



Yarra Ranges Council

Annual Report 2022–23

Yarra Ranges Council acknowledges the Wurundjeri and other Kulin Nations as the Traditional Owners and Custodians of these lands.

We pay our respects to all Elders, past, present, and emerging, who have been, and always will be, integral to the story of our region.

We proudly share custodianship to care for Country together.



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About this report

Welcome to the report of operations 2022-23

The Yarra Ranges 2022-23 Annual Report provides a comprehensive account of Council's operational and financial performance, in addition to its performance against the commitments outlined in our 2021-25 Council Plan.

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

This Annual report is comprised of two parts:

Part 1. Annual Report 2022-23

Part 2. Annual Financial Report 2023



Introduction

Vision 2036

“Whether you live here or visit, you will see how much we value our natural beauty, how connected our communities are, and how balanced growth makes this the best place in the world.”

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

Community Vision Statement

Read the Yarra Ranges Community Vision Statement here:

www.yarraranges.vic.gov.au/Council/Community-Vision-2036

Yarra Ranges at a glance

In the past year there were:



72,000 indigenous plants planted for Ribbons of Green



118,947 calls answered by customer experience



61,987 tonnes of household waste and recycling collected



930MWh of electricity generated from our solar portfolio



157,339 residents (2022)

1,713 Aboriginal and/or Torres Strait Islander residents

26,287 born overseas

12,446 speak a language other than English

18 speak Australian Indigenous languages



5.4% need assistance in day-to-day lives due to disability

18,711 providing unpaid assistance to a person with a disability, long term illness or old age

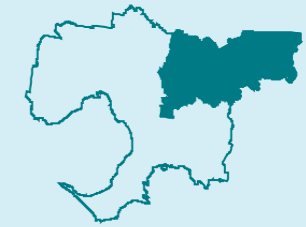
YR 10.3% | VIC 8.8% residents with a mental health condition

YR 26% | VIC 14.6% increase in number of family violence incidents 2019-2023

2,468.2 km² land area

62 suburbs and localities (plus part of 6 other suburbs)

Largest LGA in Melbourne in terms of geographic size



7.3km new roads constructed



1.5km length of new footpaths constructed



607 potholes in sealed roads were filled



2,925 drainage service requests completed



692,929 physical library collection item loans



7,601 children enrolled in Maternal and Child Health Services



59,820 unique visitors to our Shaping Yarra Ranges page



6,681 subscribers to our business e-newsletter



155 animals rehomed



1,319 planning applications received



6,558 service requests for trees



1st Biochar facility installed in June 2023



83.3% homeowners with or without a mortgage

10.9% Low/moderate income households experiencing mortgage stress

63.75 persons per km² population density

31.7% Low/moderate income households experiencing rental stress

14% renting



3.4% unemployment rate (March 2023)

Manufacturing (\$4,068m) highest output local industry

\$6.7 billion gross regional product

55% Yarra Ranges' employed residents employed by construction, health care and social assistance, education and training, retail trade, and manufacturing industries

\$3.7 billion regional exports

14,133 local businesses

45,272 local jobs

Disclaimer

The following pages about 'Yarra Ranges at a glance' 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 is resourced from legitimate and reputable sites/articles with dates ranging between 2015-2023. 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.

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

Australian Bureau of Statistics. QuickStats, Yarra Ranges local government area, 2021. <https://www.abs.gov.au/census/find-census-data/quickstats/2021/LGA27450> | ID Consulting. Yarra Ranges Council Community Profile, 2021 Census data and 2022 estimated resident population data. <https://profile.id.com.au/yarra-ranges> | Crime Statistics Agency. Latest crime data by area, 2019 and 2023. <https://www.crimestatistics.vic.gov.au/crime-statistics/latest-crime-data-by-area> | Crime Statistics Agency. Family incidents, Victoria, 2019 and 2023. <https://www.crimestatistics.vic.gov.au/crime-statistics/latest-victorian-crime-data/family-incidents-2> | Department of Health and Human Services. Victorian Population Health Survey, 2020. <https://vahi.vic.gov.au/report/population-health/victorian-population-health-survey-2020-dashboards> | Australian Bureau of Statistics. Region summary, Yarra Ranges, 2022. <https://dbr.abs.gov.au/region.html?yr=sa3&rgn=21105> | Jobs and Skills Australia. Small Area Labour Markets - March 2023. <https://www.jobsandskills.gov.au/work/small-area-labour-markets> | Jobs and Skills Australia. ABS Labour Force Results - March 2023. <https://www.jobsandskills.gov.au/sites/default/files/2023-04/ABS%20Labour%20Force%20Results%20-%20March%202023.pdf> | Yarra Ranges Economic Development Strategy 2022-2032

Mayor's Message

As Mayor of this incredible community, I am honoured to reflect on the achievements and progress we've made together over the past year. The 2022-23 annual report outlines what has been delivered for our community as well as the key actions that set the foundation for the year ahead.

Together, we've adapted to new circumstances and worked collectively to create positive outcomes. The dedication and passion of our residents have been the driving force behind our accomplishments.

In this past year, we have delivered and advanced many projects and initiatives that bring great benefits to our 55 towns. We have built new community and sport pavilions; renewed over 164,000m² of roads; built the region's first Biochar facility; endorsed township masterplans that lay the ground to guide future growth and development; planted 72,000 indigenous plants and 1,200 advanced trees; and resolved 607 pothole requests, just to name a few!

We continue to deliver over 120 services to support the needs of our community and our beautiful municipality, constantly striving to keep costs down while delivering meaning and impact within our region. There are many ways to get involved and have your say in relation to what we deliver for the community. Our website shaping.yarraranges.vic.gov.au is one way to engage with us, I encourage everyone to visit and explore what's happening in our neighbourhood and have your say.

Advocacy has remained a key priority. We advocate with and on behalf of our community to State and Federal Government to deliver more and better services and facilities for our region. Ahead of the 2022 State Election, we delivered an advocacy campaign which highlighted a range of local programs and infrastructure projects requiring support from the State Government. This was also reflected in submissions to the State and Federal 2023-24 budgets. The details of this work can be found on the Yarra Ranges website, where you can read about our advocacy for initiatives such as greening the suburbs; firestick cultural burning program; storm recovery; telecommunications; social and affordable housing, and other important services and projects. Read more at yarraranges.vic.gov.au/advocacy.

We continue to advocate for planning decisions and extension of funding support for our Ridges and Rivers projects including the Warburton Mountain Bike Destination and ngurrak barring (Ridgewalk). These projects are a celebration of all that makes the Yarra Ranges Victoria's most iconic and popular destination. They will deliver strong benefits to locals, too – through new jobs, better township connectivity and greater opportunities to connect with nature and culture in our own backyard.



The Federal Government funding cut to the Roads for Community initiative was a big blow to our Community and our ability to seal dangerous unmade roads. Council continues to advocate strongly for road sealing funding to restore the \$100m cut. A further major challenge felt within our community, particularly for our residents in Warburton, Yarra Junction and Powelltown, was the State Government's announcement to end native timber harvesting by 2024. We are dedicated to supporting these communities through this accelerated transition.

We will continue to rally around our community and advocate to other levels of government so we can continue to attract resources and funding for our local services and programs to deliver on the needs and aspirations of the community.

We are now halfway through the delivery of our 2021-2025 Council Plan and we have achieved so much. I want to extend my heartfelt gratitude to our Council members, our hardworking staff, community organisations, volunteers and all those who have played a part in making these achievements possible.

A handwritten signature in black ink, appearing to read 'J. Child', written in a cursive style.

**Cr Jim Child,
Mayor of Yarra Ranges**

CEO Message

Over the past year, we have remained committed to creating a vibrant and sustainable community that embraces innovation and inclusivity. We are committed to being an organisation that enhances the lives and liveability of all that live, work and play in the Yarra Ranges. The Yarra Ranges Council's annual report for 2022-23 captures some of our key achievements and deliverables towards this mission.

Throughout this year, we have continued to rebound from COVID-19 and pleasingly we have achieved significant milestones across the Council on behalf of the community. We have successfully delivered many important infrastructure projects including the development of two new pavilions; road rehabilitation following the 2022 floods; the installation of 1.5km of new footpaths; upgrades of two playspaces; and, installation of new drainage and drainage repairs. All of this among countless other projects and initiatives. Our teams quickly stepped into action once more to assist the community with immediate relief and recovery work from the October 2022 storm and flood event which impacted many homes and businesses, and damaged large areas of our municipality's infrastructure. I'm so proud of our teams and our community members for how they come together to provide emergency relief for impacted residents and business owners.

Our environmental conservation efforts have remained a focus with the planting of thousands of native plants, the installation of our regions first biochar facility, and the return of Firestick to use Indigenous burning practices on public land. We are also well on our way to achieving our 2030 target for all Council services and infrastructure to be powered by 100% renewable energy. We are also very excited for the roll out of a FOGO (Food Organics and Green Organics) collection service from October 2023. So much preparation work has been done behind the scenes to ensure a smooth transition for our residents and I'm proud that our Council will be contributing to the State Government's Circular Economy policy in order to reduce waste going to landfill and improve the municipality's carbon footprint.

Our community are at the heart of what we do, and we have continued to provide a wide range of services for people of all ages and abilities within our area. The lifting of COVID-19 restrictions and a return to some sense of normality has seen our community members participate in large numbers at a range of cultural events, exhibitions and live performances in Council spaces and venues. We continue to take proactive steps in prioritising community health and wellbeing, with initiatives such as promoting active lifestyles, mental health awareness campaigns and access to healthcare resources, all contributing to a healthier and more resilient community.

Despite some of the challenges presented within our municipality in this past year, including major funding cuts for the Roads for Community Initiative, we have continued to adapt and find innovative solutions to serve our community. The spirit of resilience and unity displayed by our community members has truly been



inspiring, and as a community we have never seen more community-led resource sharing, local markets, democratic participation, volunteering efforts and active community contribution. We will continue to work with community to navigate the uncertainty our world presents, and plan forward together to ensure we are ready for challenges and opportunities ahead.

It is easy to reflect and speak to the terrific work achieved by so many. However, equally it's important to maintain focus on the areas that present challenge. As CEO, I remain committed to hearing and responding to feedback from our community and to continue to enhance or improve on the work of our teams.

I would like to extend my gratitude to all those who have contributed to our achievements this year, from our elected civic leaders, to our hardworking staff and our dedicated volunteers and partners. Your collaboration and dedication are what make Yarra Ranges such a special place. Our dedicated team, along with the support of our valued partners, has worked tirelessly to ensure that our region remains a great place to live, work, and play.

As we move forward, we remain committed to upholding transparency, accountability, and excellence in all our endeavours. Together, we will continue to shape the future of Yarra Ranges, ensuring that it remains a place of opportunity, beauty, and community for generations to come.

A handwritten signature in black ink, appearing to read 'Tammi Rose', written over a light blue horizontal line.

