolangi (part), Woori Yallock (part), Yarra Glen, and Yering.

First elected: 2012

Re-elected: 2016, 2020

Mayor: 2014 – 2015, 2020 – 2021

Cr Fiona McAllister, Yarra Ranges Council Mayor, comes to her role as Councillor with more than 20+ years' of professional experience working with Councils across the State. She was first elected as the Ryrrie Ward Councillor in 2012, then 2016 and again in 2020. Fiona represented Council in the role of Mayor in 2014 and once again was honoured with this role in 2021.

She is mother to four children and lives with her husband and their two primary school aged children in Healesville. She is actively involved in the community as a volunteer, and a strong advocate for significant issues such as access to health services locally.

Fiona believes in actively seeking the views of all communities to ensure Council priorities that meet community needs.

She is committed to planning reform, road and infrastructure improvements, recreation and open space improvements and to supporting communities to be strong, resilient and thrive. Fiona is very proud to represent the vibrant and diverse communities of the Yarra Valley



Cr Sophie Todorov - Melba Ward

Melba Ward includes Lilydale (part) and Mooroolbark (part).

Elected – November 2020

Sophie is the proud mother of two children, whom she believes have been positively influenced by Yarra Ranges' quality educational, sporting and extracurricular services. Sophie, her husband and children call Yarra Glen home.

Sophie has worked in Victoria Police for over 25 years and has spent half of her career working in the Yarra Ranges – mostly in the Mooroolbark and Lilydale areas. She has spent many years performing proactive duties, having a personal passion for helping young people and diverse communities. She has worked with Yarra Ranges Council Youth Services, the Department of Health and Human Services and local service providers to support projects, initiatives and events to achieve better outcomes for all and strengthen community ties.

Her desire to help the community has connected her to many community groups, where she has spent many years fundraising for the Cancer Council and volunteering for Yarra Ranges Athletics (coach and committee member), Yarra Glen Junior Football and Netball Club (coach, trainer and committee member) and Healesville Senior Football and Netball Club (trainer).

Several years ago Sophie joined [Voices of Women](#) (Yarra Ranges) and has been a mentor and committee member. Voices of Women was established with a purpose to promote gender equality in the Yarra Ranges and surrounds through education, advocacy and promotion of human rights and gender equity.

Sophie aims to work for the best interests of the whole of the community to achieve safety, resilience, wellbeing, inclusiveness and positive social connections. She will actively support diverse people, communities and cultures to create safer, accessible and cohesive spaces and services.

Outgoing Councillors



Cr Catherine Burnett-Wake - Streeton Ward

Streeton Ward includes Ferny Creek, Kilsyth (part), Montrose (part), Mount Dandenong, Olinda (part), Sassafras, Tremont, Upper Ferntree Gully (part), and Upwey.

Elected – November 2020

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 2021-22 financial year are stated below.

Councillor	Allowance	Travel (mileage)	Other cost recovery	Telephone	Conferences / Training	General Expenses	Travel (Other)	Other costs	Total
Cathrine Burnett-Wake¹	9,223.59			118.99	145.81			85.0	9,573.39
David Eastham	35,447.76			215.05	55.0				35,717.81
Fiona McAllister³	56,317.23			588.90	55.0			162.27	57,123.40
Jim Child	94,688.51	7500.65	-78.18	713.01		267.40	3215.45	123.19	106,403.03
Johanna Skelton	50,155.99			299.85	1995.81	91.70	400.91	77.27	53,021.53
Len Cox	35,447.76	2491.98		657.94		31.82			38,629.50
Richard Higgins	35,447.76			359.91	45.45	467.68			36,320.80
Sophie Todorov	35,447.76	750.08		727.80	500.0				37,425.64
Tim Heenan	35,447.46			2018.80					37,465.84
Andrew Fullagar¹	14,988.35	471.09		108.06	109.09	132.95			15,809.54
TOTAL (\$)	402,612.47	11213.80	-78.18	5807.59	2906.16	991.55	3,616.36	447.73	427,517.48

¹ denotes newly elected as a Councillor following by-election held in February 2022.

² denotes not returned to office following resignation in November 2021.

³ includes Mayoral allowances from July to November 2021.

Code of Conduct for Councillors

The Councillor Code of Conduct assists Councillors to maintain the highest levels of integrity and ethical behaviour. Councillors recognise, accept and have committed to the following standards of conduct:

To treat other Councillors, members of Council staff, the municipal community and members of the public with dignity, fairness, objectivity, courtesy and respect.

To do everything reasonably necessary to ensure that the Councillor performs the role of a Councillor effectively and responsibly.

To ensure the good governance of the Council.

To ensure that their behaviour does not bring discredit upon the Council.

To not deliberately mislead the Council or the public about any matter related to the performance of their public duties.

All Councillors took an oath or affirmation of office to abide by the Councillor Code of Conduct and uphold the standards of conduct set out in the Councillor Code of Conduct. A full copy of the Councillor Code of Conduct is available at yarraranges.vic.gov.au or 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 the 2021-22 financial year.

Conflict of interest	Number of declarations
Direct interest	0
Indirect interest	0
Conflicting personal interest	0
General interest	1
Material interest	3
Total	4

Meetings of Council

Council conducts open public meetings on the second and fourth Tuesday of the month. Members of the community are welcome to attend these meetings and observe from the gallery. Council meetings also provide the opportunity for community members to submit a question to the Council, make a submission, present a petition or speak to an item. Between 1 July 2021 and 30 June 2022 Council held the following:

- 22 Council meetings
- One delegated committee meeting.

The following table provides a summary of Councillor attendance at Council meetings for the 2020-21 financial year.

Councillor	1 July 2021 – 30 June 2022		
	Council Meeting	Delegated Committee Meeting	Total
Cr Cathrine Burnett-Wake ²	8	0	8
Cr Jim Child	22	1	23
Cr Len Cox	20	1	22
Cr David Eastham	22	1	23
Cr Tim Heenan	22	1	23
Cr Richard Higgins	18	1	19
Cr Fiona McAllister	20	0	20
Cr Johanna Skelton	21	1	22
Cr Sophie Todorov	21	1	22
Cr Andrew Fullagar ¹	8	1	9

¹ denotes newly elected as a Councillor following by-election held on 28 February 2022.

² denotes not returned to office following elections held on 30 November 2021.

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 Yarra Ranges Council and its people. These are listed below for the 2021-22 period.

Committee	2021/22 Councillors
Agribusiness Yarra Valley	Cr Eastham Cr Skelton (sub)
Audit and Risk Management Committee	Cr McAllister Cr Child
Burrinja	Cr Eastham
Disability Advisory Committee	Cr Cox (Chair) Cr Higgins
Eastern Affordable Housing Alliance	Cr Heenan Cr Todorov (sub)
Eastern Alliance of Greenhouse Action	Cr Skelton
Eastern Regional Libraries Corporation	Cr Cox Cr McAllister
Eastern Transport Coalition	Cr Child
Health and Wellbeing Advisory Committee	Cr Todorov (Chair) Cr Higgins (sub)
Interface Councils	Cr Child Cr Skelton (sub)
Jack Hort Memorial Indoor Pool Management Committee	Cr McAllister
MAV Environment Advisory Group	Cr Eastham
Metropolitan Education Traffic Centre (METEC) Board	Cr Higgins
Metropolitan Waste Resource Recovery Group	Cr Child
Municipal Association of Victoria	Cr Child Cr Skelton (sub)
Municipal Emergency Management Planning Committee	Cr Child Cr Todorov (sub)
Municipal Fire Management Planning Committee	Cr Child Cr Skelton (sub)
Positive Ageing Reference Group	Cr Higgins Cr Cox (sub)
Regional Community Recovery Committees - Hills	Cr Skelton Cr Eastham (sub)
Regional Community Recovery Committees - Urban	Cr Heenan Cr Higgins (sub)
Regional Community Recovery	Cr Child

Committees – Upper Yarra	
Regional Community Recovery Committees - Valley	Cr McAllister
Rural Advisory Committee	Cr Child (Chair) Cr McAllister (sub)
Sustainable Environment Advisory Committee	Cr Skelton (Chair) Cr Heenan
Indigenous Advisory Committee	Cr Skelton Cr McAllister (sub)
Yarra Ranges Regional Museum Trust	Cr Higgins Cr Heenan
Yarra Valley ECOSS	Cr Child

Our Challenges

During the last 12 months, Council has faced a number of complex issues which present ongoing challenges. Some of the complex issues for the 2021-22 year are outlined below.

Community

- The social and psychological impact of isolation due to COVID-19 restrictions
- The impact of the June 2021 storms on the community in the Dandenongs
- Addressing the disadvantage, stigma, stereotyping, prejudice and violence experienced based on gender, age, ability, cultural identity, religion or sexual orientation
- Economic hardship on businesses and residents impacted by the pandemic and storms
- The different needs, expectations and identities of our suburbs and rural communities
- The high levels of socio-economic disadvantage experienced in pockets across the municipality, creating greater need for Council services, support and advocacy efforts.

Service delivery

- The impact of COVID-19 to change and adapt service delivery to the emerging community needs
- The large geographic size of Yarra Ranges means it is more costly to deliver services, and there are greater distances for residents to access services
- Ensuring our ageing population continues to receive high standards of care as the changes to the service delivery and funding model for aged care is implemented
- Ensuring that the networks of roads, footpaths, bridges and drainage are maintained and renewed into the future
- Service funding formulas used by State Government which disadvantage Yarra Ranges due to the assignment of an urban funding classification which fails to recognise the costs associated with delivering services to our rural communities
- Technology is driving community expectation to improve the ways we communicate, provide information, deliver services and report back to the community (online, anytime, anywhere).

Environmental

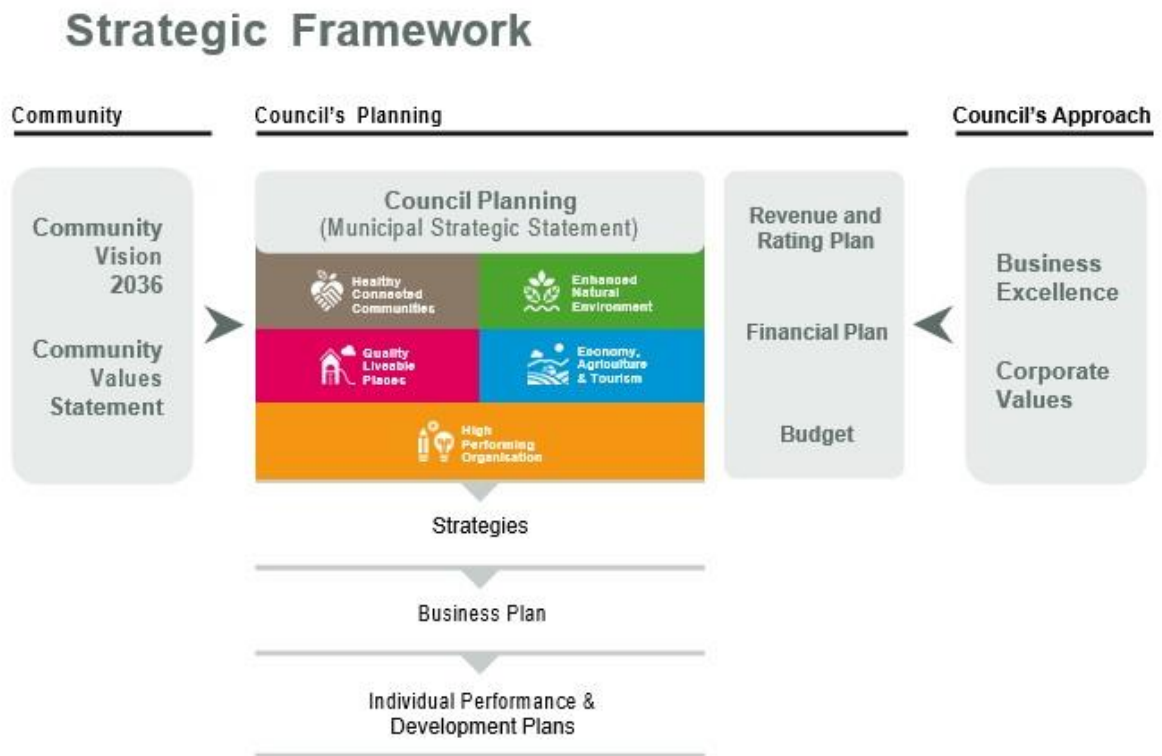
- Protecting and improving our unique and precious natural environment and providing environmental leadership by reducing emissions
- The increased frequency and severity of extreme weather events such as storms, floods, drought and fire and the need for additional emergency management prevention and preparedness
- Securing adequate water supplies to ensure the economic stability for the agricultural industry
- Adapting to the challenges posed by a changing climate and changing energy markets.

Financial

- The reduced options to raise revenue for service delivery due to rate capping by the State Government whilst continuing to ensure services needed by the community are accessible
- The need for significant investment in our ageing infrastructure to meet the expectations of the community with many buildings built 40 to 50 years ago
- The effects of the shifting of costs for the delivery of key services by the Federal and State Government onto local government.

Strategy and Planning

Yarra Ranges Council is proud of its integrated planning framework. A recent review of the framework ensures Council’s plans, strategies and resources are more closely aligned and increase the connection between what the community values, their priorities and Council’s planning processes.



Community Values

Community Vision 2036

The vision describes the community’s aspirations for the future of the municipality in 2036. The vision represents the values, needs, aspirations and guides the priorities for Yarra Ranges.

Yarra Ranges Community Values Statement

Council has asked the Yarra Ranges community members what is important to them now and what they value. This information was used to develop ‘My Community – Yarra Ranges Values Statement’. This statement was an important input to developing the new vision for the municipality and all of the content in this Council Plan. It will also guide future planning and Council’s advocacy efforts on behalf of the community.

Council is also continuing on a program of local area planning which involves supporting local communities to develop visions and plans for their townships or local communities. These plans are becoming an important information source into Council’s planning processes and this Council Plan.

Our Planning

Council Plan and Council Action Plan

The Council Plan describes Council's vision for the future of the municipality. It describes the things that Council stands for, our objectives, the main activities we will complete and how these activities are going to be resourced. Importantly, it also explains how our performance will be measured and reported through Council's Annual Report and other performance reports.

The Council Plan is developed every four years and reviewed annually. The review occurs in conjunction with the development of the budget and internal business plans. This ensures strong alignment between the organisation's strategic direction and the activities listed in the Council Action Plan to be carried out within individual departments. The list of actions contained in the Council Action Plan are reviewed annually. The document can be found on yarraranges.vic.gov.au

Strategies and plans

Council has a number of strategies which guide our delivery to achieve Council's vision and five strategic objectives. Council also has a number of policies and management plans that focus on a particular topic and describe Council's position and actions to address these issues.

Department business plans

Business plans are developed annually by each department or business unit in the organisation. They describe and assess the services delivered, key projects and performance measures and align with the delivery of objectives, strategies and activities of the Council Plan.

Business plans are developed by managers in conjunction with staff in their teams alongside the preparation of department budgets. This ensures that the business planning process gains the value of the experiences, priorities and aspirations of the whole team and activities are able to be adequately funded.

Financial Plan

The Financial Plan is a key part of Council's strategic planning process and outlines our commitment to providing responsible financial management. It considers:

- Council's current financial position
- key issues and risk areas
- strategies to address the issues faced
- the projected ten year financial position based on various assumptions.

The Financial Plan is reviewed annually alongside the Council Plan and Budget to ensure the aspirations in the Council Plan can be adequately funded.

Rating and Revenue Strategy

The Rating and Revenue Strategy establishes the revenue raising framework to determine the most appropriate and affordable revenue and rating approach for Council which, in conjunction with other income sources, will adequately finance the services and initiatives to deliver on the strategic objectives in its council plan. The Rating and Revenue Plan is prepared alongside the review of the Council Plan each year.

Budget

Council prepares a four-year budget each financial year. The budget includes information about the rates and charges to be levied, the capital works program to be completed and financial statements which describe Council's income and expenditure for the year.

The budget is prepared alongside the review of the Council Plan with specific project and service delivery requirements balanced against available resources.

Our Approach

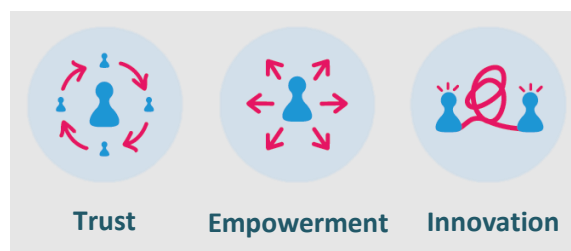
Business Excellence

The internationally recognised Business Excellence Framework assists Council to achieve high levels of performance and deliver value to our customers. The framework is based on universal principles of organisational improvement. The principles are incorporated through seven categories which are used to assess and improve our organisation. The categories are:

- Leadership
- Strategy and Planning
- Information and Knowledge
- People
- Customers and other Stakeholders
- Process Management, Improvement and Innovation
- Results and Sustainable Performance.

Values

The organisation's values guide our behaviour and underpin everything we do. Our values help us achieve the organisation's vision and mission and improve the quality of the services we offer to our community.



Performance Monitoring and Improvement

Yarra Ranges Council is committed to continuous improvement through regular performance monitoring. Once plans are developed, and performance against these is regularly measured. Our commitment to continuous improvement includes measuring the achievement of actions included in the various plans, as well as performance indicators which assess the effectiveness of the activity.

Council's performance against the Council Plan is openly reported to our community in the mid-year progress report against the Council Plan and the Annual Report. We also report back via social media, eNewsletters and our printed newsletter Yarra Ranges Local.

Local Government Victoria monitors Victorian Councils' performance using a set of indicators that provide consistent reporting of performance to the community. The Local Government Performance Reporting Framework reports on Council's performance against selected service areas, our financial

performance, our governance and management of Council, and our long-term sustainability. These measures are included under each Strategic Objective and on page 44.

Regular performance monitoring and service reviews allow the organisation to identify areas for improvement. Continuous improvement projects form a key element of the Business Excellence program. They are developed using a combination of the Plan-Do-Study-Act model and the Lean Methodology for addressing identified issues and ensure the ongoing improvement of the programs and services we deliver.

Gender Equity and Intersectionality

The organisation is committed to working toward a Yarra Ranges where women, men and gender diverse people have equitable access to resources, power and opportunities. This commitment is supported by our obligations under the [Gender Equality Act 2020](#).

Employees have a responsibility to promote gender equality through their attitudes, behaviours and day-to-day work, including by completing Gender Impact Assessments on all strategies, policies, programs and services with a direct and significant impact on the public.

What we want to achieve

Council has identified five important goals to describe what we are working towards – how we want Yarra Ranges to be in the future. These goals, and the activities we will complete over the coming four years, have been developed in response to our community’s priorities and the big issues facing Yarra Ranges. All activities completed by the organisation contribute to one or more of these goals.



Connected and Healthy Communities

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

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.



Protected & Enhanced Natural Environment

A healthier environment for future generations.

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.



High Performing Organisation

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

How we will achieve what is most important

The voices of the community have played a critical role in identifying and determining the priorities for the coming four years through the Council Plan Community Panel and broader community engagement. The following pages outline in detail the full list of activities, our key strategies and the services we deliver to work towards achieving our goals during the 2021-25 period.

Major Initiatives for 2021-25

The seven most important initiatives and projects that Council will prioritise over the next four years include:

100%
of Major Initiatives
are on track



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.

The Belonging Place Project will establish an integrated Aboriginal health facility in Healesville at Oonah Health and Community Services Aboriginal Corporation site on Badger Creek Road.

The Project, still in its schematic design phase is being undertaken in-line with the principles of the Australian Indigenous Design Charter based on the principles of self-determination. As part of the Charter a number of Indigenous community consultations have been undertaken by Oonah and project architects to ensure the local Indigenous community voice informs the final design of the proposed facility. Oonah is planning further Indigenous community consultations in the coming months to finalise this phase of the Project.

As part of implementing the Design Charter, and to allow proper understanding of the building layouts and functionality and operation, Oonah initiated a “Big Plans” session which allowed the Oonah Board members and other parties to visualise the building footprint and layouts. This has resulted in looking at issues in detail and finding suitable changes in plan. The expectation is this new understanding would allow the schematic design process to flow more effectively to a planning application stage in coming months.

Discussions have commenced and proceeding to obtain principle and preliminary support for the project from land owners, Department of Environment, Land, Water and Planning. Final landowner consent will be sought when the project moves to the next stage of work.

The Belonging Place is a self-determinative response to meet the challenges regarding local Aboriginal health and community need to make significant inroads towards ‘Closing the Gap’ in Yarra Ranges and Melbourne’s East.

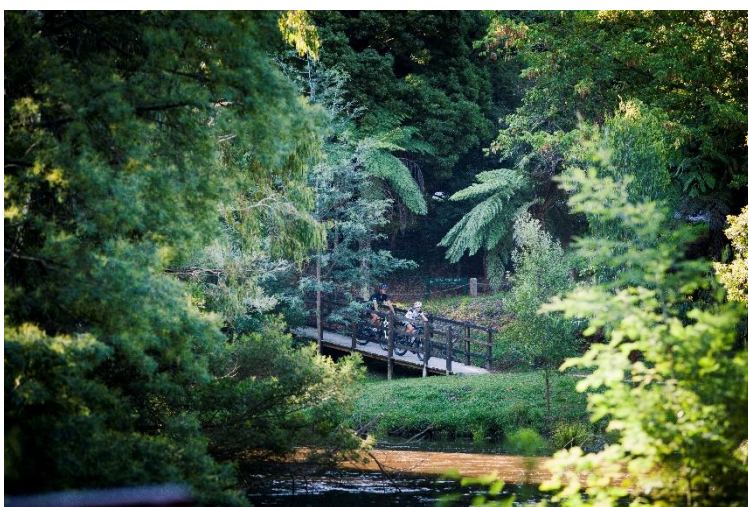
2. Become a world class trails and eco-tourism destination through project development, delivery, advocacy and partnerships, including the delivery of the four Rivers and Ridges projects; Warburton Community Recreation Precinct; RidgeWalk; the Yarra Valley Trail and the Warburton Mountain Bike Destination.

The Warburton Mountain Bike Environmental Effects Statement (EES) Inquiry Hearing concluded on April 7. Council received confirmation in July 22 that the Independent Advisory Committee (IAC) report is now with the Minister for Planning and DELWP Independent Assessment Unit (IAU). The Department of Environment, Land, Water and Planning (DELWP) IAU will now prepare their report for the Minister along with the draft of the Minister's Assessment. Over a four week inquiry that received in excess of 2,700 submissions, the Inquiry heard from Council, a range of subject experts in the areas such as ecology, trail design, traffic, fire risk and water impacts, and also members of the community, demonstrating again that this is the most thorough piece of research ever undertaken for a recreation project anywhere in Australia.



A Notice of Decision to Grant a Permit for Stage 1B of the Yarra Valley Trail (Yering to Yarra Glen) was issued in May, with a 28 day right of appeal to VCAT. We subsequently have been notified that an appeal has been lodged by a local landowner. A compulsory conference is scheduled for December 1, 2022, while the hearing is currently scheduled for February 3-8, 2023. If a resolution cannot be achieved outside of VCAT, this will result in a significant delay to the project timeline.

Yarra Valley Trail Stage 2A (Yarra Glen to Tarrowarra) was a fully funded election commitment valued at \$4.9M from the Labour government in the recent Federal election. This means stages 1B, 2A and the Northern Tourist Loop around Yarra Glen are now all fully funded. Agency discussions regarding the route and detailed design are currently underway.



The Olinda to Sassafras section of the RidgeWalk trail is now complete, with an upgrade of the existing trail between Mason Grove, Sassafras and Range Road, Olinda connecting the two townships. The existing trail was steep and scrubby, choked with fallen timber from the storms. The new trail includes switchbacks and a series of rest points, making for a much more enjoyable 'linear park' experience as pedestrians make their way between the two villages.

Bird themed artworks have also been installed. 'Tawny Frogmouth' by Renate Crow is a large-scale model of the local species which sits upon a log salvaged from the June 2020 storm and invites people to sit within its belly. 'Pathmarker Birds' by Peter McIlwain appears all the way up the new trail, where

markers, like the local birds, offer small bursts of colour along the way. The art installations were supported by the Victorian Government's Outdoor Activation Fund.

RidgeWalk Stage 1 Trail upgrade Tender package was released in September. This includes new trails and upgrades for 8.1km of trail in the areas of Kalorama, Ferny Creek, Sherbrooke Forest and One Tree Hill. Stage 2 trail works are expected to be tendered in late 2022.

The tender for the Coldstream Pump Track as part of the Coldstream Station activation on the Yarra Valley Trail has been awarded, with three designs released to the community for feedback. Construction is expected to begin in the coming months.

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.

The Nature Plan (previously called the Biodiversity Plan) will set the direction for investment in natural resource management through a number of priority actions that will be pivotal for achieving tangible benefit and measurable change in the biodiversity of the municipality over the 10 years. The key focus for the Biodiversity and Bushland teams are:

- weed control programs
- incentive programs for private land
- undertaking statutory functions as required by the planning scheme and education and partnership with community volunteers focussed on environmental protection.



The Biodiversity Plan provides a strategy to respond to the threats to Biodiversity which can largely be categorised into; Land Use and a Changing Climate, Landscapes and Ecosystems, Pest Plants and Animals and People and Nature.

There is a demonstrated history of achievement in natural resource management, including leveraging over \$5 million worth of funds into environmental projects over the last decade. The areas of work have been managing and maintaining our Bushland Reserves to enable to protection of habitat for our local fauna to use, this is especially important for endangered species of the Helmeted honey eater and Leadbeater possum. The community benefits are many, namely through health and wellbeing outcomes, the preservation of open spaces for passive recreation such as bushwalking correlates to positive mental health outcomes for our community.

The key areas for action, which will be released for community consultation in the coming months are proposed to include:

- Development and implementation of a Biolinks Plan.
- Expansion of the Ribbons of Green program.
- Embedding Indigenous land management into Bushland programs.
- Collaboration to reduce impacts of feral deer.
- Increasing urban biodiversity.
- Support for community to learn more about and do more for their local environment.

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.

The Solar Farm was a Flagship Action in the Liveable Climate Plan 2020 and part of the transition pathway to powering Council with 100% Renewable Energy by 2030 and Net Zero Emissions by 2040. Along with the climate benefits through reduced emissions, the Solar Farm concept was to enable Council to showcase its leadership in renewable energy projects and transform under utilised land – closed landfills to production financially viable operations. The other benefits of this project, included the potential to partner with local renewable energy community groups and options to support environmental programs and advocacy projects, stimulate the local economy with an estimated 48 full time jobs during construction plus ongoing employment and an opportunity for eco-tourism.

The past 18 months has brought unprecedented changes to the Australian Energy Sector and with it the requirement to re-strategize the Yarra Ranges Solar Farm Project in its current form. The energy sector factors are providing considerable energy pricing uncertainties, a reduction in the Feed in Tariffs and therefore altering the some of the key economic foundations to the original Solar Farm proposal. Conversely, recent state and federal level policy shifts have realised a desire for more ambitious carbon emissions targets, allowing for viable commercial investment in the renewable energy industry. Council has also signed onto the largest local government 100% renewable power purchase agreement via the Victorian Energy Collaboration (VECO), along with 45 other Victorian councils. Yarra Ranges has now transferred all its electricity use to this 9-year contract to achieve 100% renewable power supply, reducing Council's carbon emissions by 60%.

Council will continue to pursue a Solar Farm model that makes sense in the climate of the current energy sector, ensuring a financially responsible and community minded investment. Consideration is also being given to council's power requirements beyond the VECO contract to determine the timing and level of and viability of a community codesigned model. The original model allowed for the powering of the equivalent of 1,500 homes each year, the scale of this remains however a model of township energy resilience through batteries and micro-grids is being pursued.

5. Improve mental health outcomes for the community, strengthen social connections, and advocate for equitable and accessible mental health services across the municipality.

A number of initiatives to improve mental wellbeing are included in Council's new Health and Wellbeing Plan. The focus of Council's work is to strengthen the things that protect good mental wellbeing, like having social connections and being involved in your local community. Good mental wellbeing is also about knowing where to get help when it's needed and for communities and social networks to be comfortable with talking about mental wellbeing and referring to services. The many ways that Council works to help create environments where people can walk, play and recreate is also important in supporting mental wellbeing. With a newly appointed Project Coordinator for Community Mental Wellbeing, the following initiatives include:

- Established the Yarra Ranges Mental Wellbeing Network; an external facing Network of about 48 members from a diverse range of Yarra Ranges organisations and key community groups.
- Established the Mental Wellbeing Major Initiative Project Group; an internal collective impact group, that will work collaboratively to improve mental wellbeing in the community.
- Scheduled Mental Health Promotion training for the Network and Major Initiative Project members, for capability development around applying a prevention approach to improving mental health and wellbeing in the community.
- Reconnected and collaborated with partners and stakeholders within the community.
- Providing support and subject matter expertise for community groups, members and organisations looking to improve mental health, wellbeing, and social connection, through a range of different initiatives and activities e.g. Neighbourhood Houses or grant applicants.
- Promoted mental health services that have capacity to provide immediate support to anyone from the community e.g. Head to Health in Yarra Junction.

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.

The Living Places Framework creates a consistent and industry recognised approach for a strategic and co-ordinated approach to place planning that integrates strong community engagement, well researched design approaches, community-focused guiding principles and strategically impactful projects. This has led to the successful adoption of the Warburton Place Plan and the public exhibition of the draft Lilydale Structure Plan. Work has commenced on the Monbulk and Warburton Urban Design Frameworks to progress design solutions, and community consultation has commenced for the Wandin Town Centre Masterplan. As the Living Places Framework implementation progresses the community will see meaningful projects that celebrate local character that fosters connection and vibrancy.



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.

Council remains committed to achieving a safer and more resilient Yarra Ranges by working with community and partners to effectively manage all emergency risks. With more than 50% of the Yarra Ranges' classified in an extreme bushfire danger rating based on the Victorian Fire Risk Register, Council continues to work with communities leading emergency planning in local areas.

Programs that build connection, awareness and knowledge in residents at greatest risk; that enable communities to lead local emergency management planning; and that reduce risks to assets and infrastructure that support communities to function, are our priority. Some initiatives include:



- **Supporting residents at greater risk of extreme weather including bushfire with:**
 - Engagement and various levels of support with the Healesville, Warburton Reefton, Monbulk, and Montrose Township Group to learn from impacts of COVID and the storm event to further develop their local preparedness and resilience arrangements.
 - Progressed initial engagement with local interest shown from Menzies Creek, Mt Evelyn, Sassafras, Olinda, Kalorama and Mt Dandenong communities, to develop and enhance community emergency preparedness, as result of Storm events in 2021.
 - A Ready2Go program that links volunteers to vulnerable people to support connection and early relocation prior to extreme weather events such as heatwaves and bushfire.
 - Actively supporting the CFA/Red Cross Emergency Planning Advisory Service; a household emergency planning service for people with a disability.

Developing a Memorandum of Understanding (MOU) with the Yarra Centre in Yarra Junction to support early relocation, and recruitment of program participants who will be provided with individual and tailored emergency planning services.

Completing a review of fire readiness program for 2021-22 season to continually improve and enhance how Council can work with property owners and residents to ensure shared approach to mitigation and reduction of fire risk in the municipality.



Cultural Burning

Firesticks activity saw the realisation of two On-Country training workshops presented by cultural burning practitioners from Cape York, South-East Queensland, and Yarra Ranges. The first workshop included local Wurundjeri and Indigenous community members with the aim of building skills and cultural knowledge in the application of fire on landscapes informed by 'reading Country'.

The second workshop participants included staff and Councillors from Yarra Ranges in a cultural emersion session on Indigenous ways of Knowing, Being and Doing through experiential practice and theory of Indigenous knowledge systems through the elegant application of fire on the landscape.

A documentary across the two training days has been developed and presented as a key feature of the Yarra Ranges Council National Reconciliation Week event.

Planning for cultural burning at Spidonis Reserve and the Yering Billabongs are continuing.

Supporting at risk communities

For existing groups such as the Monbulk Emergency Planning Group, continuous improvement has been the focus following activation of their plan following the June 2021 storm. For others such as the Healesville Emergency Group, awareness raising forums such as the successful Bushfire Trivia Night continue to build awareness of the bushfire risk. In Warburton and Reefton, community information boards have been the priority to support the distribution of information when telecommunications go down.

Interest in local emergency planning continues to emerge and conversations have commenced with communities in Mt Evelyn, Kalorama and Menzies Creek.



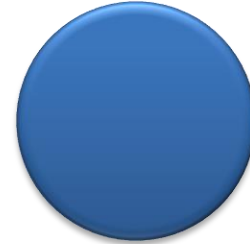
Connected and Healthy Communities

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

Key strategies to achieve our objective include:

- Health and Wellbeing Plan Child and Youth Strategy
- Creative Communities Strategy
- Reconciliation Framework for Action
- Community Safety Strategy
- Equity, Access and Inclusion Strategy

100%
of Council Plan Actions
are on track



Our performance on Council Plan Actions

On track
 Monitor
 Not achieved
 Deferred

Action	Status Year 1	
Implement priority actions arising from the Health and Wellbeing Plan.	40%	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
Implement Council's Healthy and Active Ageing Plan to increase the age and dementia friendliness of the municipality and improve social connection.	70%	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
Implement the Pandemic Recovery and Resilience Framework and other key recovery actions to support the rebuilding of community resilience.	25%	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
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.	25%	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
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.	20%	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>

Measuring our success

The following measures show Council's progress against our key strategy measures for 'Connected and Healthy Communities'.

Health and Wellbeing Plan - sets strategic direction for how Council works to support optimal health and wellbeing for its community. Council's vision for health and wellbeing is that: Yarra Ranges has connected and healthy communities that are resilient, fair and inclusive. Our places are liveable and sustainable.

The new priorities of the Plan are: respond to public health impacts of emergencies, tackle climate change and its impact on health, increase healthy eating, increase active living, improve mental wellbeing and social connection, prevent violence against women and children and reduce harmful alcohol and drug use.

Measures of success	Target by 2025	Target 2021-2022	Actual 2021-22
Healthy Eating - the annual rate of growth in the prevalence of diabetes in Yarra Ranges is reduced Baseline data 2020 is 4.6%, desired rate of increase is maximum 10% per year, target is less than 5.1% for 2022	Maximum 10% increase per year	Less than 5.10% rate of increase	4.60% rate of increase ✓ Achieved The aim is to keep this indicator low. The latest available data is for May 2022, which is 4.6%. Future targets should be to keep this at or below 4.6%.
Physical Activity – there is an increase in the level of adults undertaking sufficient physical activity prevalence of adults by 2023 Baseline data 58.4% 2017, target is to maintain 58.4% for 2020 and increase to 61.3% by 2023 data release	5% increase from 2017 data <i>2014 baseline data: 41.3% and 45.40% in 2020</i>	45.4%	58.40% ✓ Achieved This has improved markedly. Prevalence of sufficient activity has increased to 58.4%, which is much better than expected. However, this may drop in the 2020 data due to the COVID-19 lockdowns; the 2020 data should be released early 2022 for the physical activity indicator. Release of the physical activity indicator for 2020 has been substantially delayed due to Department of Health focus on the pandemic.
Prevention of Violence Against Women – the rate of police callouts for family violence does not continue to increase	No increase	1,084 per 100,000	Data for 2021-22 is not yet available.

Baseline 1,084 per 100,000 in March 2021, target is rate of no more than 1,084 per 100,000 in subsequent years			
Drug and Alcohol Harm - ambulance call outs for drug and alcohol Baseline number is 706 in 2019/20 financial year, target is less than 565 call outs for 2022	20% or less	565 call outs	728 per 100,000 * Not achieved
Mental Health – the rate of overnight admitted mental health-related population rates of separations does not grow by more than 5% per year Baseline is 114 per 10,000 in 2019-20	5% or less growth rate	114 per 10,000	Data for 2021-22 is yet available.

Strategies that contribute to our strategic objective:

Child and Youth Strategy – Aims to support and plan for the future of children, young people and their families. It ensures universal services are accessible and advocacy continues to address critical service gaps while delivering targeted support to those in the greatest need.

Creative Communities Strategy – Plan for creative places in the region that are reflective of distinct local cultural identity and diversity. It aims to shape Yarra Ranges as a place where arts, culture and heritage are part of our daily lives and integrated into the way we live.

Reconciliation Framework for Action – Aims to improve Indigenous health and wellbeing through increased participation in society and community life. Acknowledges and respects Indigenous culture and improves access to Council Services.

Community Safety Strategy – Aims to improve safety in Yarra Ranges through advocacy, leadership and collaborative partnerships and work with communities to build resilience. It aims to develop protection and prevention programs and establish the organisation’s readiness to activate, respond and assist in recovery.

Equity, Access and Inclusion Strategy – Outlines the way Council will work to create more accessible and inclusive communities that encourage participation by people with a disability in all spheres of life. It also encourages greater community and business participation in providing inclusive services and facilities.

Local Government Performance Reporting Framework (LGPRF) service measures:

The LGPRF reports on Council's performance against selected service areas. These measures are included under each Strategic Objective allow the organisation to monitor and identify areas for improvement.

Service / Indicator/ Measure	Results 2018-19	Results 2019-20	Results 2020-21	Results 2021-22	Variation
Animal Management Timeliness Time taken to action animal requests <i>[Number of days between receipt and first response action for all animal management requests / Number of animal management requests]</i>	2.12 days	1.75 days	3.68 days	4.33 days	Our Animal Management service continued to be impacted by the pandemic, though other disruptions were felt following the June 2021 storm when staff were seconded to assist recovery efforts. Staff shortages were also a concern at various times throughout the year. We are recruiting additional officers to improve response times and reviewing our internal processes around responding and recording notes to build efficiency. Find out more at yarraranges.vic.gov.au/Environment/Pets-and-animals
Service standard Animals reclaimed <i>[Number of animals reclaimed / Number of animals collected] x100</i>	67.40%*	58.80%	61.46%	55.92%	Our reclaimed figure is lower this year as the number of animals impounded is much lower than previous years. Officers try to immediately return animals to their owners which has reduced the number of animals needing to be impounded and reduced the number of animals being reported as reclaimed. Additionally, legislation has changed allowing vets to reunite pets with owners and the ongoing use of social media by the community has resulting in fewer collections by Council Officers. Find out more at yarraranges.vic.gov.au/Environment/Pets-and-animals
Service standard Animals rehomed	<i>New indicator</i>	20.00%	20.49%	26.76%	Proactive rehoming events such as Animal Aid have resumed post lockdowns resulting in more people interested in adopting animals. Additionally, legislation has changed allowing vets to reunite pets with owners, resulting in fewer collections by Council Officers.

Service / Indicator/ Measure	Results 2018-19	Results 2019-20	Results 2020-21	Results 2021-22	Variation
<i>[Number of animals rehomed / Number of animals collected]x100</i>					Find out more at yarraranges.vic.gov.au/Environment/Pets-and-animals
Service costs Cost of animal management service per population <i>[Direct cost of the animal management service / Municipal population]</i>	<i>New indicator</i>	\$7.65	\$9.07	\$7.00	Overall, the cost of Animal Management service has decreased this year due to vacant positions in the Animal Management team throughout the year. Pound costs have decreased due to fewer animal being impounded. Additionally, registration fees have increased and we have fewer outstanding registrations. Find out more at yarraranges.vic.gov.au/Environment/Pets-and-animals
Health and safety Animal management prosecutions <i>[Number of successful animal management prosecutions / Number of animal management prosecutions]x100</i>	<i>New indicator</i>	100.00%	100.00%	95.65%	23 prosecutions took place this year, which is slightly less than the previous year. Of the 23 prosecutions, 22 were successful. Council continues to experience delays in court processing times due to the impact of COVID-19 and associated staff shortages. Find out more at yarraranges.vic.gov.au/Environment/Pets-and-animals
Food safety Service standard Time taken to action food complaints <i>[Number of days between receipt and first response action for all food complaints / Number of</i>	2.26 days	2.27 days	3.41 days	2.32 days	Time taken to respond to food complaints has improved this year. Additional support by a new Duty Officer is expected to see continued improvements in response times. We are working closely with the Department of Health to enable a more coordinated and quicker response to identified cases. You can read more about Council's Food Safety services at https://www.yarraranges.vic.gov.au/Environment/Compliance/Food-safety

Service / Indicator/ Measure	Results 2018-19	Results 2019-20	Results 2020-21	Results 2021-22	Variation
food 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]x100	101.69%	100.86%	84.84%	67.51%	Council continued to inspect all Class 1 and Class 2 registered food premises during the 2021 calendar year. Due to significant lockdowns in response to COVID-19 and major disruptions caused by the June 2021 storm, several inspections were not completed on time. You can read more about Council's Food Safety services at https://www.yarraranges.vic.gov.au/Environment/Compliance/Food-safety
Service cost 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]	\$181.72	\$187.56	\$215.75	\$218.25	The cost of our food safety service is consistent with previous years. Council waived fees in response to the impact on businesses from the pandemic. A revised fee structures will be introduced next year to accommodate legislative changes under the Food Act. You can read more about Council's Food Safety services at https://www.yarraranges.vic.gov.au/Environment/Compliance/Food-safety
Health and safety Critical and major non-compliance outcome notifications [Number of critical non-compliance notifications and major non-compliance notifications about a food	97.73%	88.64%	97.67%	72.97%	Data shown is for the 2021 calendar year to align with reporting to the Department of Health (DoH). The percentage of critical and major non-compliance notifications followed up decreased in 2021 as the pandemic and June 2021 storm event impacted our responsiveness. Council also faced significant challenges from staff vacancies. There is an industry-wide shortage of qualified Environmental Health Officers which has impeded our ability to recruit suitable staff to vacant positions. You can read more about Council's Food Safety services at

Service / Indicator/ Measure	Results 2018-19	Results 2019-20	Results 2020-21	Results 2021-22	Variation
premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100					https://www.yarraranges.vic.gov.au/Environment/Compliance/Food-safety
Maternal and Child Health (MCH) Service standard Infant enrolment in the MCH service [Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100	100.26%	100.45%	100.99%	101.12%	Enrolment in the Maternal and Child Health service by families with newborns continues to be very high and the service has been maintained despite the pandemic. Council also provides services to residents from neighbouring Councils which has resulted in a higher than 100% participation rate. Every birth notice received by Council is offered the opportunity to engage in the MCH Service. Find out more about the service at yarraranges.vic.gov.au/Community/Family/Maternal-and-child-health
Service cost Cost of the MCH service [Cost of the MCH service/Hours worked by MCH nurses]	\$85.72	\$86.79	\$68.48	\$84.66	The overall cost of the MCH service has increased in line with previous trends whilst the number of hours worked by MCH nurses has decreased to pre-pandemic levels. Staff shortages were also experienced at various times of the year. The decreased total hours worked has prompted a notable increase in this indicator. The indicator appears to have returned to pre-pandemic levels. Find out more about the service at yarraranges.vic.gov.au/Community/Family/Maternal-and-child-health
Participation Participation in MCH service [Number of	76.66%	75.49%	74.54%	74.93%	Participation in the MCH service increased slightly this year and is consistent with longer term results.