Tammi Rose,
Yarra Ranges Council Chief Executive Officer

Performance Summary



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	261,360	248,590
Total expenses	(225,778)	(208,913)
Comprehensive surplus for the reporting period	35,582	39,676
Underlying surplus for the reporting period	6,710	(3,224)

Total revenue is up \$12.8million (m) and expenses are up \$17m on the budget. The comprehensive result of \$35.6m against the adopted budget of \$39.7m is 11% lower than budget largely due to:

- Revenue from Operating Grants finished the year ahead of budget due to the Federal Government financial assistance grant being paid in full at the end of June 2023. This totalled \$16.8m and was deposited earlier than anticipated.
- Contributions non-monetary assets increased to budget due to gifted assets received during the financial year. These contributions relate to works performed by developers, once complete these assets are handed over to Council who assume responsibility for maintaining the assets. During the year: drainage worth \$2.7m, roads and kerbs

worth \$3m and trails, footpaths and open space worth \$1.2m were gifted to Council in relation to the development of Kinley Estate.

- The underspend in employee costs is primarily the result of vacancies across the organisation. Salary and wages were \$7.7m below budget, all directorates finished the year below budget with the Communities Directorate accounting for \$3.1m of the underspend. Planning was underspent due to a shortfall in the availability of planners in the sector. Due to staff vacancies, overtime and temporary staffing costs increased to budget (\$1m and \$3.2m) respectively.

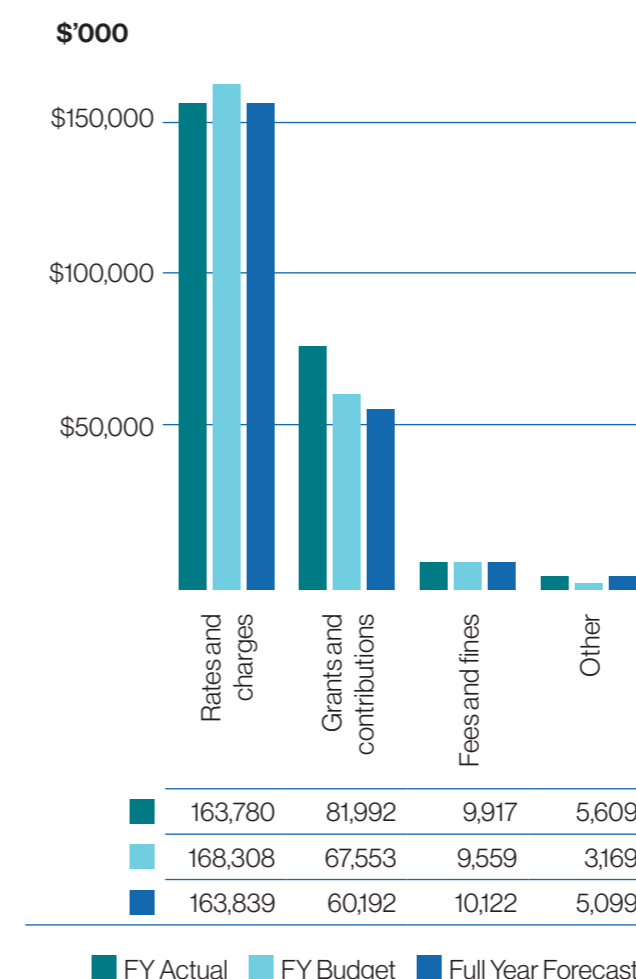
This was partially offset by:

- The unfavourable variance in capital grants is due to delays in projects resulting in reduced capital expenditure to budget. Federal funding was materially reduced for the Roads for the Community Initiative after the Federal election result.
- Materials and services was over budget, with most directorates experiencing overspends. The main drivers were: reactive maintenance of \$2m, natural disaster recovery costs of \$1.7m, trees services costs of \$1m, infrastructure service costs of \$1.2m and the aquatic contract worth \$0.4m. Network program maintenance of software and hardware was \$1.3m above budget and the finalisation of the landfill provision required a \$4m provision increase.
- The net loss on disposal of \$7.6m is caused by a work in progress (WIP) adjustment of \$2.4m relating to items that could not be capitalised. The asset revaluation process uncovered some assets in the footpath and trails classes that needed to be decommissioned totalling \$2.6m. A building impairment provision of \$2.4m was also required to reflect internal damage to five buildings.
- Council's underlying result, which excludes income relating to the capital program, is better than the Budget due to the removal of capital grants from the underlying result. The positive underlying surplus is due to higher operating grant revenue received during the year with the advance payment of the Victorian Grants Commission Financial Assistance Grant.

Please refer to Note 2.11 (a) of Financial Statements in the Annual Report (Part 2- Financial Report 2023) for further details on variances.

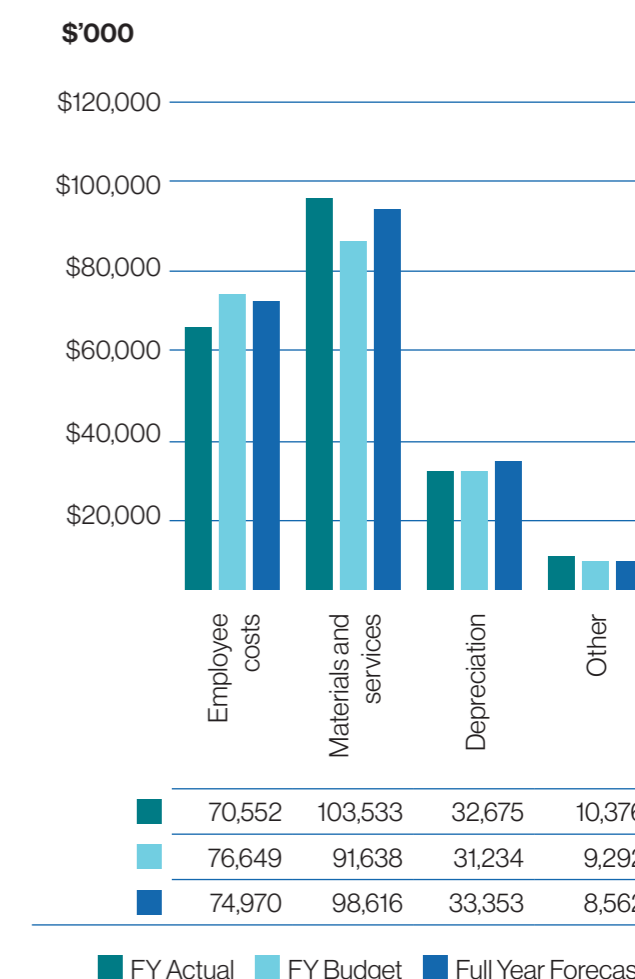
Revenue

Operational revenue (excl. net gain on disposal)



Expenditure

Operational expenditure (excl. net loss on disposal)



Rates and charges continue to be Council's major source of income, accounting for 62.6% (2021-22: 63.5%) of income. The major operating expense items are employee costs, materials and services and depreciation.

Cash position

Council had cash and investment holdings of \$91.1m on 30 June 2023 (30 June 2022: \$84.7m). Total cash holdings include \$13.6m of restricted assets for trust funds and deposits, \$53.8m of funding received in advance to deliver capital projects and \$10.5m for the public open space reserve.

Summary of cash flows for year ended 30 June 2023	Actual \$'000	Budget \$'000
Cash flows from operating activities	83,070	80,348
Net payments for property, infrastructure, plant, and equipment	(71,224)	(97,754)
Cash flow provided by / (used in) financing activities	(5,370)	16,243
Net increase/(decrease) in cash and cash equivalents	6,476	(1,164)
Cash at beginning of the financial year	84,674	67,494
Cash at end of the financial year	91,150	66,330

The budget was prepared on the assumption that capital works projects, including those carried over from the previous financial year, would be completed in 2022-23. On 30 June 2023, there were several capital works projects not completed. The funding (\$20m+) for incomplete capital works projects has been carried forward to 2023-24. This, along with higher than anticipated grant funding and contributions and lower salaries and wages costs has resulted in higher cash balances than budgeted.

Financial position

Council ended the financial year with net assets of \$1.384 billion, an increase of \$145.1m when compared to the budget.

Summary of financial position as at 30th June 2023	Actual \$'000	Budget \$'000
Total assets	1,520,432	1,361,721
Total liabilities	(135,633)	(122,028)
Net assets	1,384,799	1,239,693

Current assets of \$151m exceeded budget by \$58 million mainly because of grant funding received in advance and incomplete capital works projects. Non-current assets \$1.4bn increased by \$101m due to an asset revaluation increase and asset additions added to the fixed asset register.

Total liabilities were higher by \$13m when compared to the budget. This is due to higher trade payables and unearned income being recorded at year end. This increase was offset in part because of lower than budgeted borrowing due to the delay in the delivery of some of the capital works projects.

Debt position

Council has not required any borrowings during the financial year 2022-23. The receipt of grant funding and ongoing delay in the delivery of some of the capital works projects has led to a significant budget underspend.

Where Council spends your rates

The chart below provides an indication of how Council allocates its budgeted expenditure across the main services that it delivers. It shows how much is allocated to each service area, on average for every \$100 that Council receives in rates income in 2023.



Further information

More information about our financial performance in 2023-24 can be found in the Yarra Ranges Council Budget.

Description of operations

Major changes

Council implemented structural organisational changes during 2022-23. These changes took place to ensure that our organisation is appropriately set up to meet the changing needs of the Yarra Ranges municipality now and into the future.

The following structural changes have taken place:

The Environment and Infrastructure directorate was restructured to follow a Plan, Build, Run model and to realign its focus on our built environment. The directorate is now called Built Environment and Infrastructure. It is comprised of the following departments:

- Asset Planning and Investment
- Design and Delivery
- Recreation, Parks and Facilities
- Infrastructure Operations and Stormwater Management

The directorates restructure resulted in the following changes within other directorates at Council:

- To ensure an elevated focus on our municipality's natural environment and sustainability initiatives, the Environment business unit and Waste Management team have become a newly formed department called Resilient Environment. This department has shifted from the previously named Environment and Infrastructure directorate, into the Planning and Sustainable Futures directorate (previously known as Planning, Design and Development).
- The Economic Development and Investment department has shifted from the directorate previously known as Planning Design and Development, into the Communities directorate.

- The Recovery directorate was disbanded with its remaining operations being merged into the Communities Directorate and the Planning and Sustainable Futures Directorate. The Recovery directorate was specifically set-up to assist with the combined impacts of the June 2021 storm and COVID-19, to support the people and local communities and environments to stabilise and to repair damaged infrastructure.

Further to these structural changes, Council welcomed a new member to the Executive Leadership team; Hjalmar Philipp joined Yarra Ranges Council as the Director of the Built Environment and Infrastructure directorate following the departure of his predecessor, Mark Varmalis, who left the organisation in August 2022 after 38 years of service.