Service / Indicator/ Measure	Results 2018-19	Results 2019-20	Results 2020-21	Results 2021-22	Variation
children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100					Our modified service delivery model continued to enable us to reach clients throughout various Covid-19 lockdown periods, though easing of restrictions enabled a return to pre-pandemic service model with more face-to-face consultations. Find out more about the service at yarraranges.vic.gov.au/Community/Family/Maternal-and-child-health
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] x100	76.10%	72.08%	74.81%	79.00%	The results have improved over the past four years. This year's increase reflects Council's efforts to better engage the Aboriginal community with Best Start as well as strengthening relationships with Victorian Aboriginal Child Care Agency (VACCA) and Oonah. Find out more about the service at yarraranges.vic.gov.au/Community/Family/Maternal-and-child-health
Satisfaction Participation in 4-week Key Age and Stage home visit [Number of 4-week key age and stage visits / Number of birth notifications received] x100	New indicator	96.31%	94.08%	97.76%	Participation in 4-week Key Age and Stage visits has improved this year. The number of 4-week visits conducted increased, but the number of birth notifications fell which has led to a higher participation rate. Find out more about the service at yarraranges.vic.gov.au/Community/Family/Maternal-and-child-health
Libraries Utilisation Physical library collection usage [Number of physical library collection item	7.94	6.23	4.04	4.24	Our Library services were impacted by the pandemic throughout most of the year resulting in a low utilisation rate, though signs of recovery are beginning to show. At various times, borrower numbers were impacted by density limits, vaccine requirements and fewer events being run in our libraries. This is sector wide. We continued to offer click and collect and home delivery services which helped.

Service / Indicator/ Measure	Results 2018-19	Results 2019-20	Results 2020-21	Results 2021-22	Variation
loans / Number of physical library collection items]					<p>We are targeting an upward trend going forward with borrower numbers expected to return to pre-pandemic levels within two years.</p> <p>Asides from the pandemic, the downward trend in physical borrowings has seemed to of plateaued, whilst digital borrowings are continuing to increase.</p> <p>Find out more about the library services provided to the community at yarraranges.vic.gov.au/Experience/Libraries-reading-rooms</p>
Resource standard Standard of library collection [Number of library collection items purchased in the last 5 years / Number of library collection items] x100	73.30%	71.63%	79.76%	78.04%	<p>In response to community borrowing trends, we are spending less on physical collections and more on digital. Our target is to have less than 80% of items less than 5 years old. Some older books that are highly valued by borrowers are being retained for much longer than 5 years, especially military and history books.</p> <p>Digital items tend to be cheaper to acquire due to lower or no delivery or processing costs (covering/cataloguing etc.)</p> <p>Find out more about the library services provided to the community at yarraranges.vic.gov.au/Experience/Libraries-reading-rooms</p>
Service cost Cost of library service per population [Direct cost of the library service / Municipal population]	New indicator	\$18.61	\$18.81	\$20.31	<p>This figure has increased slightly at an expected rate compared to previous years. This year, cost increases were led by a five fold increases in postage and delivery costs of delivery services offered during lockdowns whilst our libraries were closed to visitors and the mandatory superannuation increase for all staff.</p> <p>Find out more about the library services provided to the community at yarraranges.vic.gov.au/Experience/Libraries-reading-rooms</p>
Participation Active library members [Number of active library members / Municipal	11.12%	10.84%	9.80%	8.89%	<p>The number of library borrowers decreased significantly from 2019/20 to 2020/21 due to the pandemic, however, there was a small increase in the number of borrowers in 2021/22 as COVID-19 restrictions eased. Physical borrowings appear to have declined whilst digital borrowings continue to increase.</p>

Service / Indicator/ Measure	Results 2018-19	Results 2019-20	Results 2020-21	Results 2021-22	Variation
population] x100					Find out more about the library services provided to the community at yarraranges.vic.gov.au/Experience/Libraries-reading-rooms



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.

Key strategies to achieve our objective include:

- Recreation and Open Space Strategy
- Aquatics Facilities Strategy
- Asset Management Strategy
- 'Connect' - Integrated Transport Strategy
- Municipal Planning Statement
- Housing Strategy

83%
of Council Plan
Actions are on track



Our performance on Council Plan Actions

On track
 Monitor
 Not achieved
 Deferred

Action	Status Year 1	
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.	90%	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
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.	13%	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> The redefining of the scope of this four-year project has delayed the progress.
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.	25%	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>

Action	Status Year 1	
Activate, develop and construct significant community facility projects across the municipality to respond to current and future community and social needs.	25%	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<u>Seal</u> 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.	22%	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
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.	20%	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
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.	62%	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
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.	35%	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Plan, facilitate and develop urban renewal projects, including Lilydale Revitalisation project, Kinley re-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.	60%	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Maximise the benefits of the level crossing removal projects in Mooroolbark and Lilydale through value adding projects including the repurposing of the Lilydale Heritage Station, provision of public art and new community spaces, and improving the shared path network.	60%	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Establish a municipal wide Development Contributions Plan to provide funds for new infrastructure to support future growth and development.	40%	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
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.	50%	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

Measuring our success

The following measures show Council's progress against our key strategy measures for 'Quality Community Infrastructure and Liveable Places'.

'Connect' - Integrated Transport Strategy - guides transport planning and decision-making over the next two decades to address the most pressing challenges and the big moves required to make getting around in Yarra Ranges more convenient, safer and more sustainable. This will include improved public transport, with better connections between modes (such as cycling, walking and public transport), better footpaths, more walkable neighbourhoods and cycling networks separated from roads to achieve a safer, healthier, more connected, sustainable and more inclusive Yarra Ranges.

Measures of success	Target by 2025	Target 2021-22	Actual 2021-22
% of Car usage to travel to work (baseline 89%) <i>Source: ABS Census data, baseline 2016 census</i>	≥ 4% reduction		2021 Census data has not been released.
% of Train/ Bus use to travel to work (baseline 7%) % of walk to work (baseline 2%) % of using a bicycle to travel to work (baseline 0.1%) <i>Source: ABS Census data, baseline 2016 census</i>	≥ 1.8% increase ≥ 0.8% increase ≥ 1.7% increase		2021 Census data has not been released.
% of Car usage for non-work trips under 3km (baseline 75%) <i>Source: ABS Census data, baseline 2016 census</i>	≥ 6% reduction		2021 Census data has not been released.
% of Train/ Bus use for non-work trips under 3km (baseline 0.5%) % of walk for non-work trips under 3km (baseline 24%) % of using a bicycle for non-work trips under 3km (baseline 0.5%) <i>Source: ABS Census data, baseline 2016 census</i>	≥ 0.6% increase ≥ 1.6% increase ≥ 3.7% increase		2021 Census data has not been released.
Number of trips by Car (baseline 87%) Number of trips by Public Transport (baseline 3%) Number of trips by Walking (baseline 9%) Number of trips by Bike (baseline 0.6%)	Reduce biennially in all measures		2021 Census data has not been released.

Source: Victorian Integrated Survey of Travel and Activity Baseline data Journeys recorded in YRC 2018			
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Asset Management Strategy - Asset Management Strategy - guides improvement in Council’s asset management practices to ensure long-term management of its infrastructure assets is sustainable for current and future generations of the community.

Measures of success	Target by 2025	Target 2021-22	Actual 2021-22
Asset Management maturity rating score Baseline 2021 maturity score = 90 <i>Source: National Asset Management Assessment Framework measures asset management performance across 11 core areas of asset management competencies.</i>	1,000 maturity level score	92.5	91 * Not achieved The implementation of a new Asset Information Management System and the development of Council's Asset Plan has caused a slightly delay. These two major projects will enable improvements that will increase the maturity score over the coming years.

Municipal Planning Statement - Sets the strategic planning, land use and development objectives for Yarra Ranges and the strategies for achieving them. It is used as the basis for the use of zones and other land use controls within the planning scheme.

Recreation and Open Space Strategy – Plans for an active and healthy Yarra Ranges future providing quality and diverse sport and recreation facilities, parks and community spaces, activating our community spaces, supporting local sport and recreation clubs while protecting the environment and developing effective community and organisational partnerships. Sub strategies include: Skate/BMX strategy, Playground Development Strategy and the Yarra Ranges Tennis Plan.

Aquatics Facilities Strategy – Determines future needs, actions and priorities for aquatic facilities across the municipality.

Housing Strategy - Guides Council’s long-term planning to manage the future housing growth to best meet the needs of the community. It will ensure new housing is well designed, provides for housing choice and improves neighbourhood character outcomes in residential areas.

Local Government Performance Reporting Framework (LGPRF) service measures:

The LGPRF reports on Council's performance against selected service areas. These measures are included under each Strategic Objective allow the organisation to monitor and identify areas for improvement.

Service / Indicator / Measure	Results 2018-19	Results 2019-20	Results 2020-21	Results 2021-22	Variation
Aquatic facilities Service standard Health inspection of aquatic facilities <i>[Number of authorised officer inspection of Council aquatic facilities / Number of aquatic facilities]</i>	0	1.00	0.43	0.00	To ensure safety and wellbeing of all patrons, water quality and health checks are routinely conducted by the contractors at all Aquatic facilities. Whenever a health issue is identified, Council's Health Officers are notified and will undertake their own inspection of the facility. No outbreaks or other health concerns were reported throughout the year, meaning no visits from authorised officers were required. Additionally, the pool at Monbulk Aquatic Centre was closed for the whole year, following damage sustained in the June 2021 storm, meaning no inspections were required for this facility. Find out more about pools and waterplay at yarraranges.vic.gov.au/Experience/Pools-water-play-parks
Utilisation Utilisation of aquatic facilities <i>[Number of visits to aquatic facilities / Municipal population]</i>	3.12	2.28	1.29	1.39	Numbers at aquatic facilities improved this year, though were still low compared to pre-COVID levels. Facilities were completely closed or open with capacity limits at various times throughout the year due COVID restrictions. The pool at Monbulk Aquatic Centre was closed for the entire year, following damage sustained during the June 2021 storm. A reciprocal membership between Monbulk and Belgrave Aquatic Centre was established, allowing members at Monbulk to swim at Belgrave whilst Monbulk was closed. Find out more about pools and waterplay at yarraranges.vic.gov.au/Experience/Pools-water-play-parks
Service cost Cost of aquatic facilities <i>New indicator</i>		\$3.84	\$7.50	\$7.31	Numbers at aquatic facilities improved this year, though were still low compared to pre-COVID-19 levels. Facilities were either completely closed or open with capacity limits

Service / Indicator/ Measure	Results 2018-19	Results 2019-20	Results 2020-21	Results 2021-22	Variation
<i>[Direct cost of the aquatic facilities less income received/Number of visits to aquatic facilities]</i>					<p>at various times during the year due COVID-19 restrictions.</p> <p>The pool at Monbulk Aquatic Centre was closed for the entire year, following damage sustained during the June 2021 storm. A reciprocal membership between Monbulk and Belgrave Aquatic Centre was established, allowing members at Monbulk to swim at Belgrave whilst Monbulk was closed.</p> <p>Find out more about pools and waterplay at yarraranges.vic.gov.au/Experience/Pools-water-play-parks</p>
Roads Satisfaction of use Sealed local road requests [Number of sealed local road requests / Kilometres of sealed local roads] x100	86.77	87.07	72.12	85.48	<p>Council has seen a higher number of sealed local road requests this year. This does not include cases referred to VicRoads (DoT).</p> <p>Increased post-lockdown traffic volumes and weather conditions have contributed to greater maintenance challenges and increased reporting by the community about sealed road concerns.</p> <p>Find out more about our road maintenance and construction services at yarraranges.vic.gov.au/Development/Roads-drains-footpath/Road-maintenance-and-construction</p>
Condition 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	99.48%	98.53%	98.16%	97.61%	<p>This result has remained high, and will improve, with ongoing refinement of the 5-year resealing program and aligning best practices with the asset condition assessments.</p> <p>Find out more about our road maintenance and construction services at yarraranges.vic.gov.au/Development/Roads-drains-footpath/Road-maintenance-and-construction</p>

Service / Indicator / Measure	Results 2018-19	Results 2019-20	Results 2020-21	Results 2021-22	Variation
<p>Service cost</p> <p>Cost of sealed local road reconstruction</p> <p>[Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]</p>	\$96.73	\$102.39	\$87.79	\$107.69	<p>Council's cost of sealed local road construction increased this year. Our unit costs will vary based on the urban/rural mix of projects.</p> <p>A higher per square metre rate has resulted from drainage improvements which were required for road reconstruction projects in the second half of 2021-22 financial year. Costs of materials were also higher than in previous years.</p> <p>Find out more about our road maintenance and construction services at yarraranges.vic.gov.au/Development/Roads-drains-footpath/Road-maintenance-and-construction</p>
<p>Service cost</p> <p>Cost of sealed local road resealing</p> <p>[Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]</p>	\$18.34	\$14.91	\$21.02	\$15.31	<p>Council's local road resealing costs were lower this year due to the selection of larger areas for resealing has enabled greater efficiencies.</p> <p>Find out more about our road maintenance and construction services at yarraranges.vic.gov.au/Development/Roads-drains-footpath/Road-maintenance-and-construction</p>
<p>Satisfaction</p> <p>Satisfaction with sealed roads</p> <p>[Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]</p>	55	53	49	48	<p>The satisfaction score decreased from 49 to 48 this year.</p> <p>It is important to note that 31% of sealed kilometres of roads within the municipality are managed by the Department of Transport. The community satisfaction rating reflects both Council and Department of Transport roads. Approximately 30% (264) of all sealed road requests received were transferred to the Department of Transport suggesting there is a misconception in the community around which sealed roads Council is responsible for.</p> <p>Find out more about our road maintenance and construction services at yarraranges.vic.gov.au/Development/Roads-drains-footpath/Road-maintenance-and-construction</p>

Service / Indicator/ Measure	Results 2018-19	Results 2019-20	Results 2020-21	Results 2021-22	Variation
Statutory planning Timeliness Time taken to decide planning applications [The median number of days between receipt of a planning application and a decision on the application]	110	87	86	99	Council's time taken to processing applications has increased over the last year. Council continues to develop process and system improvements to ensure our statutory planning function processes all applications in an efficient and effective way but have struggled with staff vacancies. Council's Planning Department has been short 8-10 staff at various times of the year which has impacted our ability to respond to applications. Similar staff shortages are being experienced across the industry. Find out more about our planning services at yarraranges.vic.gov.au/Development/Planning
Service standard Planning applications decided within 60 days [Number of planning application decisions made within 60 days / Number of planning application decisions made] x100	57.93%	67.62%	80.79%	53.25%	The proportion of applications decided within required timeframes has decreased this year. We received a higher volume of applications than the previous year but struggled with staff shortages. Council's Planning Department has been as much as 31% short staffed the preferred timely response to applications. Similar staff shortages are being experienced across the industry. Find out more about our planning services at yarraranges.vic.gov.au/Development/Planning
Service cost Cost of statutory planning service [Direct cost of the statutory planning service / Number of planning applications received]	\$3,444.54	\$2,820.39	\$2,484.26	\$2,039.79	The cost of Council's Planning Service is lower this year, though this is mostly attributable to lower salary costs. Staff salaries make up a large portion of total expenses and we have been short staffed for the entire year. Find out more about our planning services at yarraranges.vic.gov.au/Development/Planning
Decision making Planning decisions upheld at VCAT	42.42%	54.84%	88.00%	56.25%	32 matters were taken to VCAT throughout the year, which is higher than the 25 in the previous year.

Service / Indicator/ Measure	Results 2018-19	Results 2019-20	Results 2020-21	Results 2021-22	Variation
[Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100					VCAT ruled to uphold Council's decision in 18 out of 32 cases. Find out more about our planning services at yarraranges.vic.gov.au/Development/Planning
Waste collection Satisfaction Kerbside bin collection requests [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1000	97.76	98.65	93.56	108.84	The total volume of waste requests has increased this year. We have made a slight change to our reporting methodology. Missed bins are now being split by resident or contractor at fault (Council will still go back and pickup if resident who may have forgotten to put their bin out at the right time). Another driving factor is the age of bins deteriorating. To find out more about the waste services Council provides visit yarraranges.vic.gov.au/Environment/Waste
Service Standard Kerbside collection missed bins [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	2.42	1.33	5.61	5.74	We are now capturing data to distinguish between missed bins and late put outs. Off missed bin requests there were 2,716 late put outs and 195 bins were put out but missed by the contractor. Council will still go back and pickup if resident who may have forgotten to put their bin out late. To find out more about the waste services Council provides visit yarraranges.vic.gov.au/Environment/Waste
Service Cost Cost of kerbside garbage	\$135.63	\$138.35	\$141.89	\$163.01	The costs of our Waste service have increased substantially this year.

Service / Indicator/ Measure	Results 2018-19	Results 2019-20	Results 2020-21	Results 2021-22	Variation
collection services [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]					This was driven by a 69% increase in disposal costs, led by increases to the waste disposal levy. To find out more about the waste services Council provides visit yarraranges.vic.gov.au/Environment/Waste
Cost of kerbside recyclables bin collection service [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	\$49.23	\$50.03	\$55.16	\$69.62	The costs of our kerbside recycling bin collection service have increased this year. Recycling bin collections are undertaken by a contractor and the contractor's rate has increased as a result contract variation requirements. To find out more about the waste services Council provides visit yarraranges.vic.gov.au/Environment/Waste
Service Outcome 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] x100	49.15%	51.22%	50.56%	50.15%	Council saw small decreases across three areas year-on-year. This is possibly driven by fewer people working from home post-COVID-19, shifting back to more traditional tonnages. We expect the new FOGO services will improve this figure from August 2023, since not all households have a green waste bin currently but will in the future. To find out more about the waste services Council provides visit yarraranges.vic.gov.au/Environment/Waste



Protected and Enhanced Natural Environment

A healthier environment for future generations.

Key strategies to achieve our objective include:

- Environmental Strategy
- Livable Climate Plan

100%
of Council Plan
Actions are on track



Our performance on Council Plan Actions

On track
 Monitor
 Not achieved
 Deferred

Action	Status	Year 1
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.	29%	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
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.	85%	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Develop a Municipal Waste Plan, education programs and pursue innovative waste processing technologies to maximise waste resource recovery for a more sustainable future.	30%	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Continue to develop and support the capability of Environmental Volunteer Groups including seeking funding support to invest in our shared environment.	25%	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Prepare and implement a Biodiversity Plan to provide renewed focus for Council, the community and partners, to ensure the plants, animals and ecologies of Yarra Ranges that our community value, are supported and retained alongside us, in healthy landscapes.	92%	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

Measuring our success

The following measures show Council's progress against our key strategy measures for 'Protected and Enhanced Natural Environment'.

Environmental Strategy – improves the health and biodiversity of our natural environment through environmental best practice, supporting the future of agriculture and horticulture and reducing of resource and energy consumption to represent the best interests of our environment.

Measures of success	Target by 2025	Target 2021-22	Actual 2021-22
<p>Potable water use for irrigation, roads maintenance and aquatics by 2025.</p> <p>Baseline data: 2018-19 – 190, 635 & 2019-20 - 138, 249</p>	25% reduction	103,686	<p>119,176 KL</p> <p>* Not achieved</p> <p>The Monbulk stormwater harvesting project has been deferred to the 2022-23 financial year. Council was unable to receive funding for the road maintenance intervention.</p>
<p>Customer satisfaction rating for environmental education targeted programs</p> <p>Satisfaction is a strong understanding of the subject matter.</p>	80% satisfaction score annually	80%	<p>79.3%</p> <p>* Not achieved</p> <p>We saw a significant increase in participants reporting a strong understanding of subject matter post webinar (79.3%) compared to pre webinar (23.5%).</p>
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	60,000	75,000 ✓ Achieved
Kilometres of roadside with bushfire fuel levels reduced	40km or greater	10km per year	10km ✓ Achieved
Increase habitat restoration through change in the proportion of reserves from medium to high conservation status.	2% or greater annually		2% ✓ Achieved

Livable Climate Plan – aims for Council be more efficient in using renewable energy, building resilient buildings, having a zero emission fleet, taking sustainable lifecycle approach to asset management and incorporate climate thinking in strategies, policies, programs and services as we help the organisation

and the community adapt to a changing climate. The plan aims to empower the community to be livable and connected and focus on deliberate climate responsible services and programs including Living Landscapes, Food Security, Sustainable transport, thriving economy and adapting together as one community in the shift to a low carbon future.

Measures of success	Target by 2025	Target 2021-22	Actual 2021-22
<p>Reduction of 60% of corporate greenhouse gas emissions on 2005 levels by December 2025, with a view to net zero by 2040. 2020 corporate emissions are estimated at 12,000 tCO₂e</p> <p>State Government has introduced a new Climate Active Reporting methodology for all Local Government to reach net zero emissions. These new standards of reporting have more inclusions which has resulted in a revised higher result than the set target.</p>	6,400 tCO ₂ e or lower	11,120 tCO ₂ e	<p>11,846 tCO₂e*</p> <p>*State Government has introduced a new Climate Active Reporting methodology for all Local Government to reach net zero emissions. These new standards of reporting have more inclusions which has resulted in a revised higher result than the set target.</p> <p><i>This figure is an estimate at the time of this report, confirmed data will be available in November 2022.</i></p>



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.

Key strategy to achieve our objective is:

- Economic Development Strategy

100%
of Council Plan
Actions are on track



Our performance on Council Plan Actions

On track
 Monitor
 Not achieved
 Deferred

Action	Status Year 1	
Implement a plan that improves employment and mental health outcomes for everyone.	25%	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
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.	25%	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
Review and develop a new Economic Development Strategy and Investment Attraction Plan, to create local jobs, business, and investment to deliver positive and sustainable economic community outcomes.	25%	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
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.	25%	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
Identify and develop a cultural and creative brand for the Yarra Ranges to attract and retain creative professionals, creative businesses and cultural tourism spend.	5%	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> Commence in mid 2022
Develop a destination management Plan with Yarra Ranges Tourism Board to support the right eco-tourism, infrastructure growth that also protects our natural environment.	25%	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>

Measuring our success

The following measures show Council’s progress against our key strategy measures for ‘Vibrant economy, agriculture and tourism’.

Economic Development Strategy – aims to improve the economic health and vitality of our communities through sustainable business practices and local job creation, increase accessibility to economic opportunities through improved transport, encourage investment, training and skill generation to attract new businesses to the region. The strategy will guide to Yarra Ranges to be ready and supports a low carbon economy and improves place based and investment outcomes in Yarra Ranges.

Measures of success	Target by 2025	Target 2021-22	Actual 2021-22
Growth in resident spend locally Baseline data: \$1,188 million (May 2021)	Increase annually	\$1,188 million	\$1,437 million* ✓ Achieved *This figure is from August 2021 to July 2022
Growth in overall visitors spend locally Baseline data: \$671m (May 2021)	Increase annually	\$670 million	\$383 million* ✗ Not achieved The ongoing effects of the pandemic and storm event has impacts Tourism spend for the Yarra Ranges. *These figures are from latest release March 2022 and include 2021 data.
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	60,000	75,000 ✓ Achieved
Growth of international visitors in the Yarra Ranges and Dandenong Region Baseline data: 14,000 – (December 2020)	Increase annually		Data for this measure is currently not available. Reporting will commence in 2022-23.
Gross Regional Product - Increase the net wealth generated by the local economy influenced through employment, productivity, and industry types in the area Baseline data: \$6.7billion in 2021	3% or greater	\$6.7 billion	\$6.89 billion (2.84 % increase) ✗ Not achieved A good increase just below target for the year mostly through

			household consumption with regional exports being outweighs by both domestic and international import.
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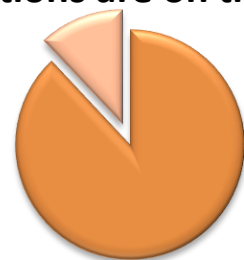
High Performing Organisation

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

Key strategies to achieve our objectives include:

- 'YR Ignite' - High Performing Organisation Strategy
- Customer Experience Strategy
- People and Culture Strategy
- Communication and Engagement Strategy
- Information and Communication Technology Strategy
- Health and Safety Strategy

88%
of Council Plan
Actions are on track



Our performance on Council Plan Actions

On track
 Monitor
 Not achieved
 Deferred

Action	Status Year 1	
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.	25%	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
Improve the community's trust and connection with Council through more meaningful and inclusive community engagement and innovative approaches to communication.	19%	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
Develop and grow an organisational culture committed to delivering exceptional customer experience.	25%	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
Streamline internal Council processes and improve systems to deliver more efficient services and improved interactions with our community.	50%	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
Increase the community's visibility, understanding of and access to Council's information and performance to improve accountability to the community.	25%	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>

Action	Status Year 1	
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.	25%	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Adapt and improve our service delivery to ensure the measurable provision of services that are supporting our municipality to rebuild resilience.	25%	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Strengthen relationships and networks to support local community groups and build their capacity to be active in achieving community outcomes.	25%	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

Measuring our success

The following measures show Council's progress against our key strategy measures for a 'High performing organisation'.

'YR Ignite' High Performing Organisation Strategy – aims to build a dynamic and flexible organisation that supports thriving communities. It supports the organisation to do things differently, with a focus on the way we operate. With a focused on the way we operate. How to improve listening to our community and our people; recognising the value of working collectively and collaboratively. This strategy will help build our strategic capability and our operational systems to improve our decision making, our services and ultimately the health, diversity and strength of our community. This will be achieved through establishing structures, systems, technologies, processes and the right resources needed to deliver our objectives in the Council Plan.

Measures of success	Target by 2025	Target 2021-22	Actual 2021-22
% increase in Council's Maturity Model Assessment in: <ul style="list-style-type: none"> • 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	Baseline data	Data will be available after November 2022.

Measures of success	Target by 2025	Target 2021-22	Actual 2021-22
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.	4	2 ✓ Achieved
Customer satisfaction with Yarra Ranges Council Source: Yarra Ranges Customer Satisfaction Score	Increase annually		Data is not available as the survey will be run in May 2023.
Increase in gender equity and diversity inclusion amongst Yarra Ranges Council staff Source: Yarra Ranges Employee Alignment and Engagement Survey Please note this measure has been replaced by the Gender Equity Audit carried out every two years. Baseline data is available on the Yarra Ranges Website at Gender equity Yarra Ranges Council	Increase annually on baseline data captured in July 2021.	Increase on all 7 categories.	The next audit to provide data will be carried out in July 2023.

Communication and Engagement Strategy – Plans and develops proactive and strategic communication activities to build capacity, harness social media platforms and electronic messaging and the promotion of the Yarra Ranges brand.

Information and Communication Technology Strategy – Aims to modernise technology to move towards ‘any device, any time, anywhere’, mobilising users and improving processes.

People and Culture Strategy – Builds organisational and leadership capacity through a leadership framework to ensure the right people are in the right roles at the right time and using modern systems that are integrated, flexible and support business partnering.

Health and Safety Strategy – Supports the strong committed leaders, systems and programs to ensure a safe work environment for staff who are healthy, informed and engaged in safe work practices.

Customer Experience Strategy – Reviews, improves and evaluates how we deliver customer service to all of our community through our people, systems, processes and technology.

Local Government Performance Reporting Framework (LGPRF) service measures:

The LGPRF reports on Council’s performance against selected service areas. These measures are included under each Strategic Objective allow the organisation to monitor and identify areas for improvement.

Service / Indicator/ Measure	Results 2018-19	Results 2019-20	Results 2020-21	Results 2021-22	Variation
<p>Governance</p> <p>Transparency</p> <p>Council decisions made at meetings closed to the public</p> <p><i>[Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public / Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors] x100</i></p>	1.38%	1.40%	0.50%	0.84%	The results continue to demonstrate Council's commitment to open and transparent decision making. Only two decisions were made at meetings closed to the public this year.
<p>Consultation and engagement</p> <p>Satisfaction with community consultation and engagement</p> <p><i>Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement</i></p>	53	52	53	51	<p>Community satisfaction with Council’s consultation and engagement of the community is similar to previous financial years but has decreased slightly in 2022.</p> <p>During the year, Council has established a Community Engagement Community of Practice, developed an internal engagement register accessible by all staff and launched “Shaping Yarra Ranges” as a new online engagement tool.</p> <p>Find out more at https://shaping.yarraranges.vic.gov.au/</p>

Service / Indicator/ Measure	Results 2018-19	Results 2019-20	Results 2020-21	Results 2021-22	Variation
Attendance Councillor attendance at Council meetings <i>[The sum of the number of Councillors who attended each ordinary and special Council meeting / (Number of ordinary and special Council meetings) × (Number of Councillors elected at the last Council general election)] x100</i>	87.78%	79.89%	95.65%	91.79%	Results for 2021-22 are slightly lower than the previous year, but still high when compared to the last 4 years. Councillors' attendance at meetings has been facilitated due to attendance by virtual means being allowed. Notably, there were 7 meetings where the Streeton Ward Councillor position was vacant following the resignation of the former Councillor.
Service cost Cost of governance <i>[Direct cost of the governance service / Number of Councillors elected at the last Council general election]</i>	\$55,107.37	\$52,557.09	\$49,953.26	\$47,917.89	The cost of Council's governance service has continued to decline in 2022. Councillor allowances and travel expenses have increased slightly though are still low by historical standards. Meetings and training/seminars are still largely being held online which has kept this figure down. We would expect to see a gradual return to pre-pandemic levels as recovery continues.
Satisfaction Satisfaction with Council decisions <i>[Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]</i>	56	53	56	54	Community satisfaction with Council's performance in making decisions in the interest of the community is broadly consistent compared to previous financial years but has decreased slightly in 2022. Council continues to place a strong focus on consulting and engaging with the community despite the limitations that social distancing restrictions placed on our ability to engage face to face with our community. In line with our revised engagement approach, we have continued expanding our use of social media and other digital modes of communication to keep the community informed.

Service / Indicator/ Measure	Results 2018-19	Results 2019-20	Results 2020-21	Results 2021-22	Variation
					Find out more or get involved at shaping.yarraranges.vic.gov.au/consultations

Our People

Our Strategic Leadership Team

Yarra Ranges Council is led by the Chief Executive Officer, 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 Chief Executive Officer, along with five directors, forms Council's Executive Leadership Team.



*Yarra Ranges Council's Executive Leadership Team attending a Zoom meeting.
From left to right: Kathleen McClusky, Andrew Hilson, Jane Price, Tammi Rose (CEO), Mark Varmalis, and Jane Sinnamon.*



Chief Executive Officer – Tammi Rose

Tammi joined Yarra Ranges Council as Chief Executive Officer in 2019. She is a passionate values-based leader with 25 years of experience working across public, private and not-for-profit sectors. She has an exceptional track record in building enduring relationships and delivering strong outcomes for organisations and communities.

As an accomplished leader, Tammi has spent two decades working in local government and brings a wealth of experience from her time in regional, rural, interface, growth and metropolitan Councils. She is a strategic and results orientated leader, with a reputation for engagement, innovation and astute financial management.

Tammi has successfully held a number of executive and senior leadership roles as well as non-executive roles. Prior to joining Yarra Ranges she held the positions of Interim CEO, Director Corporate Services and Director Strategic Development at Hobsons Bay City Council. An accountant by trade, Tammi is a

qualified CPA, holds a degree in Commerce, a Masters in Organisational Development and is a graduate of the Australian Institute of Company Directors.

Reporting directly to the CEO are the directors of Corporate Services; Communities; Planning Design and Development; Environment and Infrastructure; and Recovery.



Director of Planning, Design and Development - Kath McClusky

Kathleen McClusky joined Yarra Ranges Council as Director of Planning, Design and Development in late 2019.

Kath has more than 24 years' experience in Local Government, coming to Yarra Ranges from Hobsons Bay City Council where she worked as Manager of Strategy and Advocacy and interim Director of Strategic Development and Planning.

A qualified Planner who has specialised in strategic and land use planning, with experience in social and sustainability planning, Kathleen is a passionate leader of people, a strong advocate for evidence-based, integrated strategic planning, and is committed to improving outcomes for the community in the planning and economic development functions of Council.

The Planning, Design and Development Directorate includes Statutory Planning, Development Services and Compliance and Building Services, Strategic Planning, Place Planning, Landscape Architecture and Urban Design, Strategic Projects and Economic Development and Investment. Kath represents Council on the Yarra Ranges Tourism Board.



Director Recovery – Jane Sinnamon

Jane Sinnamon is Council's Director of Recovery, focusing on the community recovery from COVID-19 and the June 2021 storms.

Jane has more than 25 years serving communities in both Local Government and commercial organisations. She has a passion for facilitating strong outcomes through partnerships with, and the reinforcement of, resilient and empowered communities. This passion flows into to her role in helping the region recover from the impacts of the last few years.



Director Environment and Infrastructure – Mark Varmalis

Mark has been with Yarra Ranges Council since its formation in late 1994 and has more than 30 years of experience in local government. He holds a degree in Civil Engineering, a Graduate Diploma in Municipal Engineering and Management and the AICD Company Directors qualification.

Mark has a commitment to meeting community needs through improved infrastructure and service provision, whilst recognising that we must value and protect the unique natural environment of Yarra Ranges.

He also has a strong commitment for the advancement of staff in local government through the creation of networking, skills improvement, personal development and industry development opportunities provided by industry associations.

He is actively involved with the Institute of Public Works Engineering Australasia, previously holding board member roles at State and Australasian levels, and is currently a trustee with the Municipal Engineering Foundation Victoria.

The Environment and Infrastructure directorate comprises the departments of Infrastructure Services, Recreation Projects and Parks, Assets & Capital Programming and Sustainable Environment and Facilities.



Director Communities - Jane Price

Jane Price joined Yarra Ranges Council as Director of Communities in 2020.

Jane has more than 20 years' experience in the Government and community sector. Prior to joining Yarra Ranges Council Jane worked in roles including; Manager of Family, Children and Young People and Manager of the Aged and Disability at Whittlesea Council.

With qualifications in Applied Science Health Promotion and a Masters in Public Health, Jane is also a graduate of the Australian Company Directors course.

Jane has recently been appointed as a Board Director of Tweddle, an organization that provides family and health services to enable babies to have the best start in life.

Jane is passionate about improving health outcomes, applying systems thinking and human-centered design to her work to get the best results for the community.

The Communities Directorate has a strong focus on community, social planning, shaping culture, advocating on behalf of the community and coordinating community safety and emergency management.

Teams in the Communities Directorate include Creative Communities, Youth, Community Development, Age Friendly Communities, Family and Children's Services, Maternal and Child Health, Emergency Management and Safer Communities, among others.



Director Corporate Services – Andrew Hilson

Andrew joined Yarra Ranges Council as Director of Corporate Services in late 2019.

Andrew has a passion for community impact and believes in the power of local government to bring communities together. Andrew values the community voice in influencing the actions of Council to deliver meaningful and relevant services to every part of the community. Andrew's main role is to lead a number of Council's key corporate functions to provide efficient, effective and responsive support to the operations of Council. In addition, Andrew also leads several teams overseeing community engagement and customer experiences, including Council's contact centre and Community Links services.

Andrew has a wide range of experiences with both corporate and non-profit organisations. He was previously the CEO of Back in Motion Health Group (now part of Healthia Limited), a network of over 100 physiotherapy practices across Australia and New Zealand.

He has also worked in senior leadership roles with Wesley Mission Victoria, the EW Tipping Foundation and Mission International, and spent the first 12 years of his career in Corporate Finance with KPMG.

Andrew has served as a Board Director for several community-based organisations, and has consulted across many sectors in leadership, strategy, organisational effectiveness and financial management.

A member of the Institute of Chartered Accountants in Australia and New Zealand, and a Graduate of the Institute of Company Directors in Australia, he has lived and worked in Australia and the USA, and has gained significant cross-cultural experience in South-East Asia and Africa.

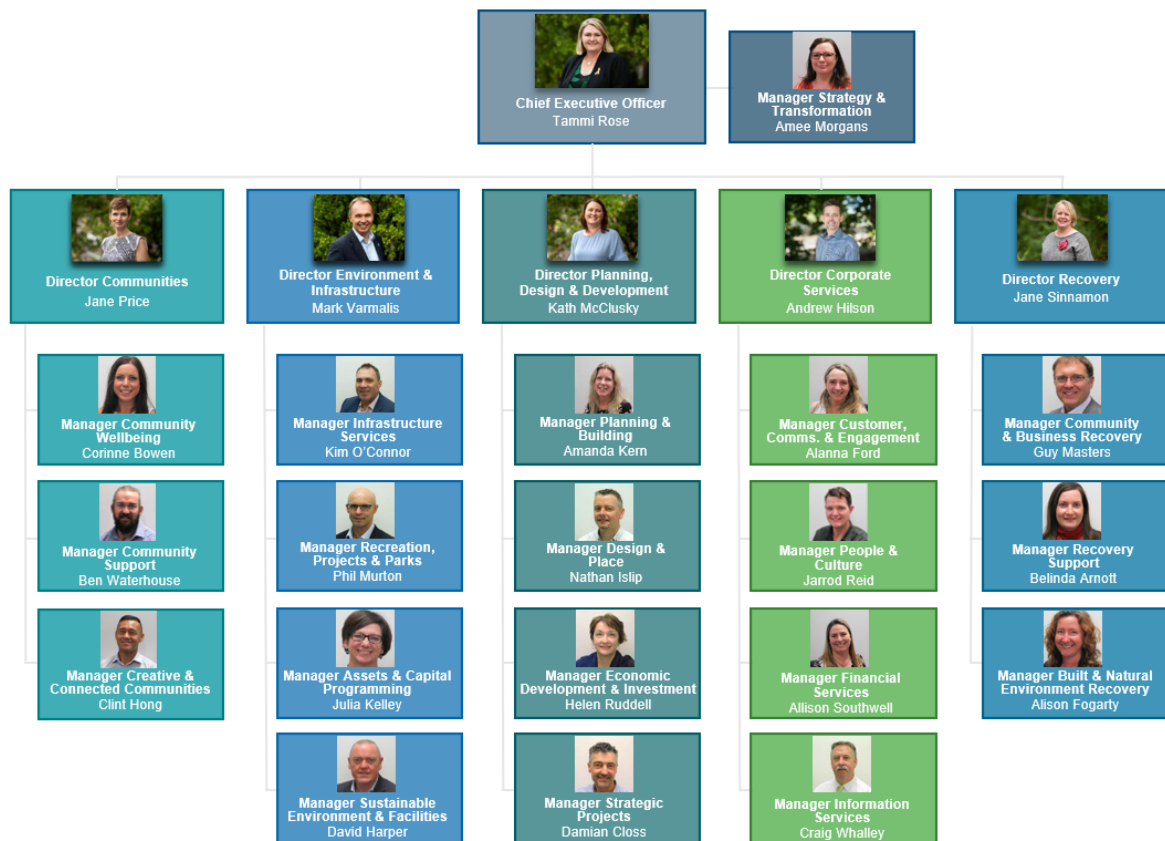
The Corporate Services directorate comprises the departments of Customer, Communications and Engagement, People and Culture, Financial Services and Information & Technology Services.

Organisational Structure

Our people are what make our Council a great place to work. More importantly, our organisational structure helps to ensure we have the right people, in the right roles, to deliver excellent services and facilities for our community.

Our structure works alongside our Ignite strategy to ensure we have in place the appropriate mix of strategic and operational staff to deliver a continually improving, sustainable, gender equitable and diverse service that allows us to deliver on the Council Plan.