Hjalmar joined the Council from Nillumbik Shire after five years as Director of Infrastructure and Operations at Nillumbik in addition to a wealth of experience across the oil industry, environmental engineering, project management and management consulting. He is an engineer by trade, however his passion is around leading teams to deliver wonderful community outcomes.

Economic factors

Throughout 2022-23, Council was not immune to inflation pressures being felt across the whole economy. These higher costs impacted all Council services and saw higher cost inputs to major projects and service delivery. Additionally, the higher costs of living saw an increased demand for Council services from the community, which we expect to remain high in future years. These pressures will continue to remain challenging to meet following the State

Government Rate Cap, imposed on all Councils across Victoria.

Council leadership was disappointed when, following the October 2022 Federal Budget, the Federal Government decided to cut funding from our Roads for the Community initiative, resulting in a loss of a major schedule of works that would have benefited the community. In January 2023, Council received formal notification from the Commonwealth Government's Minister for Infrastructure, the Hon Catherine King MP, of funding cuts to the Roads for the Community Initiative program. The funding cuts will see only \$47.7m honoured of the original \$150m commitment.

Major achievements

Council's Domestic Animal Management Plan which outlines how we address the wellbeing of animals, manage compliance and education initiatives, provide community and Council partnerships to tackle challenges with animals was adopted by Council in November 2022.

Council's Economic Development Strategy was adopted by Council in November 2022 providing a framework for the next 10 years that will guide Council in improving economic growth, creating jobs and diverse business environments.

In August 2022, Council adopted the Lilydale Structure Plan. This plan outlines how we will manage growth, facilitate change and guide infrastructure delivery within the Lilydale Major Activity Centre over the next 20 years.

In November 2022, the Minister's Environment Effects Statement decision for the Warburton Mountain-bike Destination project was announced. Most of the proposed trails were given approval, some trails on the top of Mt Donna Buang were, however, not approved. The amendment was submitted to the Minister for Planning in March 2023

Council's Community Waste and Resource Recovery Plan was endorsed by Council in June 2023. Prepared in response to the State Government's Recycling Victoria Policy, the Community Waste and Resource Recovery Plan outlines how bin collections and waste systems will change for our community over coming years to incorporate food and organics collections (from 2023) and glass recycling in later years.

Council revised the Council Action Plan for 2023-25, adding a new Council Plan Action to: "Improve our green corridors to enable native wildlife movement across the landscape by investing in restoration and revegetation works on private and Council land."

Council approved the 23-24 Budget at a public Council meeting on 27 June, supporting our focus on improving day-to-day life for residents, community groups and businesses and renewing existing community assets.

Challenges and future outlook

Our climate and country are experiencing challenge and disruption, and the impact on our community has been clear this year. As your Council, we adapt and respond by finding innovative ways to support our community members and our vibrant natural environment.

Challenge	Action	Outlook
The pandemic has left a mental health and long-term wellbeing challenge for our community, and economic impacts to our businesses and trader groups.	Council continued recovery efforts through distribution of grant funding to local business and trader groups and township collectives. Facilitation of community recovery committees has supported community connection and local resource sharing and support services	Our community development officers will support Community to continue this work in the future through its township development activities.
A flooding event in October 2022 caused widespread flooding and damage to homes, roads and businesses. Floods also impacted community assets that Council manages, including drains, roads, bridges and buildings.	Working alongside community members, Council diverted significant resources into the recovery and repair efforts of these assets.	Unfortunately, extreme weather events are likely to increase in frequency and impact. Council now has dedicated resources to manage drainage and assets and respond to urgent repairs.
Our changing climate and increasing extreme weather events is impacting the biodiversity of our environment.	Council is continuing the award-winning Firestick program which includes planned burning and fuel reduction informed by First Nations people, and accelerated delivery of Ribbons of Green program that planted 72,000 indigenous plants this year and won an award.	Council is developing a draft Nature Plan 2023-2032 to protect our biodiversity assets. We are transitioning Council services and infrastructure to 100% renewable energy by 2030, and it's well underway already.
In December 2022, the Federal Government announced funding cuts of \$102.3m from the Roads for the Community Initiative	This means roads our community rely on daily will no longer be sealed as part of this initiative. Another 7.3km of roads were constructed in the 2022-23 financial year, alongside 2km of new drainage and 1.5km of new footpaths.	There is still great work to be delivered, with 31.5km of roads constructed in the revised program. Council is continuing to advocate to the Government for funding to seal unsealed roads.

Challenge	Action	Outlook
The cost of living and housing affordability is becoming an increasing issue across Victoria, and this includes the Yarra Ranges.	Council has advocated via the Municipal Association of Victoria for changes to short stay accommodation, supported a caravan park planning application for Coldstream and supported local service responses to homelessness.	Council is drafting a 15-year plan for housing in Yarra Ranges which will address some of these concerns, it will cover strategies for location, design, affordability and planning.
In May 2023, the Victorian Government announced that native forest harvesting will end by 1 January 2024, which is good news for the environment, but tough for our rural communities that rely on the timber industry for employment, particularly Warburton, Yarra Junction and Powelltown	Council has campaigned for support and received funding through the Victorian Forestry Plan to support communities through this transition.	In partnership with affected communities, this funding is being used to assist communities and an Upper Yarra Valley Local Development strategy is being created to ensure a sustainable economic and social future the community.
State and Federal elections will be occurring in the next two financial years. With the international political environment, community has lost trust in all levels of government, and reduced community satisfaction is clear. We are seeing changing public sentiment, misinformation and political activism.	With challenge comes opportunity. The changing expectations of the community are exciting and welcome. Council has grown and adapted its communication pathways, and this has meant we are sharing more updates and inviting more engagement from community than ever before. Council livestreams all public meetings and is providing more opportunities for engagement to provide feedback on issues and projects.	The upcoming Council election is a great opportunity for community to elect Councillors who will be conduits between community and Council to make sure Council is delivering on its promises. We look forward to seeing more of the community at events, meetings, civic centre offices and online! We are upgrading our customer portal, making it easier to self-service.

Highlights under each strategic objective

In the 2022-23 financial year, Yarra Ranges Council is proud to report the following achievement highlights that contribute to our key strategic objectives for the municipality.



Healthy and connected communities

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

Highlights

- 12 sporting infrastructure projects were delivered, including the delivery of three new community and sporting pavilions in Chirnside Park, Mt Evelyn and Millgrove.
- 11,241 young people attended seven Defrosted youth-led events, including Baker Boy, Pride Formal and the Belgrave Lantern festival.
- In June 2023, Council formally released its position to support a Voice to Parliament and the notion behind the Uluru Statement from the Heart, in recognition of the large Indigenous community that calls Yarra Ranges home and Council's commitment to reconciliation.
- As of June 2023, Yarra Ranges Council, in partnership with the Community Enterprise Foundation, has supported Regional Community Recovery Committees (RCRC) with the distribution of over \$1m in grants to fund 125 projects by 89 community groups and organisations. These projects responded to key priorities of supporting people's health and wellbeing, re-establishing social connection, reducing vulnerability and decreasing marginalisation. The RCRC's were established in late 2021 to support communities to recover from COVID-19 and the 2021 storm event.
- In response to the Federal Government's ongoing aged and disability reforms, Yarra Ranges Council ceased to be a provider of a range of home and community support services commissioned by the Federal and State Governments. Council worked closely with both the Federal and State Governments and with the new providers, identified by the Federal Government, to ensure clients were able to transition smoothly.



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.

Highlights

- Following extensive community consultation, the Lilydale Structure Plan was adopted by Council in 2022. This structure plan: furthers the vision of the 2019 Lilydale Place Plan and articulates how this will be delivered; reinforces the role of the Lilydale Activity Centre as a major activity centre that will serve Lilydale and the broader region; provides Council's position and an advocacy platform with regard to the Lilydale bypass and other important infrastructure; and outlines how Council will manage growth and facilitate change over the next 20 years.
- Footpath missing link program: Completed a review which prioritised approximately 700 footpath connections across the municipality and developed a list of recommendations for the 4-10 year Capital Expenditure Program footpath construction program to best improve walking routes to key destinations within local neighbourhoods based on expected use.
- The Stormwater management plan development commenced with a comprehensive literature review completed as part of stage 1. The Stormwater Management Plan will develop a vision and overarching direction for stormwater within the municipality providing clear objectives and controls to assist stormwater planning to deliver future projects and infrastructure in a planned strategic manner, along with clear and concise planning controls for stormwater that gives development a clear direction towards Council's requirements. The expected outputs of this project include:
 - Clarity of Council's role in stormwater management.
 - A prioritisation framework of catchments and areas of Stormwater needing addressing for future proofing.
 - Best practice criteria for pre-and-post-development controls for Council in line with the Local Government Act and associated responsibilities.
- In October 2022, storms hit the Yarra Ranges municipality resulting in floods that impacted 130 properties and caused extensive damage to the community's infrastructure. Council teams assisted community with the recovery efforts, including responding to more than 470 service requests because of this storm. Beresford Road rehabilitation was completed following the impacts of the flood, including the addition of a pedestrian signal crossing.
- The Monbulk and Warburton Urban Design Frameworks (UDF s) went to community for consultation, providing community members the opportunity to help shape the future vision, design and development in these townships. The feedback received will now be incorporated into the draft UDF's in order to finalise them for Council's consideration.



Protected and enhanced natural environment

A healthier environment for future generations

Highlights

- Funding was secured for the Council approved installation of a stormwater harvesting system in Monbulk, a project that will be delivered in collaboration with the Department of Energy, Environment and Climate Action (DEECA), Melbourne Water and Melbourne University. This system will supply approximately four million litres per year of treated storm water to irrigate the sports oval and will reduce the amount of pollution that goes into Emerald Creek.
- 1,200 advanced street trees were planted. The trees planted include a diverse range of more than 40 species.
- Yarra Ranges first Biochar facility was installed at the Lysterfield Waste Transfer station. Parks, gardens and farms will benefit from this facility as it produces high-value charcoal which can be added to soil to increase fertility, water holding capacity and plant growth, while reducing greenhouse emissions.
- 72,000 indigenous plants were planted as part of Council's Ribbons of Green initiative. This program offers native plants and land management support for private properties over one hectare, schools and community groups, with the goal of restoring habitats for wildlife across the Yarra Ranges. The Ribbons of Green program was awarded Best Sustainability Initiative at the 2023 LGPro Awards for Excellence.
- The Return of the Firestick project involves a partnership between the Firesticks Alliance Aboriginal Corporation and Yarra Ranges Council to use cultural burning practices on public land, to improve land management and revitalise culture. Council's Indigenous Development team won two awards for their commitment to caring for Country and bringing firestick knowledge back to traditional owners, one at the 2023 NAIDOC awards and an LGPro Excellence award.



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.