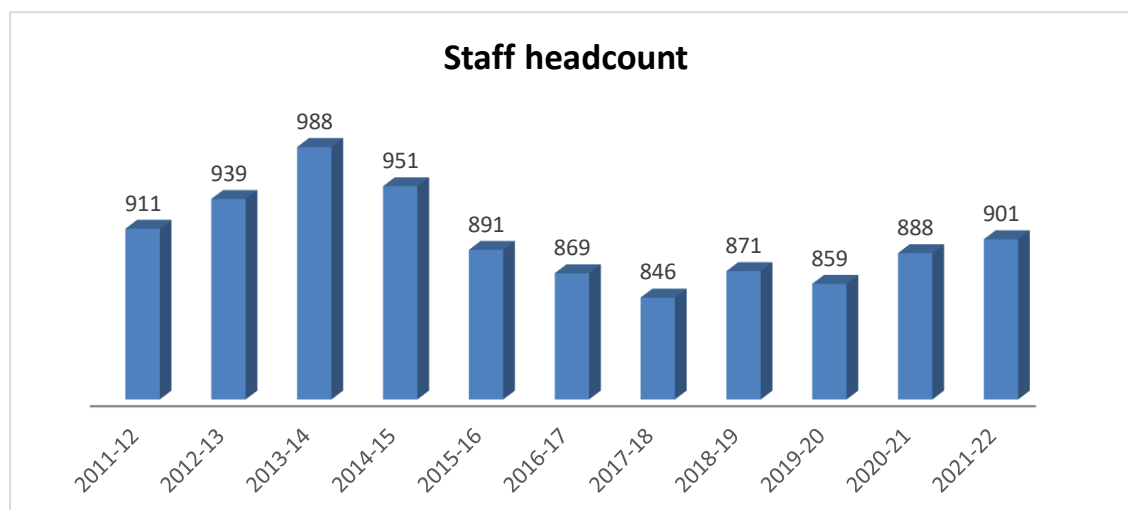
In the last 12 months, this has included the temporary establishment of our 'Recovery' Directorate which was implemented to combat and respond to the terrible storms experienced by many residents in June 2021. The directorate focused on providing support to the community through the clean-up of fallen trees, community support, rebuilding of the area, and planning to be future ready.



Staff profile

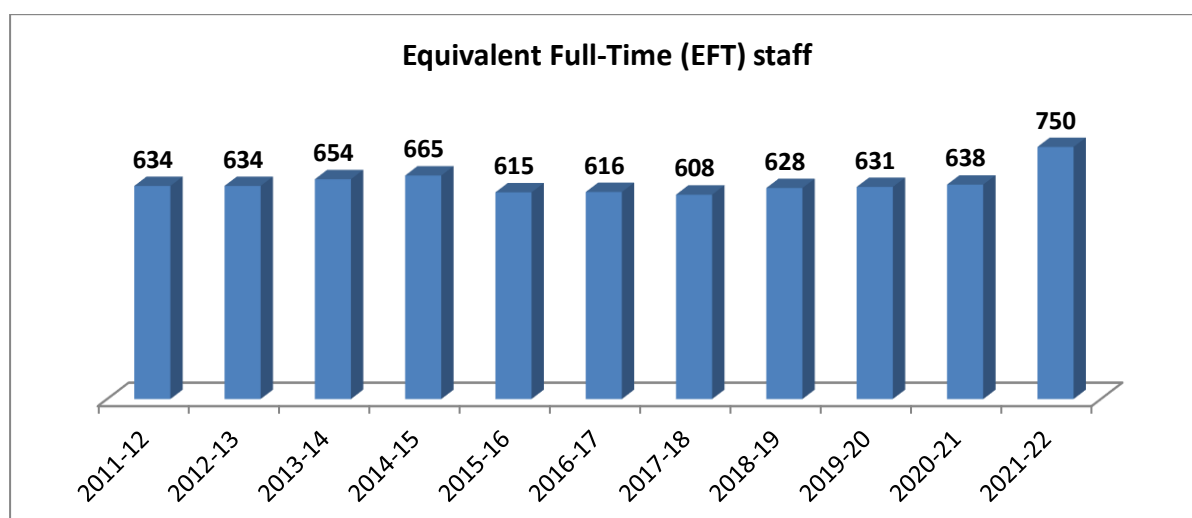
Yarra Ranges Council is one of the region's largest employers. We employ 901 people in a variety of roles on a full-time, part-time, and casual basis. Most of our employees also live within the municipality and therefore can bring a local passion, perspective and knowledge to the services they provide.

Council provides flexible employment arrangements. The table below demonstrates that a significant portion of the leadership and other employee workforce is made up of part-time and casual employees at different levels within the organisation.



The workforce has slightly grown since 2020 through systematic reviews of the way we deliver our services.

The corresponding headcount and equivalent full-time positions also shows a slight upward trend over the last two financial years. This workforce increase is predominantly due to the temporary establishment of our "Recovery" directorate.

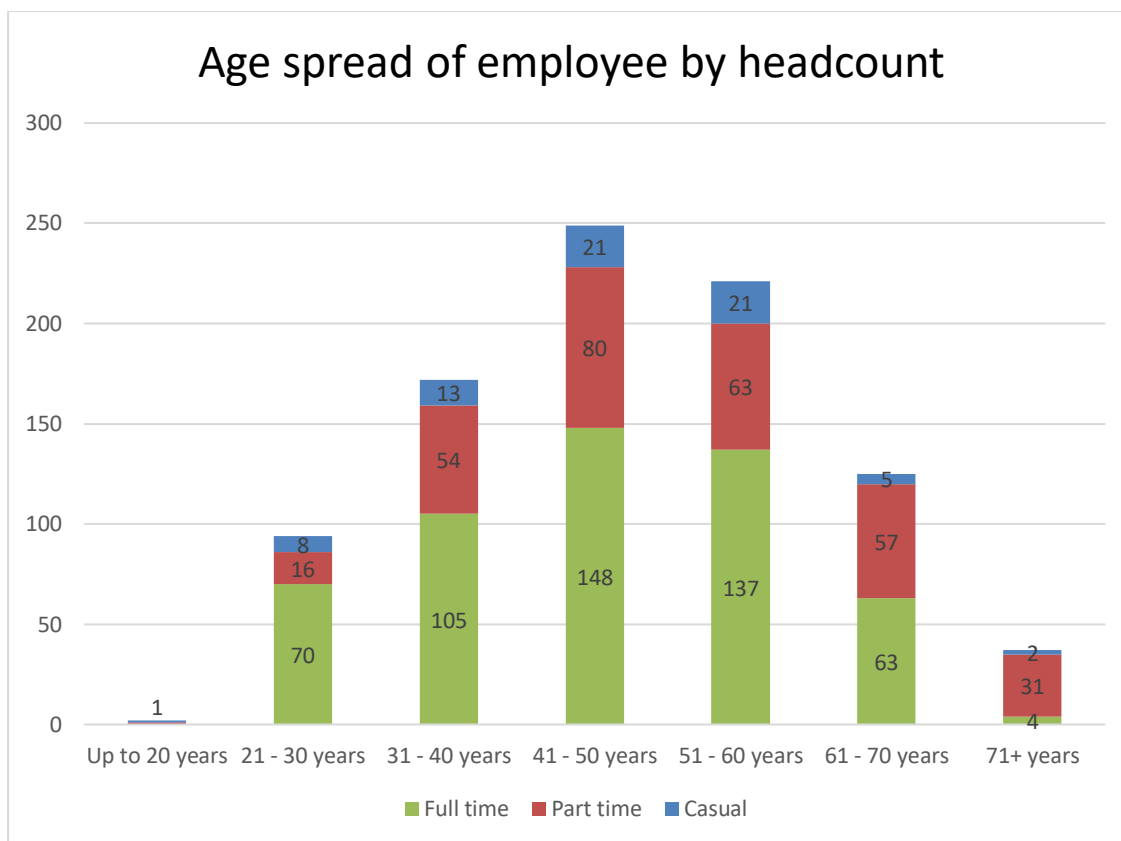


Leadership Group 2021-22							
		Full-time			Part-time		
Employment Category	Total	Female	Male	Non-Binary	Female	Male	Non-Binary
CEO and Directors	6	4	2	0	0	0	0
Managers	19	10	9	0	0	0	0
Senior Executive Officer	17	5	10	0	2	0	0
Executive Officers	32	13	13	0	6	0	0
Sub Total	74	32	34	0	8	0	0

Employee Classification 2021-22										
		Full-time			Part-Time			Casual		
Employment Category	Total	Female	Male	Non-Binary	Female	Male	Non-Binary	Female	Male	Non-Binary
Band 1	61	0	0	0	44	17	0	0	0	0
Band 2	11	0	0	0	5	4	0	2	0	0
Band 3	72	13	32	0	8	2	1	13	2	1
Band 4	148	29	30	0	49	6	0	29	5	0
Band 5	158	77	39	0	34	6	0	2	0	0
Band 6	181	70	67	0	38	6	0	0	0	0
Band 7	99	45	41	0	11	2	0	0	0	0
Band not applicable*	97	12	6	0	60	1	0	18	0	0
Sub Total	827	246	215	0	249	44	1	64	7	1

* Maternal and Child Health nurses, Home Carers, Trainees, Preschool Teachers and Band 8's who are not Executive Officers make up the "Band not applicable" category.

The age profile of our workforce is similar to that of other local councils, with an average age of 48 years. This will present challenges in the future as it is expected a considerable portion of the workforce will approach retirement. Workforce planning is being undertaken to address this issue.



Yarra Ranges Council is an equal opportunity employer and is proud of its commitment to gender equity.

All Staff 2021-22		Full-time			Part-Time			Casual		
Functional Area	Total	Female	Male	Non-Binary	Female	Male	Non-Binary	Female	Male	Non-Binary
Communities	365	85	25	0	174	32	1	44	3	1
Corporate Services	153	63	26	0	37	3	0	20	4	0
Environment & Infrastructure	239	54	153	0	27	5	0	0	0	0
Office of the CEO	26	16	6	0	4	0	0	0	0	0
Planning Design & Development	93	44	33	0	12	4	0	0	0	0
Recovery	25	16	6	0	3	0	0	0	0	0
Total	901	278	249	0	257	44	1	64	7	1

People and Culture Operations Highlights

Yarra Ranges People and Culture Operations strategy is designed to support the everyday people operations of our Council. This includes supporting our leaders to drive cultural change, support our diversity and inclusion initiatives, be people focused leaders, maintain adherence to corporate policies, and process our internal and external movements such as new appointments and processing employee wages.

New Sexual Harassment Policy

Yarra Ranges is committed to providing a workplace that is free from sexual harassment, discrimination and provides equal opportunity to all.

In response to the Victorian Auditor General's Office report into Sexual Harassment across Local Government, Yarra Ranges decided to create a standalone sexual harassment policy to signify the importance we place on stamping out sexual harassment behaviour, and to strengthen the standards of behaviour that we expect from all staff.

A sexual harassment working group was convened both internally, as well as externally between other Councils to meet monthly. Each working group which comprised of key leaders met to discuss best practice approaches and to consult on and consider appropriate policy, training and communications needed across Council.

Our new standalone sexual harassment policy works in conjunction with our existing Equal Opportunity policy to reflect our commitment to a workplace free of discrimination, bullying or harassment for all employees, Councillors, volunteers, contract workers and visitors across Yarra Ranges.

Training is delivered as part of a suite of courses in our Corporate Induction for new employees and is refreshed yearly or bi-yearly for all existing staff. This training includes:

- Employee Code of Conduct
- Anti-discrimination and Equal Opportunity
- Workplace Bullying
- Sexual Harassment
- Human Rights Charter.

New Anonymous Reporting Channel

To support our new sexual harassment policy and in recognising that not all staff are comfortable in bringing forward a concern or complaint to Council's attention, this year we implemented an initiative called 'Safe2Say' which is an online anonymous reporting channel. This enables staff to submit a concern or complaint anonymously for anything they don't feel comfortable in raising with their immediate supervisor. This could include matters such as sexual harassment, conduct, bullying, discrimination, conflicts of interest or any other matter.

Updated Code of Conduct

The Code of Conduct was refreshed to update our terminology, practices and to expand on existing behavioural expectations for staff such as Part 2 of the Code - What is expected of you. The new additions ensure that our staff are displaying the required skills, care and diligence in their duties at all times, while ensuring that all of our customers, colleagues and staff treat each other with respect, dignity, honesty and integrity at all times.

New Recruitment and Temporary Appointments Policy

We are committed to improving gender equity, diversity and inclusion across all positions at Council and our latest Recruitment and Temporary Appointments policy helps to provide a framework for Council to follow when making recruitment, hiring and appointment decisions.

The new policy combines the previous recruitment, secondment, higher duties and pre-employment checks policy into one succinct document. In doing so, it has removed potential barriers to entry for applicants by removing *key selection criteria* as a mandatory application requirement, removing what is typically a time consuming, burdening, and challenging element for some applicants.

We have also reduced our three-panel member interview structure down to two for Band 4 and below positions, reducing possible anxiety experienced by our administrative, outdoor or entry level positions across Council.

Our commitment extends to our recruitment advertisements and hiring manager practices which encourages staff with flexibility or disability requirements, Aboriginal and Torres Straight Islanders, and those from diverse backgrounds to apply for all positions within Council.

Transparency is also at the forefront of our processes and the new policy aims to ensure recruitment processes are more transparent, providing more opportunities for external applicants to apply for and secure existing vacancies at Council.

Organisational Development 2021-22 highlights

Council's Organisational Development (OD) plan is designed to ensure we achieve our YR Ignite (organisational excellence strategy) strategic objectives as outlined predominantly in the People and Culture focus areas. The OD plan delivers programming in:

- Organisational culture and employee engagement
- Shaping a culture of Gender Equity, Inclusion and Child Safety
- Employee capability strengthening and development
- Cross-organisational collaboration, team cohesion and focusing people on performance.

In late 2021 and early 2022 substantial focus was placed on workplace culture to support a COVID-Safe workplace and employee health and wellbeing. The aim was to ensure employees felt safe, secure and supported by the organisation as we commenced coming out of the pandemic and transitioning back to our new ways of working in 2022. In understanding that 2022 was going to be a big transition period for our Organisation the Organisational Development team's focus was prioritising projects appropriately around YR Connect launching, supporting teams to transition back into the new office space, improving and communicating as early as possible key people processes, programs and diagnostics for the year, as well as relevant and timely Leadership and Corporate Learning and Development.

The OD team also welcomed the Child Safety Business Partner portfolio in 2022 and a significant part of this role and the Gender Equity portfolio has been the development and implementation of both the Gender Equality Action Plan and the Child Safety and Wellbeing Implementation Action Plan, our ongoing role is to support the Organisation as it delivers on these plans and embeds a culture of Gender Equity and Child Safety at Yarra Ranges Council.

Performance Development

Yarra Ranges promotes strong performance management practice. We help our staff continuously improve and develop higher levels of performance through our Performance and Development Planning (PDP) process. The process offers a clear line of sight to how the work individuals do, contributes to department business plans and the achievement of Council's strategic goals. It provides individuals with role clarity, formal feedback and a framework for ongoing conversations throughout the year about how they are tracking with their objectives. A PDP is agreed with each employee and reviewed annually. A learning and development plan is established as part of this process.

This year we relaunched the PDP process to improve overall engagement, this included the refresh of the PDP policy, the provision of development programs – Performance and Development Conversations, increased accountability through reporting on the Leaders Dashboard and increased communications shared by the Senior Leadership team. The relaunch has also included preparations for the launch of the new PDP module as part of the YRConnect system.

Employee Engagement and Alignment

In October, everyone across our organisation had the opportunity to share their views through the Our People Survey 2021. The main topics that we sought feedback on were, long term direction, leadership, team effectiveness, performance focus, investment in people, investment in technology, inclusiveness, and employee engagement. The survey was designed to measure the alignment and engagement of our workforce. The Our People survey was delivered by our external survey partners, Insync. The results showed our employees are engaged and support the organisation's vision, direction and systems. There are opportunities for improvement and by addressing these we will see a trajectory towards even higher performance. All departments submitted an action plan and have been working on those actions throughout 2022. The Organisational Development team will coordinate a pulse survey in Oct 2022 to measure progress.

Leadership and Corporate Learning and Development

Yarra Ranges provides a comprehensive corporate learning program that supports a broad range of employee and leadership development needs. This is developed in alignment with strategic priorities, as well as in response to needs identified through performance and development plans. A variety of learning methodologies are used including e-learning, communities of practice, peer to peer learning, and facilitated workshops.

The professional development offered during the year was extensive and comprehensive. Notable programs for the year include:

- Newly refreshed Leaders Induction program
- Authentic Leadership
- Develop and Coach
- Creating Positive Cultures
- Having Conversations that Matter
- Performance and Development Conversations
- Power of Influence
- Engaging Your Audience
- Building Effective Teams
- Communicating with Confidence
- Moving from Busyness to Effectiveness
- Building Aboriginal Cultural Competency
- On Country Walk
- Microsoft 365 skills development
- Procurement Training
- Corporate Induction.

Yarra Ranges also provides comprehensive online learning to support a range of employee development and compliance needs. This is developed in alignment with strategic priorities, as well as in response to needs identified through performance and development plans.

Our suite of eLearning programs includes:

- Victorian Reportable Conduct Scheme Awareness (Leaders)

- Victorian Privacy and Data Protection Act
- Anti-Discrimination and Equal Opportunity
- Sexual Harassment in the Workplace
- Workplace Bullying
- Work Health and Safety
- Employee Code of Conduct
- The Victorian Child Safe Standards for Employees
- Charter of Human Rights and Responsibilities
- Disability Awareness.

Health and Safety

Council is committed to protecting the health and safety of its people by supporting managers, supervisors and staff in meeting their Health and Safety responsibilities.

We are committed to a proactive and positive safety culture, effectively balancing the need to reduce workplace hazards whilst focusing on creating a safety culture that promotes and encourages initiatives that lead to safer working environments.

Throughout 2021-22, the Health and Safety team are pleased to have achieved:

- Maintained SafetyMap March 2022
- Implemented Task Risk Register quarterly KPI for Managers – proactive approach to risk management – Q4 2021.
- Amended H&S Policy to include zero tolerance to OVA – Q1 2022.
- Executive Leadership Team approved order of 14 AEDs to council staffed YR facilities to replace 10+year old AEDs with additional locations previously not covered included.
- Monthly Coffee Connect sessions for wellbeing of employees – began quarter 3 2021.
- MHFA conversations each month now reported to the Executive Leadership Team.
- Secured Risk Management Funding in Q4 2021 from WorkCover Insurer to pay for additional H&S Training RE: Responsibilities, SWMS, TRR, SWPs for leaders, this will be completed Q1-Q2 2023.
- New Working From Anywhere Policy implemented for Yarra Ranges Council employees along with ergonomic self-assessment form and working from home checklist monitored by HSW team and leaders.
- OVA Working Group formed in Q4 2021 with action plan created and OVA training commencing for all Yarra Ranges Council employees who work in any capacity with community from September 2022 through to end of 2022.

Injury management and prevention

Injury management is about preventing workplace injury and associated workplace absence, ensuring the prompt, safe and durable return to work of injured employees. It includes treatment of the injury, rehabilitation back to work, retraining into a new skill or new job, management of the workers compensation claim and the employment practices of Yarra Ranges Council (YRC). Through training, collaboration and awareness, YRC aims to provide a physically safe, healthy and secure environment for all employees, clients and visitors. To achieve this goal, everyone attending an YRC workplace is required to ensure their actions do not adversely affect the health and safety of others.

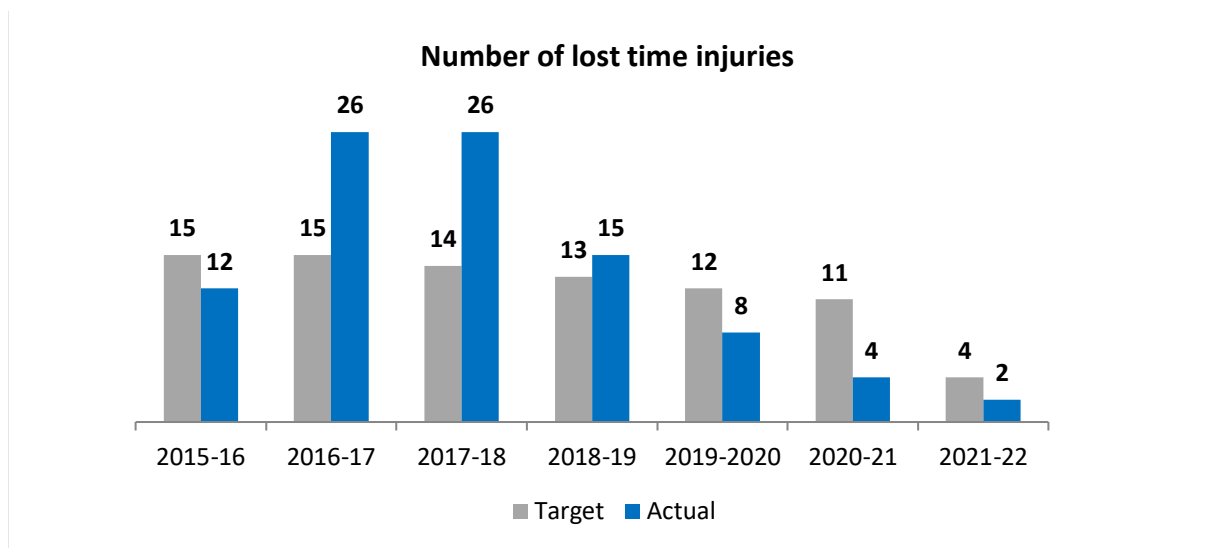
YRC is committed to injury management and the rehabilitation of all employees who suffer a work related injury or illness and will:

- Take steps to support injured employees return to work as soon as practicable.

- Provide suitable duties where practicable, for injured employees as an integral part of the injury management process.
- Ensure that participation in the injury management program will not jeopardise job security.
- Consult with employees and where necessary, relevant stakeholders, to ensure the program operates effectively.
- Maintain confidentiality of information relating to injured employees on return to work programs.

By adopting the above approach, we saw a decrease in time loss injuries, a significant reduction in claims costs and a significant reduction in WorkCover premium for 2022 – 2023.

Council continues to work closely with DXC Claims Management Services (WorkCover Agent) to ensure successful outcomes for all parties.



Source: Yarra Ranges Health and Safety Reporting system

Gender Equity in the Workplace and Community

Yarra Ranges Council is committed to promoting gender equity. We are creating a workplace where women, men and gender diverse people from all backgrounds have equitable access to resources, power, and opportunities. The Victorian Gender Equality Act 2020 supports Council to build on and strengthen this commitment in our organisational culture and through our policies, programs, and services.

Gender Equality Action Plan

The primary focus of this reporting year was the development of Council's four-year Gender Equality Action Plan. This is a requirement under the [Gender Equality Act 2020](#).

A Workplace Gender Audit was undertaken in July 2021 to establish baseline data on seven Workplace Gender Equality Indicators. These include gender composition of the workforce and governing body, pay equity, sexual harassment, recruitment and promotion practices, and flexible working arrangements and leave entitlements. Workforce data was extracted from employee records in Council's HR/payroll system and employee experience data was collected via the People Matter Survey. All staff were invited to attend online consultation sessions to discuss the findings of the Audit and share ideas for making progress. Targeted sessions were also conducted with groups including the Executive Leadership Team, Councillors, Workplace Consultative Committee, Diversity and Inclusion Steering Committee, and People and Culture Department.

The Action Plan was endorsed by the Executive Leadership Team and approved by the Commission for Gender Equality in the Public Sector.

Implementation of the Action Plan is already underway. Completed actions include development and endorsement of a Family Violence Policy and Sexual Harassment Policy, introduction of an anonymous reporting mechanism and improved record keeping for sexual harassment complaints, inclusion of content on gender equity in Corporate Induction for Leaders, and a review of the Recruitment Policy.

Gender Impact Assessments

Under the [Gender Equality Act 2020](#), Council is required to complete Gender Impact Assessments (GIAs) on new policies, programs and services that have a direct and significant impact on the public, as well as those up for review. In this reporting period, the focus was undertaking GIAs on select policies, programs, services, and strategies. GIAs are being completed on the Warburton Mountain Bike Destination Project, Economic Development Strategy, Biodiversity Plan, Public Toilet Management Plan, and Lilydale Wayfinding Strategy.

An intersectional gender lens has also been applied to policies including the Recruitment Policy, Sexual Harassment Policy, Equal Opportunity Policy, Work from Anywhere Policy, and Performance and Development Plan and Organisational Development Policy.

A formal model for GIAs will be adopted by Council in the second half of 2022 with roll out of GIAs continuing over coming years.

Awareness raising and education campaigns

Council continued to deliver awareness raising and education as in previous years, including for the 16 Days of Activism Against Gender-Based Violence and International Women's Day.

For the 16 Days of Activism 2021, Council received grant funding from Respect Victoria and Safe and Equal through the Municipal Association of Victoria. Council delivered a combined online event for community and staff to acknowledge the 16 Days of Activism and International Day of People with Disability. The event featured a keynote speaker and panel of women and gender diverse people with

disabilities who discussed respect, equality and inclusion in the workplace and community. Messaging was consistent with the Victorian State Government campaign – ‘Respect Women, Call It Out’.

Free From Violence Local Government Grant Program 2022-25

Council was successful in obtaining a grant through the Free From Violence Local Government Grant Program 2022-25. This was a joint submission from the People and Culture and Community Wellbeing Departments and will support Council to continue work to create a respectful, safe, and equal workplace and community.

Service Awards

Service Awards are presented to employees who have achieved significant milestones in their service at Council. These awards not only acknowledge dedication and loyalty, they importantly also celebrate valued contributions, effort and commitment towards the achievement of Council’s vision, values and objectives. Service milestones are celebrated at five-year intervals. From 10 years of service, employee Service Awards are presented by the Mayor and CEO at a formal awards ceremony.

During the year 2021-2022, 101 employees across Council reached Service Awards milestones as follows:

5 years – 27 employees

10 years – 32 employees

15 years – 24 employees

20 years – 10 employees

25 years – 4 employees

35 years – 3 employees

40 years – 1 employee.

Corporate Governance

Information available for inspection

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

- Details of interstate and overseas travel by Councillors and council staff*
- 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 list of donations and grants made by the Council during the financial year*
- 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 2021-25*
- 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*
- Electoral Representation Review Preliminary Report, Final Report and Minister's Ruling*
- Yarra Ranges Protected Disclosure Act Procedures.*

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

Our commitment to providing value for money

Council incorporates principles of providing value for money through its regular business planning processes, its performance monitoring and ongoing community engagement, continuous improvement and customer focus. These principles are supported by the Business Excellence Framework and the YR Ignite Strategy. The main streams of improvement work as part of Business Improvement at Yarra Ranges involve business planning, process improvement projects and the transformation program.

Business Planning.

Our approach to business planning in 2022 was built on previous methods, with a series of facilitated online business planning sessions delivered to teams across Council. We focussed on identifying team and departmental priorities for the year ahead and how they were delivering on their strategic goals. These business planning sessions also focused on the development of service profiles for every service that the council provides. These service profiles have since contributed to the development of a draft service catalogue which collates all of council's services into one place. This catalogue provides greater transparency into the total service offering of the council and will inform future business planning activities with a renewed focus on service.

Business Improvement Projects.

Our focus has been on ensuring current processes are robust but also flexible enough to adapt to the changing needs of our community during COVID-19.

We have continued our work with teams across Council, providing support to process and business improvements in:

- Council's internal procurement quick quote process.
- Financial service internal customer refunds form.
- Storm recovery.
- Pandemic recovery.
- Improved internal processes and workflows across all areas of council as they transition into our new technology platform YR Connect.

Transformation Program.

We continue to deliver our Equip program across Council with a focus this year on customer experience. Working with teams across the council we have been rolling out workshops to upskill and improve capability in relation to stakeholder identification and management and customer journey mapping to ensure customer centricity in our work and to identify areas of their journey that their experience can be improved in.

In addition to the Equip program; a new way of working was rolled out to all council staff which coincided with the opening of Council's new civic centre. This new way of working combines the benefits of activity based working and hybrid working which is supported by the variety of worksettings available for staff to use at the civic centre. This workplace transformation enables council staff to choose the most appropriate place and settings to achieve their work outcomes in the most effective way in addition to encouraging greater cross team collaboration and breaking down silos. This is achieved through the provision of a workplace that encourages connectedness with fit-for-purpose technology and facilities on balance with a culture of high performance and customer centricity.

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, no older than 1 January 1989.

Yarra Ranges Council maintains both paper-based and electronic documents in respect to its 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 2021-2022

During 2021-2022, Yarra Ranges Council's FOI Team responded to a total 70 written Freedom of Information enquiries and processed 36 valid requests under Freedom of Information legislation provisions. Outcomes from the 36 requests and from previous years are listed below.

Year	Access granted in full	Access granted in part	Access denied	Documents do not exist	Withdrawn / not proceeded	Satisfied outside the Act	Decision pending	Total requests received (inc. carried forward)
2021-22	6	9	2	1	2	0	11	36
2020-21	10	15	2	0	5	0	5	37
2019-20	5	11	1	0	0	11	7	35

FOI Officers were able to assist an additional 15 applicants outside of the FOI process, prior to the formalisation of a valid FOI request. Further, despite officers providing assistance to applicants, 19 applications ultimately did not comply with section 17 of the Act and therefore could not be processed.

Enquiries that did not eventuate in valid FOI request applications were referred to other Council information processes, such as planning-information or direct release, and applications that were yet to be formalised as valid requests as of the 1 July.

Access arrangements

Access to FOI discovered documents is mostly through the provision of hard copy documents via the post or 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, and must clearly and specifically describe the document(s) being sought.

An application fee of \$30.60 applies to all requests and must be lodged with the request. This fee **may** be waived or varied on account of hardship.

Additional charges specified in the *Freedom of Information (Access Charges) Regulations (2014)* may apply prior to the release of any documents.

All enquiries should be directed to the FOI Team by post, email or by telephone.

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 by telephone.

Public Interest Disclosure Act (2012)

Yarra Ranges Council is committed to the aims and objectives of the *Public Interest Disclosure Act 2012* (the Act). Council does not tolerate improper or corrupt 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, assessing disclosures and the 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, corrupt conduct or detrimental action by Council employees, officers or Councillors. 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 Broadbased 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 2021-22

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. One disclosure relating to the *Public*

Interest Disclosure Act (formerly the *Protected Disclosure Act and Whistleblowers Act*) was received and required notification by Council during the 2021-22 financial year.

Current Local Laws

General Provisions Local Law 2012

(No. 1 of 2012)

This Local Law supersedes the General Provisions Local Law 2010 and incorporates provisions previously contained within the Consumption of Liquor in Public Places Local Law 2007, Animal Control Local Law 2007, Scaregun Control Local Law 2002, and Streets and Roads Local Law 2005.

The purpose of the Local Law is to provide Council administrative powers to manage issues relating to:

- Streets and roads
- Vehicles
- Street naming and numbering
- Trading from a road or to a person on a road
- Activities in public places
- Shopping trolleys
- The consumption of liquor and behaviour in public places
- Animals
- Noise control including the use of scareguns
- Use and protection of Council property and assets
- Waste disposal
- Smoking in prohibited areas.

Meeting Procedures and Use of Common Seal Local Law 2015

The objectives of this local law are to provide a mechanism to facilitate good governance of Council meetings, promote and encourage community participation, control the use of the Council's Seal, and provide for the administration of Council's powers and functions.

Open Air Burning Local Law 2018

The Open Air Burning Local Law 2018 is designed to control burning-off for essential fire prevention and fuel reduction on land other than Council land and as far as possible to protect air quality within the municipality. The Local Law embraces best practice local law-making by embodying the principles of accessibility, accountability, compliance, consistency, currency, efficiency, enforceability, necessity and transparency.

A copy of current local laws may be obtained from Yarra Ranges Community Links or via Council's website at yarraranges.vic.gov.au.

Legislated Compliance

The following information is provided in accordance with legislated reporting requirements.

Domestic Animals Act 1984

The 2022-2026 Domestic Animal Management Plan (DAMP) is being developed to provide Yarra Ranges with a framework for identifying and addressing matters associated with the management and wellbeing of cats and dogs in our municipality over a four-year period.

It is a requirement under the [Domestic Animals Act 1994](#) that Council develops the DAMP and provides an update on the implementation of the plan in its Annual Report. It is also a great opportunity for Council to ensure the plan continues to be in line with Council's strategic objectives and meets the current needs of our customers.

As a result of the annual review, the Safer Communities team members have demonstrated they continue to provide a high quality, innovative and responsive animal management service. Actions that particularly highlight the above are:

- Developing safe management of domestic animals in times of an emergency
- Implement initiatives to raise awareness on causes and consequences of dog attacks and rushes
- Focus on minimising the number of semi owned cats, and expand the current cat trap service
- Continue development of the "Dogs and People in Parks Plan", which recommends amendments to off-leash areas, supports continuous improvement and recognises the value of considering pets and pet owners when planning amendments to open spaces throughout the municipality
- Continuing to deliver animal management training for the Community Safety Officers to ensure they have the skills to effectively carry out required duties
- The introduction of several proactive programs to assist with cat containment issues, dogs not under effective control, animal waste issues at certain parks, and responsible pet ownership

Food Act 1984

In accordance with section 7E of the *Food Act 1984*, we are required to publish a summary of any ministerial directions received during the financial year. We did not receive any ministerial directions during the financial year.

Road Management Act 2004

In accordance with section 22 of the [Road Management Act 2004](#), we are required to publish a copy or a summary of any ministerial directions received during the financial year. We did not receive any ministerial directions during the 2022 financial year.

As a result of the exceptional circumstances of a severe storm event on Wednesday June 9, 2021 the Yarra Ranges Road Management Plan (The Plan) was suspended effective immediately under the provisions of section 3.5 of The Plan and was reinstated on 28 September 2022.

Carers Recognition Act 2012

We have taken all practicable measures to comply with our responsibilities under Victoria's Carers Recognition Act 2012. We strongly support the Commonwealth Home Support Program, the Home and Community Care Program for Younger People and the Support for Carers Program. We have promoted the principles of the Act in the following ways:

- Recognised the role of carers by including them in the assessment, planning, delivery and review of services.
- Provided respite and social support groups to provide a break for primary carers.
- Assessed and responded to the needs of primary carers.
- Provided information and support to carers including: Seniors Festival; International Day of People with a Disability; Carers events; Carer Wills and Estate workshop; Pathways for Carers walks held in Mt Evelyn and Healesville.
- Continued to provide online support during lockdowns including webinars, and activities for carers.
- Liaised closely with service providers, community houses and leisure services on behalf of carers.
- The CHAOS Network (of community houses) and SwinLocal (a network with Swinburne Uni and 21 Learn Locals) has been funded to deliver a Carers Employment Support Program through Department of Families, Fairness and Housing. The aim of the Linking Carers to Vocational Opportunity project is to link carers into vocational opportunities such as adult learning, training, employment or volunteering. Council, Mt Evelyn Community House and a Yarra Ranges Shire Council Disability Advisory Committee Carer member participate on the Project Reference Group.
- Provided information to people, community organisations and networks within Yarra Ranges through the Yarra Ranges Disability Inclusion newsletter. Information has included Vaccination information, including location of sensory friendly sessions and the Carer Gateway and Villa Maria Catholic Homes Carer Supports available to carers.
- Maintained policies that satisfy the Home Care Common Standards, which incorporate recognition of carers in relation to services that impact on them in their role as carers.
- Increased deliveries of Meals-on-Wheels and shopping deliveries during COVID-19.
- Assessment and recognition on the impact of the pandemic on Age and Disability service users through completion of a survey.
- Introduced a Telephone Connection Service to monitor wellbeing of individuals during COVID-19 and to support and reassure carers.

Disability Act 2006

The Equity Access and Inclusion Strategy guides Council action to increase access and inclusion for people with disability. The Yarra Ranges Disability Advisory Committee helps to implement the strategy and is consulted on several strategies and plans, including the Municipal Recovery Plan and the review of the Yarra Ranges Council Housing Strategy. Engagement was also conducted for Council's Biodiversity Plan, Economic Development Strategy, Wesburn Park Draft Master Plan, and the Monbulk Urban Design Framework

International Day of People with Disability is a United Nations observed day that aims to increase public awareness, understanding and acceptance of people with disability and celebrate their achievements and contributions.

Each year we celebrate by holding a community event that challenges stereotypes and highlights the skills and contributions people with disability bring to their community. The 2021 event combined

International Day of People with Disability with 16 Days of Activism against gender-based violence to focus on what equality and respect looks like for women and gender diverse people with disability. The panel discussion provided an opportunity for participants to ask questions and explore how individuals and organisations can take action to create a more gender equal, respectful, and inclusive community for women and gender diverse people with disability.

The International Day online event was live captioned and Auslan interpreters ensured the event was accessible for everyone in the community.

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. Scope's online training program promotes a more inclusive organisational environment for all our customers and staff.

Scope Disability Awareness training was also facilitated in an online session for Yarra Ranges Clubs and organisations received positive feedback on awareness building through sharing of lived experience.

Yarra Ranges Council participates on the working group of the Margins to the Mainstream project led by Women's Health East. This project supports local women with disability to have a voice and contribute to the evidence base of 'what works' in community-led prevention of violence against women with disability. The community representative on the Margins to Mainstream Project Advisory Group is a Yarra Ranges resident who also participates in the "Experts by Experience Group" run by Woman's Health East for the prevention of violence against women with disabilities.

Members of Council's Disability Advisory Committee have participated in several site visits and consultations in Yarra Ranges including an access audit of Lilydale Train Station as part of the Art and Sole Project. A successful outcome of changes to pedestrian crossing following the visit and report sent to LXP.

Quiet sessions were held for the Code Breakers: Women in Games exhibition held at the Yarra Ranges Regional Museum to increase access and provide support for children and adults with Autism and specific sensory needs to play the video games in the exhibition.

Disability Advisory Committee Annual Report received and acknowledgment by Council of the contributions throughout the year provided by the Committee to ensure that people with disability are included in all aspects of the Yarra Ranges community.

Disability Liaison Coordinator Eastern Health and other Councils in Eastern Region collaborated to identify gaps to accessing vaccinations for people with disability. Each partnered with Council to offer pop up vac clinics including a low sensory clinic held in Coldstream.

Risk Management

Our strong risk management focus and well-developed risk framework and strategy, ensures we minimise the chances of adverse impacts on Council's objectives and operations. Some of the key initiatives in 2021 -2022 are listed below:

- Conducted a further review of the strategic risk register, to align it with the significant number of key projects Council is undertaking.
- Developed a Risk Appetite Statement, to define the level of risk Council is prepared to accept in pursuit of its objectives.
- Working with the Executive Leadership team to improve the risk culture, within council.

- Working with the Audit and Risk Management Committee to identify emerging risks.

Strategic and Operational risk registers

Council's strategic and operational risk registers are monitored by the Audit and Risk Management Committee and have been reviewed and updated quarterly. These registers help Council manage identified risks. The organisation has put significant effort into reducing its risk exposures, and each risk is assessed using Council's Risk Management Framework, which is based on the Australian Risk Management Standard AS ISO 31000:2018 Risk Management – Guidelines.

Controls and actions are identified to ensure risks are managed within the Council's Risk Appetite. Progress on actions identified in the risk register is reported quarterly to both the Executive Leadership Team and the Audit and Risk Management Committee.

Insurance

Council has continued to ensure its insurance policies and cover is consistent with Council's risk profile and asset valuations.

Audit and Risk Management Committee

The role of the Audit and Risk Management Committee is to provide independent assurance and assistance to Council on Council's risk, control and compliance framework, our external accountability responsibilities as defined in the [Local Government Act 2020](#) and other relevant legislation, and the various requirements of the Victorian Auditor-General's Office. The committee determines the scope of the internal audit program and liaises with internal and external auditors.

The Audit and Risk Management Committee Charter was approved by Council in August 2020 and includes changes associated with the implementation of the [Local Government Act 2020](#).

The committee met five times during the year and reviewed the following audit reports provided by HLB Mann in the 2021-2022 financial year:

- COVID Response
- Data Analytics
- Councillor Expenses
- Risk Management and Legislative Compliance
- Assurance Map and COVID Safe Plans

And the following audit report is being finalised prior to review by the Audit and Risk Management Committee:

- Risk Management

Internal audit

All internal audit reports are submitted to the Audit and Risk Management Committee. The Committee monitors the findings until the recommendations have been addressed, through either completion or Management response to advise why the implementation of the recommendation will be delayed (e.g. Budget/resourcing restrictions), or why the recommendation/s are not accepted (e.g. issue is no longer relevant).

Risk Deep Dives

The Audit and Risk Management Committee identifies particular areas of potential risk exposure and commissions a Risk Deep Dive, with the Department Manager and Executive Officer presenting to the Committee. In 2021-2022, the Committee reviewed Risk Deep Dives in the following areas:

- Building Compliance
- Cyber Security
- Procurement

Contracts

In 2021-21, there have been no reported breaches of Section 186 of the *Local Government Act (1989)*. The following contracts are valued at greater than \$100,000 and were awarded during 2019-20.