Highlights

- The Economic Development Strategy was adopted by Council in November 2022 providing a framework for the next 10 years that will guide Council in improving economic growth in the Yarra Ranges by creating jobs and diverse business environments.
- Advocacy on matters important to business and jobs that took place in 22-23 included Warburton Highway Road Closure, Ridges and Rivers, Native Timber Harvesting on Crown Land; Tourism and Business Infrastructure including telecommunications.
- Through the Yarra Ranges Region of Choice initiative, 65 businesses have committed to continuously improve upon the values that work towards their business and their employees' growth.
- Two rounds of grant funding were awarded to 12 businesses and trader groups within the Yarra Ranges Municipality to continue assistance with economic and social recovery following the continuing impacts of the COVID-19 pandemic.
- Knox, Maroondah and Yarra Ranges Councils endorsed the Bayswater Business Precinct Transformation Strategy partnering on a suite of actions to contribute to the revitalisations and prosperity of the region.





High performing organisation

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

Highlights

- Council is consolidating our diverse array of technology platforms into one through a project called YRConnect. This consolidation streamlines our processes, achieving greater efficiencies throughout the organisation and improving customer experience. In 2022-23, six of Council's internal platforms were transitioned into our new system.
- The Environment and Infrastructure directorate structure had been in place since 2018. A directorate restructure was undertaken to better position the organisation to respond to the needs of the Yarra Ranges municipality into the future. The Environment and Infrastructure directorate is now known as Built Environment and Infrastructure. The natural environment component of this directorate has moved into the Planning and Sustainable Futures directorate with an elevated position in Council's hierarchy to enhance its focus. Stormwater management remains in Built Environment and Infrastructure directorate but has also been elevated to ensure this critical community issue has a strong focus into the future.
- Shaping Yarra Ranges is Council's online engagement platform that gives community members the opportunity to share ideas and feedback on Council projects and services. In the 2022-23 financial year, 33 projects were available to the whole community to provide feedback on, with 6,673 contributions received through the platform.
- Council continuously strives to be accessible and provide diverse opportunities for the community to participate in engagement activities through online platforms such as social media and Shaping Yarra Ranges and through in-person events such as community roadshows. Examples of community engagement undertaken in this reporting period include: an interactive budget process; the Warburton and Monbulk Urban Design Frameworks; the Collins Place Kilsyth Draft Streetscape Plan; Community Heart in Lilydale Precinct; Kilsyth Recreation Reserve Masterplan, Lillydale Lake Master Plan, the Draft Nature Plan; the Tree Canopy Strategy; Ridgewalk (ngurrak barring) pedestrian crossings; Yarra Ranges Tourism Destination Management Plan; and, the Resilient Energy Precinct Project.
- Council teams are striving to make the Council a more accessible and supportive employer, to ensure that our workforce and teams are high-performing and representative of our community. Council entered into a partnership agreement with Job Access to bring together information and resources that drive disability employment. This 12-month partnership enables Council to work directly with Job Access to review our existing processes, forms and practices to improve how we attract, support and employ people with a disability.



Capital Works Projects

The 2022-23 financial year saw Council undertake 401 Capital Works projects, with a worth of more than \$67.3m. These projects aim to address the changing and diverse needs of communities within the municipality.

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

Program Expenditure 2022-23	
Bridges	\$1.1m
Major projects:	
<ul style="list-style-type: none"> • Bridge rehabilitation works underway for Cement Creek Road, East Warburton bridge • Bridge rehabilitation Program throughout the municipality (ongoing) 	
Buildings	\$16.8m
Major projects:	
<ul style="list-style-type: none"> • Community Sports Pavilions construction for Millgrove, Mt Evelyn, Kimberley Reserve in Chirnside Park, Pinks Reserve in Kilsyth and Powelltown • Netball covers at Pinks Reserve, Kilsyth 	
Carparks	\$0.4m
Major projects:	
<ul style="list-style-type: none"> • Carpark sealing and minor works projects throughout the municipality (ongoing) 	
Community and Recreation - Playspace, Sports Reserves	\$6m
Major projects:	
<ul style="list-style-type: none"> • New playspace underway for Chirnside Park • Playspace renewal - Luke Polkinghorne Reserve, Mooroolbark • Seville Recreation Reserve Oval 1 Ground Reconstruction • Yarra Glen Netball Court upgrade • Sportsfield lighting upgrades - Elizabeth Bridge Reserve in Kilsyth, Don Road Reserve in Healesville, Narre Warren East Reserve, Kimberley Reserve in Chirnside Park, Seville Netball and Woori Yallock Netball 	
Computers and Communication	\$1.6m
Major projects:	
<ul style="list-style-type: none"> • Upgrade and replacement of computer hardware (ongoing) • Upgrade and replacement of software (ongoing) • Enterprise Systems Project (ongoing) 	
Drainage	\$1.3m
Major projects:	
<ul style="list-style-type: none"> • Drainage Rehabilitation Program throughout the municipality (ongoing) • Camms Road, Monbulk • Cambridge Street, Belgrave South 	

Footpaths and Cycleways	\$2.8m
Major projects:	
<ul style="list-style-type: none"> • Minor footpaths rehabilitation projects throughout the municipality (ongoing) • Cherylne Crescent, Kilsyth • David Hill Road, Monbulk • Morris Road, Upwey 	
Land	\$6.4m
Major projects:	
<ul style="list-style-type: none"> • 150 Cambridge Road, Kilsyth 	
Parks, Opens Spaces and Trails	\$8m
Major projects:	
<ul style="list-style-type: none"> • Beresford Road, Lilydale - Trail crossing Stage 2 • Green Spine Path Lighting, Chirnside Park • Yering and Coldstream Station Open Space Development 	
Plant and Equipment	\$3.1m
Major projects:	
<ul style="list-style-type: none"> • Replacement of Council fleet, machinery and small equipment (ongoing) • Biochar facility 	
Roads	\$10.9m
Major projects:	
<ul style="list-style-type: none"> • Beresford Rd, Lilydale rehabilitation • Lilydale Road, Healesville • MacIntyre Lane, Yering - new crossing for Yarra Valley Trail 1B • Milners Road, Yarra Junction • Victoria Road, Coldstream - Stage 1 • Road resurfacing throughout the municipality, with \$4.7 million spent 	
Roads for Community Initiative	\$8.7m
Major projects:	
<ul style="list-style-type: none"> • Haag Road Group, Seville • Heath Rd Group, Belgrave Heights • Menzies Road, Menzies Creek • Morna Street and Oak Street, Lilydale • Roma Avenue Group, Badger Creek • School Road and Valley Road, Seville 	

Our Council



Our Council

Yarra Ranges Shire is situated in metropolitan Melbourne's outer east, 30 to 110 kilometres from the Melbourne Central Business District. It covers 2,468 square kilometres in area, making it Melbourne's largest local government area. It is well known for its tourism and wineries, agricultural industry, and the natural beauty of the Dandenong Ranges. The impact of the COVID-19 pandemic caused a significant decline in tourism, with annual revenue falling from \$697m in 2019 to \$474m in 2022.

Our 157,339 residents live in more than 55 suburbs and townships. Fifty-two per cent of the population live in the urban areas of Yarra Ranges, which make up 7.3% of the total land area. The remaining population is spread throughout rural areas.

The diversity of places, people, industries and attractions – dispersed over a wide variety of urban and rural communities - makes Yarra Ranges one of the most diverse municipalities in Victoria.

How to contact us

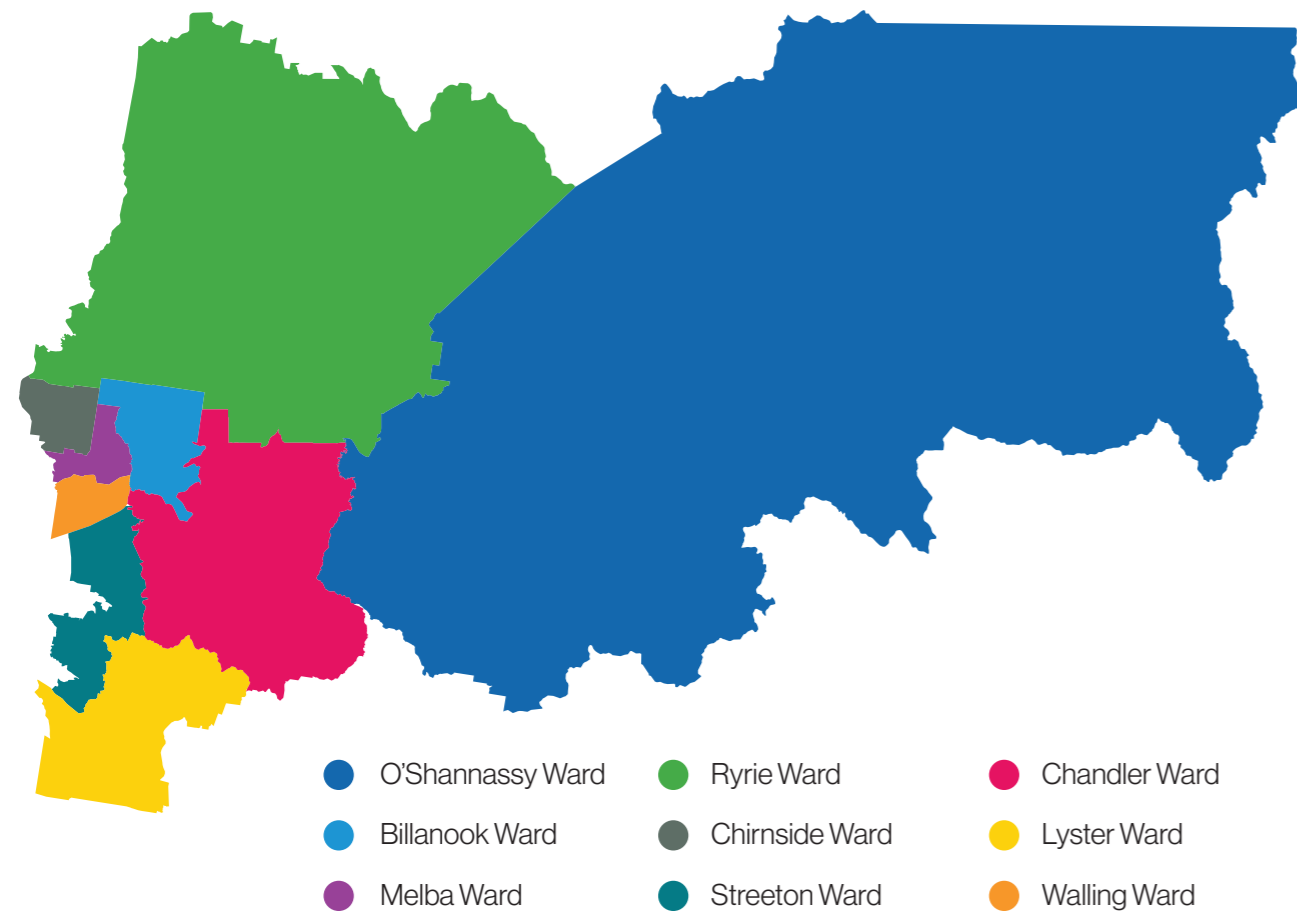
Mail P.O. Box 105,
Lilydale, VIC 3140

Phone 1300 368 333

Email mail@yarraranges.vic.gov.au

In person 15 Anderson St,
Lilydale VIC 3140

Web yarraranges.vic.gov.au



Our Councillors



**Cr Jim Child,
Mayor**
O'Shannassy Ward

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



**Cr Sophie Todorov,
Deputy Mayor**
Melba Ward

Elected: 2020
Deputy Mayor: 2022-23



Cr Len Cox OAM
Walling Ward

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



Cr David Eastham
Chandler Ward

Elected: 2020
Deputy Mayor: 2020-21



Cr Andrew Fullagar
Streeton Ward

Elected: 2022



Cr Tim Heenan
Billanook Ward

Elected: 2005
Re-elected: 2008, 2016, 2020
Mayor: 2006-07, 2007-08
Deputy Mayor: 2009-10



Cr Richard Higgins
Chirnside Ward

Elected: 2008
Re-elected: 2016, 2020
Mayor: 2019-20
Deputy Mayor: 2018-19



Cr Fiona McAllister
Ryrie Ward

Elected: 2012
Re-elected: 2016, 2020
Mayor: 2013-14, 2020-21



Cr Johanna Skelton
Lyster Ward

Elected: 2020
Deputy Mayor: 2021-22

Governance

Meetings of Council

Council conducts open public meetings on the second and fourth Tuesday of the month. Members of the community are welcome to attend these meetings and observe from the gallery. Council meetings also provide the opportunity for community members to submit a question to Council, make a submission, present a petition or speak to an item. Between 1 July 2022 and 30 June 2023, Council held the following:

- 23 Council meetings
- Zero delegated committee meetings.

The following table provides a summary of Councillor attendance at Council meetings for the 2022-23 financial year.

Councillor	1 July 2022 – 30 June 2023	
	Council Meeting	Total
Cr Jim Child	23	23
Cr Len Cox	19	19
Cr David Eastham	15	15
Cr Tim Heenan	22	22
Cr Richard Higgins	18	18
Cr Fiona McAllister	21	21
Cr Johanna Skelton	17	17
Cr Sophie Todorov	20	20
Cr Andrew Fullagar	23	23

Although Council have an established Delegated Committee, there was no requirement for the Committee to meet within the reported time frame.

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 2022-23 period.

Committee	2022/23 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 Fullagar	Cr Child
Eastern Transport Coalition	Cr Higgins	Cr Fullagar
Health and Wellbeing Advisory Committee	Cr Todorov (Chair)	Cr Fullagar (sub)
Indigenous Advisory Committee	Cr McAllister	Cr Skelton (sub)
Interface Councils	Cr Child	Cr Todorov (sub)
Jack Hort Memorial Indoor Pool Management Committee	Cr McAllister	
Metropolitan Education Traffic Centre (METEC) Board	Cr Higgins	
Municipal Association of Victoria	Cr Child	Cr Todorov (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 Committees – Upper Yarra	Cr Child	
Regional Community Recovery Committees - Valley	Cr McAllister	
Rural Advisory Committee	Cr Eastham (Chair)	Cr McAllister (sub)
Sustainable Environment Advisory Committee	Cr Skelton (Chair)	Cr Heenan (sub)
Yarra Ranges Regional Museum Trust	Cr Higgins	Cr Heenan
Yarra Valley ECOSS	Cr Child	

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 2022-23 financial year are stated below.

Councillor	Andrew Fullagar	David Eastham	Fiona McAllister	Jim Child	Johanna Skelton	Len Cox	Richard Higgins	Sophie Todorov	Timothy Heenan	Total
Other costs				\$4,067.29						\$4,067.29
Travel (Other)				\$4,417.27	\$285.45	\$190.91		\$285.45		\$5,179.08
General Expenses	\$81.82		\$303.94	\$199.29	\$86.36	\$59.09	\$45.45	\$86.36	\$37.27	\$899.58
Conferences / Training	\$1,120.91	\$10,771.82	\$200.46	\$1,000.09	\$3,174.91			\$3,570.14		\$19,838.33
Telephone	\$212.74	\$106.38	\$253.32	\$627.31	\$144.31	\$313.05	\$267.29	\$458.16	\$878.42	\$3,260.98
Travel (mileage)	\$6,461.19	\$3,367.74	\$605.16	\$164.82		\$3,708.90		\$6,157.38		\$20,465.19
Allowance	\$36,588.34	\$36,588.34	\$36,588.34	\$121,290.82	\$42,787.69	\$36,588.34	\$36,588.34	\$52,343.04	\$36,588.34	\$435,951.59
Total	\$44,465.00	\$50,834.28	\$37,951.22	\$131,766.89	\$46,478.72	\$40,860.29	\$36,901.08	\$62,900.53	\$37,504.03	\$489,662.04

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 printed on request.

Conflict of interest

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

Our Councillors recognise the importance of maintaining the highest levels of integrity and ethical behaviour, with this demonstrated by Council adopting a Conflict of Interest Policy in 2021. 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 2022-23 financial year.

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

Our Organisation



Our people

Our Executive 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 four directors, forms Council's Executive Leadership Team.



Chief Executive Officer
Tammi Rose

Tammi joined Yarra Ranges Council as CEO in 2019.

Tammi is appointed by the Council and is responsible for leading the organisation in delivering on Council's objectives.



Director Communities
Jane Price

Jane's Directorate consists of:

- Community wellbeing
- Community support
- Creative and Connected Communities
- Economic Development and Investment



Director Built Environment and Infrastructure
Hjalmar Philipp

Hjalmar's Directorate consists of:

- Asset Planning and Investment
- Design and Delivery
- Infrastructure Operations
- Recreation Parks and Facilities



Director Planning and Sustainable Futures
Kath McClusky

Kath's Directorate consists of:

- Planning and Building
- Strategic Projects
- Design and Place
- Resilient Environment

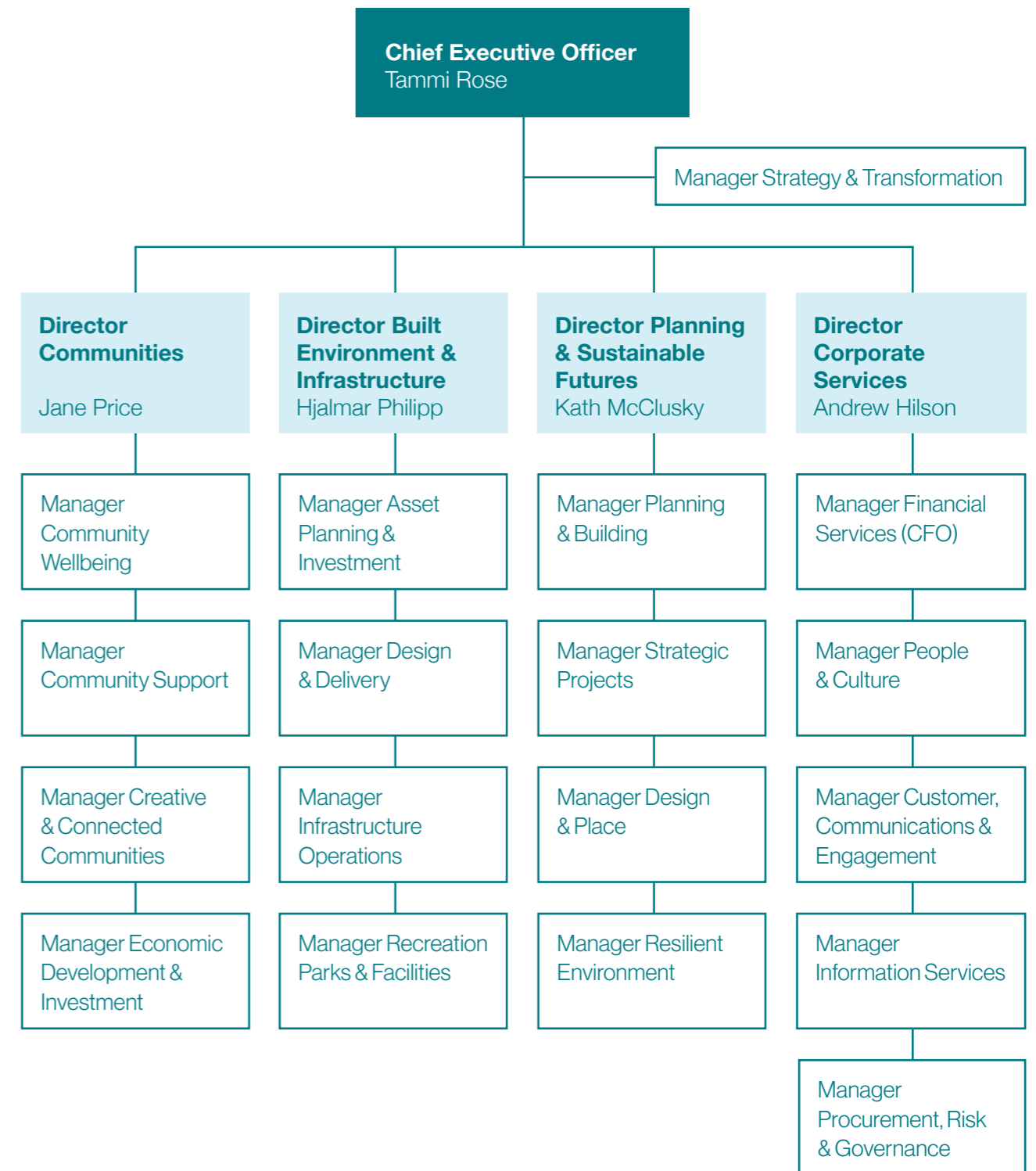


Director Corporate Services
Andrew Hilson

Andrew's Directorate consists of:

- Financial Services
- People and Culture
- Customer, Communications and Engagement
- Information Services
- Procurement, Risk and Governance

Corporate structure



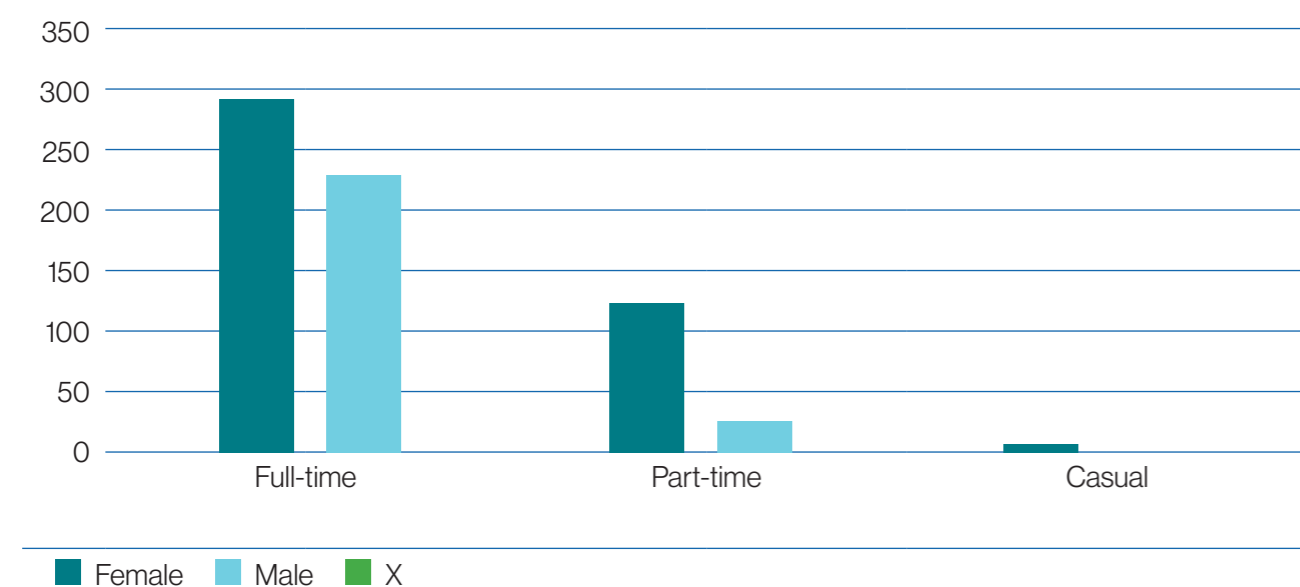
Our workforce

Our people at a glance

A summary of the number of full time equivalent (FTE) Council staff by organisational structure, employment type and gender is set out below. In this table, X = Non-binary employees.