Reference	Contract	Date Awarded	Contractor
CQ6834	Integrated Community Facilities Options Study	5/01/2022	Bill K. Williams Pty Ltd trading as Williams Ross Architects
CQ6849	Monbulk Recreation Reserve Playspace	21/12/2021	Fleming's Landscapes Pty Ltd
CQ6869	Design & Construction of Millgrove River Walking Track	17/06/2022	SCRATCHIN THE SURFACE
CQ6897	Storm Clean Up - Static Firewood Splitting	21/03/2022	R & J KENT & CO PTY LTD
CQ6913	Utilities, Emissions and Energy Control Platform	17/05/2022	BILL IDENTITY (OPERATIONS) PTY LTD
CQ6920	Chirnside Urban Park Project Management Services	8/03/2022	The Trustee for The Sarah Anne Trust
CQ6991	Lysterfield Biochar Civil Works	7/04/2022	R.K + J.A Kent + Co. Pty Limited
CT6195	Biochar Project - Supply & Install	27/07/2021	Earth Systems Consulting Pty Ltd
CT6259	Refurbishment of Amenities Building at Lilydale Operational Center	14/10/2021	More Building Group
CT6260	Construction of Millgrove Sporting Pavilion, Millgrove	24/08/2021	CIRCON CONSTRUCTION PTY LTD
CT6724	Construction of Monbulk Skate & Scooter Park	15/07/2021	WARRANDALE INDUSTRIES PTY LTD
CT6725	Construction of Upper Yarra Playspace	12/10/2021	WARRANDALE INDUSTRIES PTY LTD
CT6726	Construction of Bailey Reserve Playspace	23/12/2021	WARRANDALE INDUSTRIES PTY LTD
CT6727	Construction of Kimberley Reserve Pavilion	23/07/2021	MELBCON
CT6728	Luke Polkinghorne Playspace Renewal	23/12/2021	Regal Innovations Pty Ltd
CT6730	Construction of Mt Evelyn Community Sporting Pavilion	22/07/2021	MELBCON
CT6741	RidgeWalk Interpretation/Wayfinding Project	22/09/2021	Sue Hodges Productions Pty Ltd
CT6753	CONSTRUCTION OF A NETBALL COURT SHELTER (COURT 3,4,5 & 6) AT PINKS RESERVE, KILSYTH	28/09/2021	GREENLINE GROUP PTY LTD

Reference	Contract	Date Awarded	Contractor
CT6789	Seville Oval Redevelopment	24/08/2021	SJM Turf & Civil
CT6800	Chirnside Urban Park Detailed Design Services	8/09/2021	THE TRUSTEE FITZGERALD FRISBY LANDSCAPE ARCHITECTURE PTY LTD
CT6836	Supply & Installation of Corporate Signage	25/01/2022	Sign Express
CT6839	Road Sprayed Sealing Program 2021-22	24/12/2021	BORAL CONSTRUCTION MATERIALS GROUP
CT6856	Fuel & Associated Products (WOVG)	22/03/2022	Viva Energy Australia Pty Ltd
CT6871	Design & Construction of Coldstream Station Pump Track	4/03/2022	COMMON GROUND TRAILS PTY LTD
CT6872	Mooroolbark Heights Reserve Playspace Renewal	23/12/2021	WARRANDALE INDUSTRIES PTY LTD
CT6946	Testing and Disposal of Storm Drainage Material	2/05/2022	M TUCKER & SONS PTY LTD
CT6965	Provision of Banking and Financial Services SPCSS-08-2020	12/04/2022	Westpac
E6815 Exception	Creative Communities Performance and Workshop program	16/07/2021	Various Suppliers
E6818 Exception EM	Special Storm Event Tree Branch Collection (CT6238)	27/07/2021	BELLS CIVIL EXCAVATIONS PTY LTD
E6829 Exception EM	AGRN969 Storm Waste Processing at Coldstream	13/07/2021	J.W. & H.L. O'CONNOR PTY. LIMITED
E6837 Exception	Firewood splitting at Coldstream	26/08/2021	Branching Out Arborcare Pty Ltd
E6879 Exception	Blacksmiths Way Road Surface Treatment	3/11/2021	OMNIGRIP DIRECT PTY. LTD.
E6904 Exception	Station Street Bridge - Station Street Coldstream	21/12/2021	COPE AG PTY LTD
E6908 Exception	RidgeWalk/ngurrak barring - Digital Experience	5/01/2022	RMIT UNIVERSITY
E6914 Exception	Warburton Mountain Bike EES - Legal Services	14/01/2022	MINTERELLISON
E6918	Djirra Binnak public art work for RidgeWalk	22/12/2021	JAMES VOLLER STUDIO PTY LTD
E6937 Exception	JCA Land Consultants - CT5439 2 Extension	7/02/2022	JCA LAND CONSULTANTS
E6938 Exception	CRE Consulting Engineers - CT5439 4 Extension	8/02/2022	CRE CONSULTING ENGINEERS PTY LTD
E6939 Exception	Procivil Consulting - CT5439 3 Extension	8/02/2022	PROCIVIL CONSULTING PTY LTD
E6951	HDS Australia - CT5439 2 Extension	8/02/2022	HDS AUSTRALIA PTY LTD
E6958 Exception	Civil Road Solutions - CT5439 5 Extension	8/02/2022	CIVIL ROAD SOLUTIONS
E6981 Exception	Warburton MTB EES Inquiry fees	25/03/2022	Department of Environment Land Water and Planning
E6992 Exception	Cardno Victoria - CT5439 6 Extension	8/02/2022	CARDNO VICTORIA PTY LTD
E7003 Exception	Anderson Street, Lilydale Bike Lane Treatment	28/04/2022	OMNIGRIP DIRECT PTY. LTD.

Reference	Contract	Date Awarded	Contractor
E7006 Exception	Polypropylene stormwater drainage pipes for Roads for the Community	28/04/2022	Iplex Pipelines Australia Pty Limited
E7033 Exception	Procurement Tendering Support Services	10/06/2022	THE TRUSTEE FOR ARCBUE CONSULTING TRUST
E7049 Exception	Survey and design of various road construction projects - JCA Land Consultants	27/06/2022	JCA LAND CONSULTANTS
E7050 Exception	Various survey and design road construction projects within Yarra Ranges - CRE Consulting Engineers	27/06/2022	CRE CONSULTING ENGINEERS PTY LTD
E7051 Exception	Various survey and design road construction projects within SYR - ProCivil Consulting	27/06/2022	PROCIVIL CONSULTING PTY LTD
EOI5902 6792	Narre Warren Cricket Net Redevelopment	23/09/2021	ASTE TENNIS COURTS PTY LTD
EOI5902 6793	Wichams Road Reserve Cricket Net Redevelopment	23/09/2021	SCRATCHIN THE SURFACE
EOI5902 6799	Yarra Glen Bowls Green and Lighting Redevelopment	29/10/2021	ASTE TENNIS COURTS PTY LTD
EOI5902 6943	Woori Yallock Netball Courts, Lighting and Fencing Upgrade	2/03/2022	STEPHEN BRUNSKILL ASPHALTING PTY LTD
EOI5903 6117	Don Road Sporting Complex Oval #2 Lighting Upgrade	23/09/2021	THE TRUSTEE FOR HAC TRUST
EOI5903 6776	Narre Warren East Recreation Reserve Sportsfield Lighting Upgrade	23/09/2021	Elec-Trix Contractors Pty Ltd
EOI5903 6778	Milgrove Recreation Reserve Sportsfield Lighting Upgrade	11/08/2021	WALLGATES PTY LTD
EOI5903 6794	Mount Evelyn No. 2 Oval Sportsfield Lighting Project	23/09/2021	TALK ELECTRICAL PTY LTD
EOI5903 6795	Elizabeth Bridge Sportsfield Lighting Project	15/10/2021	WALLGATES PTY LTD
EOI6105 6255	Road Construction of Forest Street, Yarra Glen	8/07/2021	JOTOMEX CIVIL CONTRACTING
EOI6105 6286	Smith Street, Healesville - Road Upgrade	9/08/2021	PRESTIGE PAVING PTY LTD
EOI6105 6287	Lilydale Road, Healesville - Road Improvement	24/08/2021	BILD INFRASTRUCTURE PTY LTD
EOI6105 6782	Wandin East Road Wandin North Road Rehabilitation Works	28/09/2021	BELLS CIVIL EXCAVATIONS PTY LTD
EOI6105 6786	Monbulk Recreation Reserve Car Park	21/10/2021	TDM EARTHWORKS PTY LTD
EOI6105 6798	Elizabeth Bridge Reserve Kilsyth car park extension request	7/09/2021	PRESTIGE PAVING PTY LTD
EOI6105 6803	Walker Road, Seville - Road Construction	13/10/2021	BELLS CIVIL EXCAVATIONS PTY LTD
EOI6105 6804	Hyne Street, Lilydale - Road Improvement Works (SCS)	17/11/2021	FOLEY SERVICES PTY LTD
EOI6105 6805	Heath Road Group, Belgrave Heights - Road Improvement Works (SCS)	15/12/2021	Parkinson Group (Vic) Pty Ltd
EOI6105 6806	Victoria Street and Witnish Street, Yarra Junction - Road Improvement Works Special Charge Scheme	29/11/2021	FOLEY SERVICES PTY LTD

Reference	Contract	Date Awarded	Contractor
EOI6105 6807	Mont Vue, Lilydale - Road Improvement Works Special Charge Scheme	17/03/2022	FOLEY SERVICES PTY LTD
EOI6105 6808	Russell Road, Haag Road, Howard Street and Norman Berry Drive, Seville - Road Improvement Works Special Charge Scheme	14/12/2021	BELLS CIVIL EXCAVATIONS PTY LTD
EOI6105 6809	Roma Avenue Group, Badger Creek - Special Charge Scheme	14/12/2021	ETHEREDGE MINTERN PTY LTD
EOI6105 6810	Menzies Road, Menzies Creek - Road Improvement Works Special Charge Scheme	13/04/2022	JOTOMEX CIVIL CONTRACTING
EOI6105 6851	Belmont Avenue Upwey Road & Drainage Improvement	22/11/2021	TDM EARTHWORKS PTY LTD
EOI6105 6887	Macintyre Lane Yering Road Works	8/06/2022	TDM EARTHWORKS PTY LTD
EOI6105 6909	Cement Creek Rd, East Warburton Bridge	14/06/2022	JOTOMEX CIVIL CONTRACTING
EOI6105 6940	Wandin Creek Road Wandin East Special Charge Scheme	20/04/2022	BILD INFRASTRUCTURE PTY LTD
EOI6105 7002	Yarra Ranges Council Southern Carpark Construction	24/05/2022	TDM EARTHWORKS PTY LTD
EOI61056759	Old Melbourne Road Chirnside Park - Road Rehabilitation Works	4/07/2021	JOTOMEX CIVIL CONTRACTING
EOI61056761	Black Springs Road Chirnside Park - Road Rehabilitation Works	13/07/2021	BILD INFRASTRUCTURE PTY LTD

Governance and Management Checklist

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

Governance and Management Items	Assessment
1 Community engagement policy (policy under section 55 of the Act outlining Council's commitment to engaging with the community on matters of public interest)	<p>Adopted in accordance with section 55 of the Act Date of adoption: 27 April 2021 <input checked="" type="checkbox"/></p> <p>OR</p> <p>Not adopted in accordance with section 55 of the Act Reason for not adopting: <input type="checkbox"/></p>
2 Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)	<p>The Essential Engagement Framework and Toolkit Date of commencement of current guidelines: 14 June 2011 <input checked="" type="checkbox"/></p> <p>OR</p> <p>No guidelines <input type="checkbox"/> Reason for no guidelines:</p>
3 Financial Plan (plan under section 91 of the Act outlining the financial and non-financial resources required for at least the next 10 financial years)	<p>Adopted in accordance with section 91 of the Act <input checked="" type="checkbox"/> Date of adoption: 26 October 2021</p> <p>Or</p> <p>Not adopted in accordance with section 91 of the Act. Reason for not adopting: <input type="checkbox"/> The Financial Plan will be adopted by 31 October as per legislation.</p>
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)	<p>Adopted in accordance with section 92 of the Act <input checked="" type="checkbox"/> Date of adoption: 28 June 2022</p> <p>Or</p> <p>Not adopted in accordance with section 92 of the Act. Reason for not adopting: <input type="checkbox"/></p>

Governance and Management Items	Assessment
<p>5 Revenue and Rating Plan (plan under section 93 of the Act setting out the rating structure of Council to levy rates and charges)</p>	<p>Adopted in accordance with section 93 of the Act <input checked="" type="checkbox"/> Date of adoption: 29 June 2021</p> <p>OR</p> <p>Not adopted in accordance with section 93 of the Act <input type="checkbox"/> Reason for not adopting:</p>
<p>6 Annual budget (plan under section 94 of the Act setting out the services to be provided and initiatives to be undertaken during the budget year and the funding and other resources required)</p>	<p>Yarra Ranges Council Budget <input checked="" type="checkbox"/> Adopted in accordance with section 94 of the Act Date of adoption: 28 June 2022</p> <p>Not adopted in accordance with section 94 of the Act <input type="checkbox"/> Reason for not adopting:</p>
<p>7 Risk policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations)</p>	<p>Yarra Ranges Risk Policy <input checked="" type="checkbox"/> Date of commencement of current policy: 29 June 2021</p> <p>OR</p> <p>No policy <input type="checkbox"/> Reason for no policy:</p>
<p>8 Fraud policy (policy outlining Council's commitment and approach to minimising the risk of fraud)</p>	<p>Yarra Ranges Fraud Control Policy <input checked="" type="checkbox"/> Date of commencement of current policy: 29 June 2021</p> <p>OR</p> <p>No policy <input type="checkbox"/> Reason for no policy:</p>
<p>9 Municipal emergency management plan (plan under section 20 of the Emergency Management Act 1986 for emergency mitigation, response and recovery)</p>	<p>Prepared, maintained and successfully complied with an independent audit in accordance with section 20 of the Emergency Management Act 1986. <input checked="" type="checkbox"/> Date of preparation: January 2020</p> <p>OR <input type="checkbox"/> Not prepared and maintained in accordance with section 20 of the Emergency Management Act 1986 Reason for not preparing a plan:</p>

Governance and Management Items	Assessment
<p>10 Procurement Policy (policy under section 108 of the Act outlining the principles, processes and procedures that will apply to the purchase of goods and services by the Council)</p>	<p>Adopted in accordance with section 108 of the Act <input checked="" type="checkbox"/></p> <p>Date of adoption: 14 December 2021</p> <p>OR</p> <p>Not adopted in accordance with section 108 of the Act. Reason for not adopting a policy: <input type="checkbox"/></p>
<p>11 Business continuity plan (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)</p>	<p>Plan</p> <p>Date of commencement of current plan: 3 October 2015 <input checked="" type="checkbox"/></p> <p>Draft revised plan underway, to be completed when Business Impact Analysis work is finalised, late 2022</p> <p>Council is continuing to ensure that critical services are provided in line with State Government restrictions during the COVID-19 pandemic.</p> <p>Council has in place an information technology continuity plan. This plan is tested annually and incorporates the reestablishment of customer service functions within 24 hours.</p> <p>OR</p> <p>No plan <input type="checkbox"/></p> <p>Reason for no plan:</p>
<p>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)</p>	<p>Informal Technology Continuity Plan <input checked="" type="checkbox"/></p> <p>Operational: September 2018</p> <p>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.</p> <p>OR</p> <p>No plan <input type="checkbox"/></p> <p>Reason for no plan:</p>
<p>13 Risk management framework (framework outlining Council's approach to managing risks to the Council's operations)</p>	<p>Risk Framework <input checked="" type="checkbox"/></p> <p>Date of commencement of current framework: 25 August 2021</p> <p>OR</p> <p>No framework <input type="checkbox"/></p>

Governance and Management Items	Assessment
	Reason for no framework:
<p>14 Audit and Risk Committee (see sections 53 and 54 of the Act)</p>	<p>Established in accordance with section 53 of the Act <input checked="" type="checkbox"/></p> <p>Date of establishment: 11 August 2021</p> <p>OR</p> <p>Not established in accordance with section 53 of the Act <input type="checkbox"/></p> <p>Reason for not establishing:</p>
<p>15 Internal audit (independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)</p>	<p>Engaged HLB Mann Judd <input checked="" type="checkbox"/></p> <p>Date of engagement of current provider: July 1 2021 to 30 October 2023.</p> <p>OR</p> <p>Not engaged <input type="checkbox"/></p> <p>Reason for not engaging audit provider:</p>
<p>16 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)</p>	<p>Local Government Performance Reporting Framework <input checked="" type="checkbox"/></p> <p>Date of operation of current framework: 1 July 2014</p> <p>OR</p> <p>No framework <input type="checkbox"/></p> <p>Reason for no framework:</p>
<p>17 Council Plan report (report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first 6 months of the financial year)</p>	<p>2020 Progress Report on Council Plan <input checked="" type="checkbox"/></p> <p>Date of report: 22 February 2022</p> <p>OR</p> <p>No report <input type="checkbox"/></p> <p>Reason for no report:</p>
<p>18 Quarterly budget reports (quarterly reports to the Council under section 97 of the Act, comparing actual and budgeted results and an explanation of any material variations)</p>	<p>Statements presented to Council in accordance with section 138(1) of the Act <input checked="" type="checkbox"/></p> <p>Dates statements presented: 23 November 2021 (Qtr 1), 22 Feb 2022 (Qtr 2), 24 May 2022 (Qtr 3), 16 September 2022 (Qtr 4)</p> <p>OR</p> <p>No reports presented to Council in accordance with section 97(1) of the Act <input type="checkbox"/></p>

Governance and Management Items	Assessment
	Reason for not presenting reports:
19 Risk reports (6-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Risk Reports <input checked="" type="checkbox"/> Dates of reports: October 2021, May 2021 OR No reports <input type="checkbox"/> Reason for no reports:
20 Performance reports (6-monthly reports 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 - Reporting <input checked="" type="checkbox"/> Date of reports: 9 March 2022 and 27 July 2022 OR No reports <input type="checkbox"/> Reason for no reports:
21 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 <input checked="" type="checkbox"/> Date statements presented: 25 August 2020 Date of Annual Report presented: 7 December 2021 OR Not presented at a meeting of the Council in accordance with section 100 of the Act <input type="checkbox"/> Reason for not presenting annual report:
22 Councillor Code of Conduct (Code under section 139 of the Act 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 <input checked="" type="checkbox"/> Date reviewed and adopted: 9 February 2021 OR Not reviewed and adopted in accordance with section 139 of the Act <input type="checkbox"/> Reason for not reviewing and adopting:
23 Delegations (documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff, in	Delegations made by Council have been reviewed in accordance with section 11(7) of the Act, with the exception of the Instrument of Delegation from Council to the CEO which was last reviewed on 21 September 2021. <input checked="" type="checkbox"/>

Governance and Management Items	Assessment
accordance with sections 11 and 47 of the Act)	<p>A register of Delegations is kept in accordance with sections 11(8) and 47(7) of the Act.</p> <p>OR</p> <p>Not reviewed in accordance with section 11(7) of the Act or register not kept in accordance with sections 11(8) and 47(7) of the Act <input type="checkbox"/></p> <p>Reason for no review or no register:</p>
<p>24 Meeting procedures (Governance Rules under section 60 of the Act governing the conduct of meetings of Council and delegated committees)</p>	<p>Governance Rules adopted in accordance with section 60 of the Act <input checked="" type="checkbox"/></p> <p>Date Governance Rules adopted: 25 August 2020</p> <p>OR</p> <p>No Governance Rules adopted in accordance with section 60 of the Act <input type="checkbox"/></p> <p>Reason for not adopting Governance Rules:</p>

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



Tammi Rose
Chief Executive Officer

Dated: 25 October 2022



Cr Jim Child
Mayor

Dated: 25 October 2022

Services Delivered in 2021-22

Council provided services over 59 major service categories to deliver our five strategic objectives. The list below shows the service areas, and a description of each service, showing funding allocated, compared to actual dollars spent, in the last year.