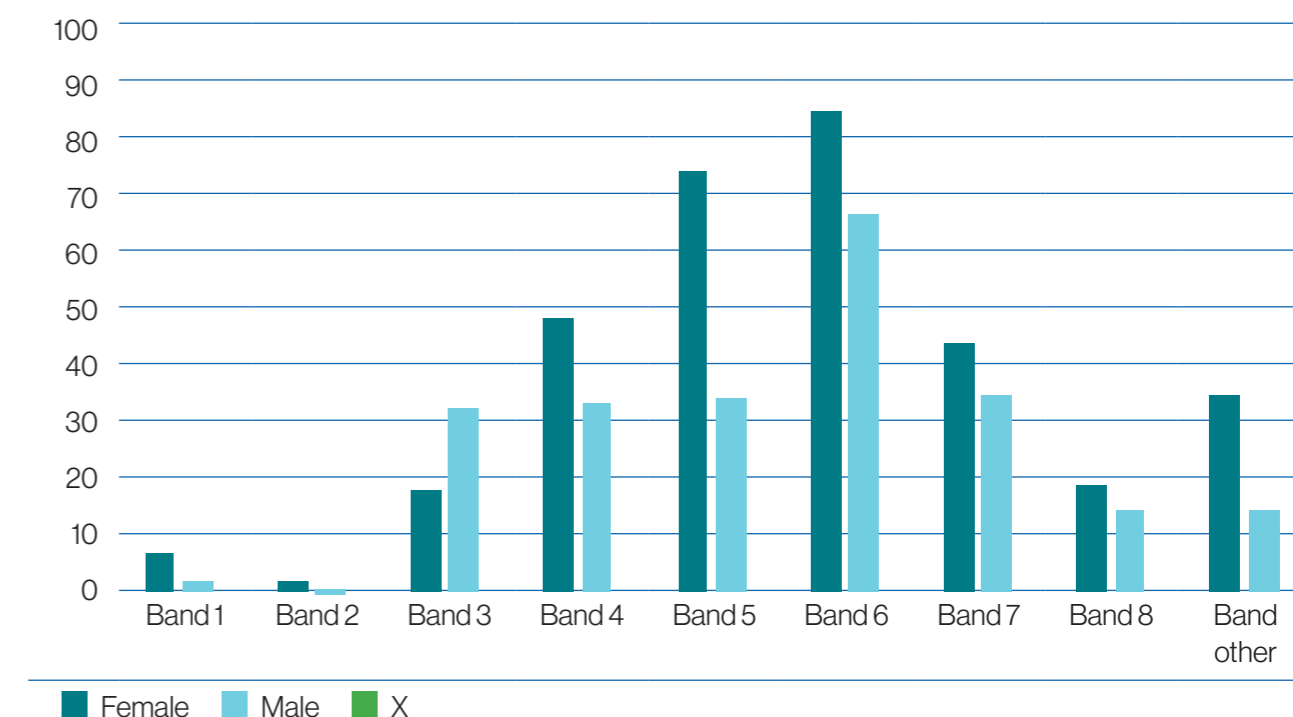
	Full-time			Part-time			Casual			Grand total
	Female	Male	X	Female	Male	X	Female	Male	X	
Built Environment and Infrastructure	57.64	123.43	0.00	2.40	0.80	0.00	0.00	0.00	0.00	184.27
Communities	89.33	23.80	0.00	45.52	9.05	0.00	1.08	0.00	0.00	168.78
Corporate Services	72.11	39.49	0.00	12.76	0.63	0.00	0.05	0.00	0.00	125.04
Planning and Sustainable Futures	43.60	36.80	0.00	2.46	1.81	0.00	0.00	0.00	0.00	84.67
Office of the CEO	11.60	3.00	0.00	1.60	0.00	0.00	0.00	0.00	0.00	16.20
Grand Total	274.28	226.52	0.00	64.73	12.29	0.00	1.13	0.00	0.00	578.96

Headcount by employment status and gender



Employment classification (FTE)

Employment	Female	Male	Total
Band 1	7.06	2.14	9.20
Band 2	2.21	0.32	2.53
Band 3	18.59	33.08	51.67
Band 4	49.30	34.16	83.46
Band 5	75.85	35.32	111.17
Band 6	87.05	68.20	155.25
Band 7	45.20	35.59	80.79
Band 8	19.20	15.00	34.20
Other Bands	35.68	15.00	50.68
Total	340.15	238.81	578.96



Other staff matters

Gender equity plan

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.

Council's four-year Gender Equality Action Plan 2021-2025 is a requirement under the Gender Equality Act 2020. It includes actions under seven key indicators to progress gender equality in our workplace. These indicators are:

- Gender composition of all levels of the workforce
- Gender composition of governing bodies
- Equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender
- Reported rates of sexual harassment in the workplace
- Recruitment and promotion practices in the workplace
- Availability and utilisation of terms, conditions and practices relating to family violence leave, flexible working arrangements and working arrangements supporting workers with family or caring responsibilities
- Gendered segregation within the workplace

Completed and in-progress actions include:

- Development and endorsement of a Family Violence Policy and Sexual Harassment Policy
- Creation of a Family Violence Contact Officer Program

- Introduction of an anonymous reporting mechanism and improved record keeping for sexual harassment complaints
- Inclusion of content on gender equity in Corporate Induction for all staff and leaders
- Ongoing training program for staff including Gender Impact Assessments, Gender Equity and Bystander Training, and Responding to Disclosures of Family Violence for Leaders.
- Review of working in job advertisements to promote gender equity, diversity and inclusion
- Delivery of Recruitment Training for leaders to address and prevent unconscious bias
- Delivery of events for International Women's Day and 16 Days of Activism against Gender Based Violence
- Establishment of governance structure to support implementation of the Gender Equity Program
- Creation of a Gender Equity Advocates Program at Council to drive organisational culture change
- Implementation of Gender Impact Assessment Program
- Applying an intersectional gender lens to the refresh of Council's corporate values

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 on establishing internal processes and protocols to ensure employees are supported to meet these legislative requirements.

Health and safety

Council is committed to protecting the health, safety, and wellbeing 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 while focusing on creating a safety culture that promotes and encourages initiatives that lead to safer working environments.

Throughout 2022-23, the Health, Safety and Wellbeing team are pleased to have achieved:

- Maintained SafetyMap Accreditation March 2023
- Amended Mental Health and Wellbeing Policy - raising awareness, removes stigma, providing support and educating employees about mental health.
- Created an Occupational Violence and Aggression (OVA) Policy - encompassing incidents of OVA from both employees and members of our community. Providing a framework for addressing and preventing workplace violence and aggression while creating a safer and more secure workplace for employees and visitors.
- OVA Behaviour Change Campaign created and commenced to reduce occupational violence for our employees, while also celebrating them and the work they do for our community.
- New training sessions on Task Risk Registers, Safe Work Procedures and Safe Work Method Statements run for leaders and Health and Safety Representatives.

Free from Violence Local Government Grant Program 2022-2025

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. The project will support Council to continue work to create a respectful, safe, and equal workplace and community.

In the reporting period, this grant has funded a Gender Equity Officer in Council's Health and Wellbeing Team at 0.6FTE. This position was created to increase Council's ability to progress initiatives in community. The focus of this position has been to:

- Build community engagement and awareness about the drivers of family violence and all forms of violence against women, and support behaviour change to prevent violence
- Deliver on tailored approaches for priority community groups

Scale up prevention activity across a broad range of environments to reach the Yarra Ranges community where they live, work, learn and play

Child Safety in the workplace and community

Victorian legislative changes in beginning of 2022 saw Council review its Child Safety and Wellbeing Policy (2022) to align with the new 11 Child Safe Standards and Compliance/Enforcement measures.

Numerous actions have been undertaken to support Council's legislative compliance and commitment to child safety including:

- Launch of Child Safe Safety and Wellbeing Implementation Action Plan 23-25.
- Staff completion rate for Child Safe Standards and Reportable Conduct Online Training Module of 93%.
- Ongoing support to Child Safe governance structure that includes:
 - Three-tiered cross-Council representation that ensures transparency and accountability through evaluating and improving actions and compliance.
 - Ongoing maintenance of data dashboard that measures child safe awareness/activation.
- Outer East Council Collaborative delivered three Community Information Sessions with more than 100 enrolments in each.
- Information sessions targeting specific Council and Community areas including:
 - Staff teams, Health and Wellbeing Advisory Group, Bushland contractors, Community Gardens and Township Groups.
- Numerous resources/procedures developed to align with new standards including:
 - Launch of Child Safe Factsheets – Internal and External (focused on Third Parties)

- Refresh on child safe assessment requirements for procurement, grant recipients, partnerships.
- Ongoing updates on Council's intranet and website to improve the awareness of child safe reporting and prevention measures
- Review of Council's Keeping Safe Online Protocol
- Development of Child Safe Recruitment Resources including Working with Children Check (WWCC) decision matrix and interview guidelines etc.
- Commencement of 2023 Staff Child Safe Awareness evaluation

New Occupational Violence and Aggression (OVA) Policy

Council's Workplace Violence Policy adopted in 2019 predominantly focussing on violence within the workplace, has been transformed into the more comprehensive OVA Policy, encompassing incidents of OVA from both employees and members of our community. Additionally, review of this policy also included the important insertion of, and connections to Council's Child Safety and Wellbeing Policy and Child Safe Standards of Behaviour.