Services	Description of services provided	ACTUAL
		BUDGET
		VARIANCE
2.1 Strategic Objective 1: Connected and Healthy Communities		
1. Social planning and policy development	This service contributes to building strong and resilient communities by: -Planning, researching and developing relevant social policies and actions -Providing advice, referral and advocacy -Delivering selected community development projects.	938
		888
		50
2. Primary health planning and coordination	Council's Health and Wellbeing Strategy guides this legislated requirement to promote good health and wellbeing. Using data about the health of our community, Council works with its partners and the community to improve health. An Advisory Group overseeing the work is resourced by this service. The service has a primary prevention approach – keeping people well through Council's many roles in creating healthy communities and environments.	(6)
		64
		(70)
3. Food, health, and environment inspections and protection	This service works with owners, operators and applicants to ensure that appropriate health standards are achieved for the health and wellbeing of all.	973
		858
		115
4. Library services in partnership with Eastern Regional Library Corporation	Council works in partnership with Eastern Regional Libraries to enhance learning and cultural development in the municipality through the provision of library services.	4,048
		4,021
		27
5. Maternal and child health and immunisation services	Council provides a universal and enhanced Maternal and Child Health Service to provide universal and targeted services for children and their families. Families can attend centres across the Yarra Ranges and receive services in their homes, or at other community locations.	2,274
		2,582
		(308)
6. Youth mental health and counselling, participation and engagement	Council provides a range of universal and targeted services for young people and their families, enabling them to receive individual support and/or participate in a range of activities.	1,253
		1,684
		(431)
7. Early years development and	Council provides a range of services that enable children to develop and for those with additional needs to be included in a range of Early	1,122
		2,051

early childhood education and care	Childhood Education settings. Council also provides Child Care and Preschool Services.	(929)
8. School crossing supervision	This service provides supervision for school crossings in both the morning and afternoon to improve community safety and encourage healthy habits of walking to school.	1,187 1,237 (50)
9. Animal Management	This service seeks to manage animals, both domestic and farm, to improve community safety.	667 1,033 (366)
10. Fire prevention and emergency management	This service works to build an empowered resilient community that can mitigate, prepare, respond and recover from emergencies.	8,471 7,661 810
11. Positive ageing services	This service provides a comprehensive range of services as part of the Home and Community Care (HACC) program. The HACC program provides a range of coordinated and integrated service approaches which assist HACC eligible people to maximise their independence to remain living at home, stay connected to their community and adapt to changing life circumstances. The majority of this program is externally funded by State Government.	(561) 2,133 (2,694)
12. Supporting people with disabilities	This service works across the Council to improve access, equity and inclusion of people with a disability. Metro Access works to increase participation of people with a disability in the life of their community. The majority of this program is externally funded by State Government.	259 436 (177)
13. Community engagement and development programs	This service supports - Community engagement and place based Community Planning - Life long learning and building resilient organisations through the community grants program, community planning and community capacity building -Community skill development and working collaboratively with local community and local groups, networks, leaders and service organisations	2,016 2,325 (309)
14. Services and programs to increase participation in arts, culture and heritage	Creative Communities provides a framework to use arts and heritage to engage our local communities. This is achieved through the provision and funding of: - high quality Cultural Facilities with paid staff and technical expertise - the management and delivery of arts and heritage programs in the community - partnerships with community through grants programs - facilitation of community festivals and events	1,669 1,672 (3)
15. Development of cultural facilities	Creative Communities is responsible for the development of the Cultural Plan which includes planning for the development of cultural facilities across the municipality. This includes engagement and consultation with	3,081 3,295 (214)

	community and funding bodies, involvement in the project planning and involvement in delivery of the project working with the Capital Works and Planning area.	
16. General Local Laws Compliance	This service provides Local Laws compliance for the safety and wellbeing of our communities.	(189) (262) 73
17. Public transport advocacy	Council's Health profile indicates the impact of poor public transport on health and wellbeing. Council's advocacy for improved access to public transport is a key advocacy area.	46 47 (1)
18. Community support to reduce impact and prepare for climate change	This service provides support from Yarra Ranges Environment Stewardship team for residents to take steps towards sustainable living and preparing for climate change, including education in schools.	40 52 (12)
19. Risk Management	This service provides risk management and insurance services to the organisation.	(1,188) (1,479) 291
Connected and Healthy Communities Total		26,100 30,298 (4,198)
2.2 Strategic Objective 2: Quality Infrastructure and Liveable Places		
1. Maintenance and renewal of buildings	This service is responsible for maintenance of Council's buildings, facilities, public amenities and building security.	4,887 4,135 752
2. Management of facilities	This service manages lease and licence arrangements with sporting clubs, user groups and individuals for a range of Council facilities and properties, ensuring that the needs of occupants are provided for in a viable and sustainable way.	547 496 51
3. Road, footpath and bike path construction and maintenance	This service maintains and manages Council's civil infrastructure (roads, drainage, footpaths, etc.). The area also manages the implementation of the annual local road resurfacing program and provides after hours emergency response service.	- 2,357 644 1,713
4. Drainage works	This service delivers maintenance and repairs to Council's substantial drainage network.	- 2,104 2,411 (307)
5. Major Council building projects	This service is responsible for coordinating the design and development of major building assets for the Council.	- 905 1,007 (102)
		- (62)

6. Urban design including township and streetscape improvements	The service is responsible for developing and implementing proposals for township improvements across the municipality and supporting the development of high quality infrastructure in the private environment through strategic and statutory planning processes.	24 (86)
7. Maintenance and redevelopment of sports fields, playspaces, parks and reserves	This service provides for the maintenance and redevelopment of Council's sports fields, playspaces, and parks and reserves.	(5,790) (11,189) 5,399
8. Aquatics facilities	This service provides for the maintenance of Council's aquatic facilities.	3,012 2,043 969
9. Strategic land use policy development	This service continues to review and maintain Council's planning scheme and sets the direction for land use planning within Yarra Ranges.	1,691 2,530 (839)
10. Statutory Building Services	Our building team ensures all buildings, both existing and proposed, comply with the Building Act and regulations. They can also assist with information about pool fencing, maintenance of fire safety equipment, general and technical advice, property information, copies of plans, landslip certificates, building complaints and Council Consent applications.	2,141 2,007 134
11. Capital works and strategic asset management	This service contributes to the management of Council's capital works program and management of Council's infrastructure assets across all infrastructure categories.	4,798 4,995 (197)
12. Planning permits, approvals, and advice		3,287 4,264 (977)
Quality Infrastructure and Liveable Places Total		19,877 13,367 6,510
2.3 Strategic Objective 3: Protected and Enhanced Natural Environment		
1. Environmental education programs including a focus on schools	This service provides environmental education programs to our community, as well the Council's extensive school network.	79 91 (12)
2. Weed reduction and replanting programs	Council has an active weed reduction and replanting service, in addition to running an ongoing weed removal program called Weed Wipeout, to help residents remove and dispose of weeds on their property.	906 643 263
3. Biodiversity conservation	The Biodiversity Conservation Unit has responsibility for the protection and enhancement of the region's biodiversity values in line with National, State and Regional requirements. Conducts environmental assessments for planning permit applications (Council and community). Manages a system for biodiversity offsets, and provides advice to landholders to enhance biodiversity.	1,849 2,044 (195)

4. Support for friends and land care groups	This service provides grants and support for 'Friends of' groups and 'Land Care' groups across Council's parks, reserves and natural habitats.	135 63 72
5. Waste management services	This service provides waste services to 59,708 general properties consisting of a weekly garbage collection, fortnightly recycling and green and hard waste collections for general properties only. We also provide services to over 2,751 commercial properties across the municipality which consist of twice weekly garbage collection, and fortnightly recycling collections. A core priority includes minimising the volume of material going to landfills through the coordination of education and management programs.	- - -
6. Maintenance of bushland and natural open space	This service provides for the maintenance of Council's bushland and natural open spaces.	14,357 12,485 1,872
7. Maintenance and redevelopment of sports fields, playspaces, parks and reserves	This service provides for the maintenance and redevelopment of Council's sports fields, playspaces, and parks and reserves.	1,905 2,129 (224)
8. Environmental sustainability management	This service provides the management and administrative support for the environment and sustainability teams.	886 945 (59)
9. Organisational and Environmental Sustainability Management	This service provides support to the organisation through management of its long term financial planning for assets and capital works, waste and fleet management, environmental sustainability and service innovation and efficiency for the Environment and Engineering directorate.	223 214 9
10. Landfill Rehabilitation	This work typically involves reshaping, contouring and capping of the landfill, in association with ongoing management and regular monitoring of Leachate, Landfill Gas and Stormwater. This also includes the establishment of infrastructure to minimise and mitigate any potential onsite and offsite impacts to soil, ground and surface water and the atmosphere. The length of the process is indeterminable and may take many years, dependant on the nature of the site and material that was placed in the landfill and when the EPA determines no further rehabilitation is required.	653 1,043 (390)
Protected and Enhanced Natural Environment Total		20,993 19,657 1,336
2.4 Strategic Objective 4: Vibrant Economy, Agriculture, and Tourism		
1. Facilitate tourism development and regional marketing	This service offers work across the tourism sector – a key segment of the Yarra Ranges economy to promote and develop the benefits that flow from tourism. Advocacy on developing latent tourism potential through eco and heritage tourism seeks to develop our tourism offer and deliver benefits to local communities. Yarra Ranges Tourism is a major partner and the service manages Council's Partnership Agreement with the Board.	306 472 (166)
2. Agribusiness support and development	This service offers advice on planning applications, networking opportunities for agribusinesses and works with industry to advocate, for example for a recycled water pipeline to support local food production.	(281) 16 (297)
		878

3. Business networks and sustainable business practices	Forums, industry networks, training programs and investment attraction are promoted by this service. Strong employment opportunities are vital to our communities and the service works to facilitate vibrant local economies through relationship brokerage and networking.	947 (69)
Vibrant Economy, Agriculture & Tourism Total		903 1,435 (532)
2.5 Strategic Objective 5: High Performing Organisation		
1. Community engagement and development programs	This service supports: - Community engagement and place based Community Planning - Life long learning and building resilient organisations through the community grants program, community planning and community capacity building -Community skill development and working collaboratively with local community and local groups, networks, leaders and service organisations	762 688 74
2. Customer Experience	This service leads the provision of front line service delivery of five geographically dispersed sites across the municipality. Their focus is to lead and partner with the organisation by designing and delivering quality processes and services, enhancing all customer experiences through feedback, analysis and improvement measures to improve overall performance.	5,237 5,514 (277)
3. Financial management and reporting	This service provides financial management and reporting functions for Council, including the preparation of the Budget and the Annual Financial Statements.	1,371 1,275 96
4. Procurement, contracts and tendering	This service provides best practice procurement support to the organisation including tendering and collaborative procurement initiatives.	266 337 (71)
5. Corporate planning and performance	This service provides business support to Councillors for the development and reporting of the Council Plan, in addition to business plans across the organisation. It also leads our Business Excellence Program, a program of coordinated process improvement and innovation aligned to the nationally recognised business excellence framework.	2,100 2,642 (542)
6. Information services	This service provides a range of different services and solutions related to the Information Management requirements of the Council including information technology, geographic information systems, records management, archives management, courier services, FOI, information privacy and an Electronic Document Management System (EDMS).	2,422 1,397 1,025
7. Rating and valuation services	This service provides the generation of rate notices, management of the rates database, including the fire services levy, and liaison and support of Council's Valuers.	916 956 (40)
8. Council governance & meeting procedures	This service provides leadership of Council's governance framework, including administration and operational support for Council and executive meetings, advice and guidance on legislative changes and requirements focusing on good governance initiatives. It also provides executive support to the CEO and Councillors ensuring a seamless approach to interactions within the organisation and the community.	2,137 2,552 (415)
9. Occupational health and safety	This service provides support to the organisation in meeting requirements under the Occupational Health and Safety Act. Protecting the health and safety of employees, councillors, volunteers, contractors and visitors.	130 249 (119)
		1,523

10. Human resources, employee relations and organisational development	This service provides leadership and coordination of Council's human resources, workplace relations, payroll, and organisational development functions.	1,701 (178)
11. Maintenance and renewal of plant and equipment to support services of the organisation	This service provides support to procuring, servicing and disposal of vehicles and both large and small plant that the organisation's services require to undertake their businesses effectively.	(940) (859) (81)
12. Organisational and Environmental Sustainability Management	This service provides support to the organisation through management of its long term financial planning for assets and capital works, waste and fleet management, environmental sustainability and service innovation and efficiency for the Environment and Engineering directorate.	44 (22) 66
13. Capital works and strategic asset management	This service contributes to the management of Council's capital works program and management of Council's infrastructure assets across all infrastructure categories.	131 22 109
14. Digital	This service supports Council to harness the opportunities that digital technology presents and to improve the way services are delivered to our community. This service also plays a vital role in improving and enhancing the way in which the organisation manages, shares and uses data to ensure Council's decisions are evidence-based.	1,203 1,213 (10)
15. Risk management	This service provides risk management and insurance services to the organisation.	2,269 2,638 (369)
High Performing Organisation Total		19,571 20,303 (732)

Capital Works Projects 2021-22

The 2021-22 financial year saw Council undertake over \$68.1 million worth of works on 386 capital works projects across the municipality. These projects aim to address the 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

3 projects – \$0.5 million spent, including:

- Bridge Improvements Program throughout the municipality (ongoing)
- Bridge Rehabilitation Program throughout the municipality (ongoing)
- Cement Creek Rd, East Warburton Bridge (ongoing)

Buildings

35 projects - \$19.9 million spent, including:

- Belgrave Community Library Redevelopment (complete)
- Civic Centre Redevelopment (practical completion)
- Community Sports Pavilion, Millgrove (ongoing)
- Community Sports Pavilion, Mt Evelyn (ongoing)
- Community Sports Pavilion, Kimberley Reserve (ongoing)
- Pinks Reserve Netball Court Covers (ongoing)

Carparks

4 projects - \$0.8 million spent, including:

- Menzies Creek Primary School Carpark (complete)
- Monbulk Recreation Reserve (practical completion)
- Wandin North Recreation Reserve carpark (practical completion)

Community and Recreation

42 projects - \$9.4 million spent, including:

- Belgrave Lake Playspace Upgrade (complete)
- Monbulk Recreation Reserve Skate and Scooter Park Upgrade (complete)
- Upper Yarra Reservoir Park Playspace (practical completion)
- Upwey South Tennis Court renewal (complete)
- Sportsfield Lighting at Don Rd No. 2 oval, Healesville; Millgrove Recreation Reserve; Mt Evelyn No. 2 oval; Narre Warren East Recreation Reserve; Seville Netball court; Elizabeth Bridge Reserve, Kilsyth and Kimberley Reserve Netball court (all complete)

Computers and Communication

3 projects - \$2.2 million spent, including:

- Upgrade and replacement of computer hardware & software (ongoing)
- Enterprise Systems Project (ongoing)

Drainage

17 projects – \$1.1 million spent, including:

- Drainage Rehabilitation Program throughout the municipality (ongoing)
- Kallista-Emerald / Portman Road, The Patch (complete)
- Kiloran Ave, Kilsyth (complete)

Fixtures, Fittings and Furniture

2 projects – \$29.4K spent, including:

- Replacement of furniture and equipment in halls throughout the municipality (ongoing)

Footpaths and Cycleways

33 projects – \$1.9 million spent, including:

- Baynes Park Rd, Monbulk Footpath (complete)
- Landscape Drive, Chirnside Footpath (complete)
- Minor footpaths rehabilitation projects throughout the municipality (ongoing)
- School Road, Menzies Creek (complete)

Parks, Open Spaces and Trails

54 projects - \$5.5 million spent, including:

- Karwarra Garden Path upgrade and water storage (complete)
- Lilydale Street Art (practical completion)
- Mountain Bike Destination, Warburton (ongoing)
- Yarra Valley Trail (ongoing)
- Ridgewalk (ongoing)
- Warburton Community Recreation Precinct (ongoing)

Plant and Equipment

2 projects – \$2.2 million spent, including:

- Replacement of Council fleet, machinery and small equipment (ongoing)
- Biochar Facility (ongoing)

Project & Asset Management

2 projects – \$4.8 million spent, including:

- Recognition of salary component of asset delivery (ongoing)
- Advanced Design Program (ongoing)

Roads

111 projects – \$11.1 million spent, including:

- Black Springs Rd, Chirnside Park (practical completion)
- Morris Road, Upwey - Road Resurfacing (complete)
- Riverside Drive, Warburton - Road Resurfacing (complete)
- Smith St, Healesville (practical completion)

Roads for the Community Initiative

78 projects – \$8.7 million spent, including:

- Forest St, Yarra Glen Road Upgrade (practical completion)
- Greenwell Rd, Selby Road Upgrade (practical completion)
- Mason Grove, Sassafras (complete)
- Walker Rd, Seville Road Upgrade (practical completion)

Glossary

Amortisation	The systematic allocation of the depreciable amount of an intangible asset over its useful life.
ABW	ABW stands for Activity Based Working environment, which provides employees with the flexibility to choose a place in the office where it is most suitable for them to complete their work tasks.
Best Value	Best on offer services that meet the needs of the community, encouraged by State Government legislation which requires all Councils to review all services on an ongoing basis.
Business Excellence Framework	The Business Excellence Framework is an integrated leadership and management system that describes the elements essential to sustainable organisational excellence. Yarra Ranges has adopted this framework to form the Business Excellence Program.
Business Excellence Program	A program adapted from the Business Excellence Framework which aims to make Yarra Ranges a high performing organisation through a systems approach, increasing our customer focus and by building a culture of continuous improvement.
Capital Expenditure	The expenditure on items which are expected to produce future economic benefits for Council, with a useful life in excess of 12 months.
Capitalisation	The process whereby expenditure is charged to an account in the Statement of Financial Position rather than to an expense account.
Chief Executive Officer	The head of the organisation.
Council Plan 2021-22	Strategic document that sets Council's direction for four years, identifying key objectives, strategies and actions to be undertaken.
Current Assets	Assets where Council expects to receive the future economic benefit within the next 12 months unless the asset is restricted from being exchanged or used to settle a liability for at least 12 months after the reporting date.
Current Liabilities	Liabilities where Council expects to fulfil its obligation within the next 12 months unless the Council does not have an unconditional right to defer settlement of the liability for at least 12 months after reporting date.
Depreciation	The process of allocating the value of a non-current physical asset over its useful life having regard to any residual value remaining at the end of that economic life.
Enterprise Agreement	A formal agreement on pay and conditions established jointly by employers and employees in an individual workplace.
Gain/ (Loss) on Disposal	The gross proceeds of sale less the carrying amount of the asset at the time of disposal and expenses directly incurred in disposing of that asset.
Grants – non-recurrent income	Grant income received for a 'one off' specific purpose, generally for a particular project.
Grants – recurrent income	Grant income received on a regular basis (i.e. quarterly, annually) and granted to Council by another entity for specific or general purposes.
Gross Regional Product	Gross regional product (GRP) is a monetary measure of the market value of all final goods and services produced in a region in a period of time (quarterly or yearly).
Income Statement	Measures Council's operating performance over the year and shows if a profit or loss has been made in delivering services.

Infrastructure	Physical assets of Council or of another entity that contribute to meeting the public's need for access to major economic and social facilities and services.
Key Performance Indicator	A significant measure used on its own, or in combination with other key performance indicators, to monitor how well a business is achieving its quantifiable objectives.
Liabilities	Future sacrifices of service potential or economic benefits that Council is currently obliged to make to other entities as a result of past transactions or other past events.
Municipal Association of Victoria	A body established to protect the interests, rights and privileges of local government.
Net assets	The difference between total assets and total liabilities, which represents Council's net worth. Net assets are also equal to total equity.
Non-current assets	Assets where the future economic benefit is not expected to be received within the next 12 months or where the asset is restricted from being exchanged or used to settle a liability for at least 12 months after the reporting date.
Occupational Health and Safety	The process by which Council creates a safe environment for its employees, the community, contractors, and visitors.
Operating Leases	A lease under which the lessor effectively retains substantially all the risks and benefits incidental to ownership of the leased asset.
Rate capping	In 2015, a system to cap rates was introduced to limit the amount of revenue increases a council can levy through rates. All of Victoria's 79 councils have been operating under rate caps since 1 July 2016. Each year the Minister for Local Government sets a cap on rate increases based on that period's Consumer Price Index (CPI) and advice from the Essential Services Commission (ESC).
SafetyMAP	Safety Management Achievement Program – an audit tool provided by WorkSafe Victoria used to undertake an independent audit and review of our health and safety management system.
Surplus (deficit)	Represents the difference between total revenues, expenses, net gain (loss) on disposal of property, plant and equipment, infrastructure and share of net profits (losses) of associates and joint ventures accounted for by the equity method.
Sustainability	Meeting the needs of the present community without compromising the ability of future generations to meet their own needs.
tCO_{2e}	CO _{2e} is the shorthand for carbon dioxide equivalents. It is the standard unit in carbon accounting to quantify greenhouse gas emissions, emissions reductions and carbon credits, expressed in tons (t).
Wards	The geographical area of Yarra Ranges Council is broken into nine electoral divisions named wards. Each ward has one elected representative.

Abbreviations

- AASB** - Australian Accounting Standards Board
- ABS** - Australian Bureau of Statistics
- ABW** - Activity Based Working Environment
- CEO** - Chief Executive Officer
- CIV** - Capital Improved Value
- CPA** - Certified Practising Accountants
- Cr** - Councillor
- DAC** - Disability Advisory Committee
- EA** - Enterprise Agreement
- EAP** - Employee Assistance Program
- EFT** - Equivalent full time
- ETC** - Eastern Transport Coalition
- ERG** - Eastern Region Group
- FOI** - Freedom of Information
- GRP** - Gross Regional Product
- IBAC** - Independent Broadbased Anti-corruption Commission
- LGBTIQ** - Lesbian, Gay, Bisexual, Trans and Gender Diverse, Intersex, Queer
- MAV** - Municipal Association of Victoria
- OAM** - Medal of Order of Australia
- OHS** - Occupational Health and Safety
- SEIFA** - Socio-Economic Indexes for Areas
- tCO_{2e}** - tons of carbon dioxide equivalents

References

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