Implementing an OVA Policy provides a framework for addressing and preventing workplace violence and aggression while creating a safer and more secure workplace for employees and visitors. Additional advantages for the organisation also include enhanced employee safety, risk reduction, clear reporting and response protocols, employee empowerment, legal compliance, positive work culture, and improved employee wellbeing and morale.

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. Through training, collaboration, and awareness, Council aims to provide a physically safe, healthy and secure environment for all employees, clients and visitors. To achieve this goal, everyone attending a workplace is required to ensure their actions do not adversely affect the health and safety of others.

Council 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 sustained minimal time loss injuries, and maintained a significant

WorkCover premium for 2023 – 2024 that is considerably lower than the industry average.

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

Amended Mental Health and Wellbeing Policy

This Policy has been streamlined and clarified, ensuring its effectiveness in promoting and supporting employee mental health and wellbeing. The updated policy raises awareness, removes stigma, and educates employees about mental health. Council's support of staff through reasonable work adjustments, where appropriate such as flexible work arrangements, is also highlighted clearly in the reviewed policy.

An effective Mental Health and Wellbeing Policy yields numerous benefits for the organisation and staff. The policy enables a supportive work environment that values and prioritises the mental health of its employees resulting in increased productivity, reduced absenteeism, enhanced engagement, and morale. The ability to attract and retain quality talent is also increased. The policy also enables Council to take a proactive approach to prevention and early intervention of staff wellbeing and better supports compliance with legal obligations.



Performance Report

Planning and reporting framework

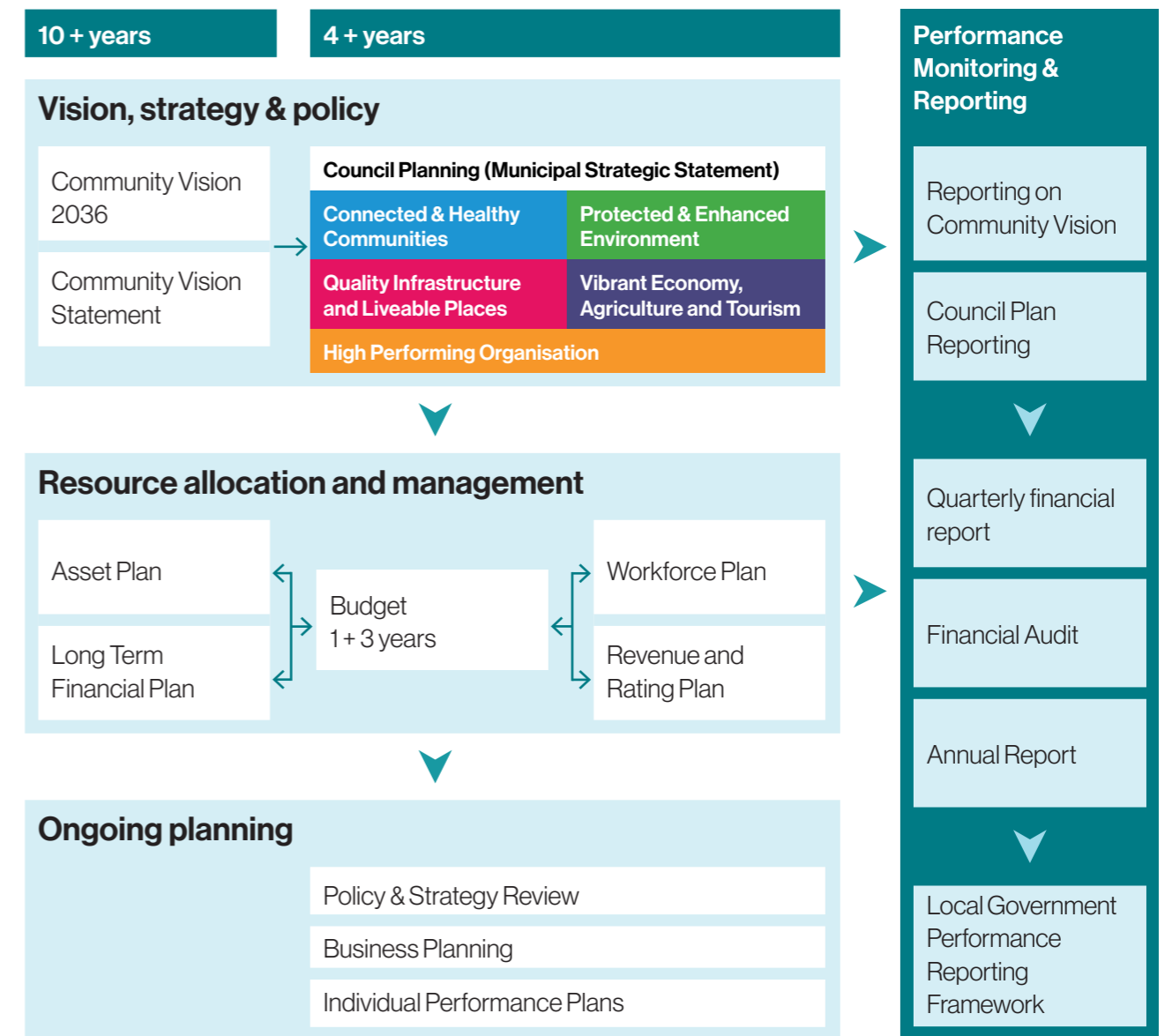
Planning and accountability framework

The Local Government Act 2020 requires Councils to prepare the following:

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

Strategic framework

These documents guide the work for Council and drive accountability for the planning and delivery of our commitments to the community. The Council's strategic framework visualises the connections between these documents and how they feed into our planning.



Council plan

The 2021-25 Council Plan articulates the key strategic objectives which guides Council's work in addition to 8 major initiatives. These goals and objectives were informed by the community in 2020 and responds to the priorities and big issues facing the Yarra Ranges community.

Within the Council Plan, an action plan details how we will aim to achieve the key strategic objectives. The following sections details these actions and our progress towards achieving them.

The Yarra Ranges Council's key strategic objectives, as outlined in the 2021-25 Council Plan, are:



Connected and Healthy Communities

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



Protected & Enhanced Natural Environment

A healthier environment for future generations.



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.



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.

Major initiatives for 2021–2025

✓ On track + Monitor - Off track → Deferred

Major Initiative 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. ✓

Comments

Connection to culture, community, family and Country is recognised as a key social determinant of Indigenous health and wellbeing that must be addressed to Close the Gap. Currently, an interim Belonging Place, operating under the Aboriginal community control Oonah Health and Community Services Aboriginal Corporation offers the Aboriginal community a self-determinative response as it seeks to meet local health needs.

Council has been working in partnership with Oonah for years to establish an Aboriginal community-controlled health and wellbeing service in Healesville. Following the initial business planning stage, a feasibility study was commissioned and completed in 2018. Reports and studies were then undertaken to move the Belonging Place project towards schematic design in 2020. While Covid slowed progress, the Schematic design phase for the Healesville Belonging Place was finalised in mid-2023 and a planning application for the construction of the facility submitted to Council's Planning Department. A purpose-built integrated Aboriginal Health facility will make significant inroads in improving Aboriginal health and wellbeing in Healesville and across the broader Eastern Metro Region

✓ On track + Monitor — Off track → Deferred

Major Initiative 2:

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

Comments

Some great progress has been made on our signature trail projects over the past year, seeing delivery ramping up significantly.

The Minister's Environment Effects Statement (EES) decision for the Warburton MTB Destination project was announced in November 2022, with most of the proposed trails given approval. Some trails in the National Park on Mt Donna Buang were, however, not approved. Work has continued on the Planning Scheme Amendment, Emergency Management Plan, and Traffic and Transport Plan in response to the EES decision. Construction will commence as soon as these are approved.

The Wesburn Park Masterplan was endorsed by Council at a meeting in December and included Warburton Mountain Bike trail head components (which have been completed in May) as well as the pump track, which has the tender awarded and should begin construction in August 2023. Design work also continues on the Morrisons Reserve Mt Evelyn Bike Skills Park.

Planning approval was received for Stage 1B of the Yarra Valley Trail (Yering to Yarra Glen) following a VCAT hearing and final designs and costing are being completed at present.

RidgeWalk received endorsement of a new name, ngurruk barring, meaning "Mountain Paths" in Woi Wurrung. Trail upgrades for ngurruk barring have been completed at Kalorama, Ferny Creek, Mt Dandenong and Sherbrooke, with planning for Stage 2 trail and infrastructure works well underway. Branding for ngurruk barring has been completed, adopted and a marketing campaign is in development. Tenders and EOLs for public artwork continue in 2023 where most recently there was a strong response from the art community for the Land Art piece at Kalorama Park attracting international applicants.

✓ On track + Monitor — Off track → Deferred

Major Initiative 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. ✓

Comments

The Nature Plan (Protecting our Biodiversity Assets) will set the direction for investment in natural resource management through priority actions that will be pivotal for achieving tangible benefit and measurable change in the biodiversity of the municipality over the 10 years.

The Nature Plan provides a strategy to respond to threats to biodiversity, which have been categorised into the following themes: 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 more than \$5m in funding towards environmental projects over the last decade.

The Nature Plan was released for community consultation from 25 August – 25 October 2022 and is currently being finalised, with a view to endorsement in late-2023. The plan sought feedback on key action areas including the following;

- 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.

Feedback was largely supportive of the direction Council proposes setting, along with targets and actions for delivery.

✓ On track + Monitor — Off track → Deferred

Major Initiative 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. ✓

Comments

Achieving the vision of Council-generated renewable energy, with associated community benefits requires a coordinated and balanced approach. Council's transition to 100% renewable electricity was realised in 2022 through the Victorian Energy Collaboration (VECO), a 10-year contract involving more than 50 Victorian Councils and reducing Council emissions by 60%. In 2022, funding was also secured to install solar and batteries at a further 20 Council facilities, expanding Council's energy resilience and supporting on-site renewable energy generation. Partnering with Monash University and Birdwood Energy, Council has participated in feasibility studies, identifying whether a microgrid could best meet the energy needs of communities, local businesses and Council sites. Further investigation into the practicability of a Solar Park project has been pursued at the most viable site from the 2019 study, Wesburn. This has demonstrated that a combination of solar and battery storage could be a viable means of achieving a renewable energy supply for 45% of Council's energy needs. Delivery and ownership models are under review, as are funding opportunities. These initiatives collectively form part of the broader renewable energy landscape that is shaping the future of Yarra Ranges' energy supply. An Energy Transition Plan is in development to determine the best investment pathway for Council to maintain its 100% renewable electricity supply after VECO finishes, while pursuing electrification activities and continuing to reduce our ecological footprint.

✓ On track + Monitor — Off track → Deferred

Major Initiative 5:

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

Comments

The following initiatives provide an overview of the work completed to improve mental health outcomes for the community in the 2022-23 year:

- Facilitate the Yarra Ranges Mental Wellbeing Network; a Network of about 60 members from a diverse range of Yarra Ranges organisations and key community groups.
- Facilitate the Mental Wellbeing Major Initiative Project Group; an internal collective impact group working collaboratively to improve mental wellbeing in the community.
- Scheduled Mental Health First Aid (MHFA) Training. Ten organisations are delivering their MHFA course to the community throughout 2023.
- Lived Experience of Mental Health project is a co-design project with community members with lived experience. Members will share their mental health journey to raise awareness and reduce stigma.
- 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).
- Continue to promote mental health services that have capacity to provide immediate support to anyone from the community

✓ On track + Monitor — Off track → Deferred

Major Initiative 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. ✓

Comments

Over the past 12 months, Council has delivered the following place-based projects to implement the ongoing delivery of the Living Places Framework:

- Adoption of the Lilydale Structure Plan that implements a long-term vision for the Lilydale Major Activity Centre.
- Adoption of the Wandin North Masterplan that proposes upgrades to reinvigorate public areas in the centre.
- Public exhibition of the Warburton and Monbulk Urban Design Frameworks, which propose design improvements to both town centres.
- Completion of consultation on the Collins Place, Kilsyth Draft Streetscape Plan, which proposes improvements to the shopping strip.
- Initial consultation on the Community Heart in Lilydale (CHIL) Precinct to assist in developing a Design Framework, which will guide the delivery of community spaces, facilities and infrastructure in Lilydale. Completion of consultation on the Kilsyth Recreation Masterplan that proposes upgraded facilities and maximisation of future use by sporting clubs.
- Completion of consultation on the Lillydale Lake Masterplan, which proposes to make improvements to facilities including to accessibility, signage, pedestrian access and to the toilet block.
- Commencement of consultation on the Morrison Reserve, Masterplan, which explores opportunities to upgrade the reserve including the bike park and play space.

✓ On track + Monitor — Off track → Deferred

Major Initiative 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. ✓

Comments

Council is committed to building community resilience and emergency preparedness so that residents and businesses are prepared for any emergency events that may occur.

Regional Community Recovery Committees have been established in the Hills, Valley, Upper Yarra and Urban areas in response to COVID-19 and the October 2021 storm event. These committees have distributed \$1,046,991 to 89 community groups and organisations through 125 projects. The funded projects related primarily to supporting people's health and wellbeing and re-establishing social connection, reducing vulnerability and decreasing marginalisation.

In addition to these committees, other key initiatives that have contributed to greater emergency planning and preparedness within the municipality include:

- Significant infrastructure audits and associated actions including telecommunications towers, gas bleed off points, water treatment plants and substations.
- Reimagining Your Repair – a free program held in 2022 for those that were severely impacted by the 2021 storm and were in the process of repairing damaged homes, to demystify the building repair process and sharing support and services
- Commenced implementation of Preparing Australian Communities (PAC), a \$13m program funded by National Emergency Management Agency and the Council. This program aims to support locally led projects that improve community resilience against natural disasters.
- Introduction of Community Emergency Hubs model developed by the Wellington Region Emergency Management office in New Zealand. The model provides guidance to communities on how to organise and support one another while emergency services prioritise the most urgent matters, and in doing so empowers their active involvement in local emergency arrangements.
- Recovery Workshop professional development held with over 50 members from community, community organisations and Council staff.
- Preparing for emergencies information sessions with a focus on people with disabilities and carers.
- Ongoing support to the Yarra Ranges Emergency relief network which provides food security and social safety services to vulnerable residents in Yarra Ranges.
- Council's Firestick program has continued to focus its efforts on building knowledge and understanding of indigenous land care practices.

✓ On track + Monitor — Off track → Deferred

Major Initiative 8:

Implement a Build Back Better approach to economic recovery and adaptation activities that improves the well-being of the community and business. ✓

Comments

In 2022-23, the following actions and strategies have been implemented to contribute to this major initiative:

- The Hills Small Business Expo provided a platform for 40 local businesses to showcase their products and services, network with potential customers and partners.
- The Yarra Ranges Entrepreneur and Innovation Project providing 25 young people develop their ideas, from concept to sales.
- Elevate: a Yarra Ranges Business Incubator Lab provided to 38 businesses, to take their business from where it is now to where they want it to be over 6 months.
- Region of Choice – 65 businesses have committed to continuously improve upon the values that work towards their business and their employees' growth.
- Grant funding awarded to 12 business and trader groups to continue assistance with economic and social recovery.



Connected and healthy communities



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

Key strategies and plans to 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
- Health and Active Ageing Plan

100%
of Council
Plan Actions
are on track

Our performance

✓ On track + Monitor - Off track → Deferred

Actions	Completion Status Year 2
Implement priority actions arising from the Health and Wellbeing Plan.	50% ✓
Implement Council's Healthy and Active Ageing Plan to increase the age and dementia friendliness of the municipality and improve social connection.	88% ✓
Implement the Pandemic Recovery and Resilience Framework and other key recovery actions to support the rebuilding of community resilience.	50% ✓
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% ✓
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.	50% ✓
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.	45% ✓

Measuring our success

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

✓ On track + Monitor - Off track → Deferred

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: *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	2025 Target	2022-23 Result	Status
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	4.70%	✓
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 2014 baseline data: 41.3% and 45.40% in 2020	Physical activity data was not captured in the 2020 survey due to COVID-19 restrictions. Next survey expected for late 2023.	→
Prevention of Violence Against Women - the rate of police callouts for family violence does not continue to increase. Baseline 1,084 per 100,000 in March 2021, target is rate of no more than 1,084 per 100,000 in subsequent years	No increase	1252.61	-
Drug and Alcohol Harm - ambulance call outs for drug and alcohol. Baseline number is 382 in 2019/20 financial year, target is less than 565 call outs for 2022	20% or less	806	-
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	111 per 10,000 residents	✓

Services delivered in 2022–23

Service	Description	2022-23 Net Cost (income) \$'000
Social planning and policy development	This service contributes to building strong and resilient communities by: <ul style="list-style-type: none"> • Planning, researching, and developing relevant social policies and actions • Providing advice, referral and advocacy • Delivering selected community development projects. 	995
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 collaborates 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.	20
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.	(361)
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.	4,085
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.	1,525
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.	772

Service	Description	2022-23 Net Cost (income) \$'000
Early years development and early childhood education and care	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 Childhood Education settings. Council also provides Child Care and Preschool Services.	422
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.	991
Animal Management	This service seeks to manage animals, both domestic and farm, to improve community safety.	638
Fire prevention and emergency management	This service works to build an empowered resilient community that can mitigate, prepare, respond, and recover from emergencies	4,237
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. Much of this program is externally funded by State Government.	505
Supporting people with disabilities	The Disability Inclusion Officer works across the Council to improve access, equity, and inclusion of people with disability. This role works to increase participation of people with disability in the life of their community.	1,328
Community engagement and development programs	This service supports <ul style="list-style-type: none"> • Community engagement and place-based Community Planning • Lifelong learning and building resilient organisations through the community grants program, community planning and community capacity building • Community skill development and collaborating with local community and local groups, networks, leaders, and service organisations 	2,573

Service	Description	2022-23 Net Cost (income) \$'000
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: <ul style="list-style-type: none"> • 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 	913
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 community and funding bodies, involvement in the project planning and involvement in delivery of the project working with the Capital Works and Planning area.	3,167
General Local Laws Compliance	This service provides Local Laws compliance for the safety and wellbeing of our communities.	107
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.	512
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.	357
Risk Management	This service provides risk management and insurance services to the organisation.	708



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.

Key strategies and plans to achieve our objective include:

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

100%
of Council
Plan Actions
are on track

Our performance

✓ On track + Monitor - Off track → Deferred

Actions	Completion Status Year 2
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% ✓
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.	48% ✓
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.	30% ✓
Activate, develop and construct significant community facility projects across the municipality to respond to current and future community and social needs.	50% ✓
Seal gravel roads in townships across the municipality enabled through funding provided by the Federal Government combined with landowner contributions to improve local amenity and liveability for the community.	70% ✓
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.	40% ✓

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.	73%	✓
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.	65%	✓
Plan, facilitate and develop urban renewal projects, including Lilydale Revitalisation project, Kinley development and Level Crossing Removal to facilitate the revitalisation of Lilydale. Ensuring alignment with Council's place making objectives of encouraging a vibrant, attractive, sustainable, healthy and connected community.	80%	✓
Establish a municipal wide Development Contributions Plan to provide funds for new infrastructure to support future growth and development.	75%	✓

Measuring our success

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

✓ On track + Monitor - Off track → Deferred

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 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	2025 Target	2022-23 Result	Status
% of Car usage to travel to work (baseline 89%). Source: ABS Census data, baseline 2016 census.	≥ 4% reduction	88.43% Source: ABS 2021 census*	+
% of Train/ Bus use to travel to work (baseline 7%).	≥ 1.8% increase	1.65%	-
% of walk to work (baseline 2%).	≥ 0.8% increase	2.07%	-
% of using a bicycle to travel to work (baseline 0.1%). Source: ABS Census data, baseline 2016 census.	≥ 1.7% increase	0.25% Source: ABS 2021 census*	-
% of Car usage for non-work trips under 3km (baseline 75%). Source: ABS Census data, baseline 2016 census.	≥ 6% reduction	Victorian Integrated Survey of Travel and Activity data has not been made available for this measure since 2020. A new round of data collection began in February 2022	→
% of Train/ Bus use for non-work trips under 3km (baseline 0.5%).	≥ 0.6% increase	Victorian Integrated Survey of Travel and Activity data has not been made available for this measure since 2020. A new round of data collection began in February 2022	→
% of walk for non-work trips under 3km (baseline 24%).	≥ 1.6% increase		
% of using a bicycle for non-work trips under 3km (baseline 0.5%). Source: ABS Census data, baseline 2016 census.	≥ 3.7% increase		

Number of trips by Car (baseline 87%)	Reduce biennially in all measures	87.01% of trips by car	+
Number of trips by Public Transport (baseline 3%)		2.98% of trips by public transport	
Number of trips by Walking (baseline 9%)		0.57% of trips by bicycle	
Number of trips by Bike (baseline 0.6%)			
Source: Victorian Integrated Survey of Travel and Activity Baseline data Journeys recorded in YRC 2018			

*The 2021 Census was conducted on 10 August 2021, during COVID, which may have impacted the above results regarding peoples work and travel habits.

✓ On track + Monitor - Off track → Deferred

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	2025 Target	2022-23 Result	Status
Asset Management maturity rating score. Baseline 2021 maturity score = 90. Source: National Asset Management Assessment Framework measures asset management performance across 11 core areas of asset management competencies.	1,000 maturity level score	925/1000	+

Services delivered in 2022–23

Service	Description	2022-23 Net Cost (income) \$'000
Maintenance and renewal of buildings	This service is responsible for maintenance of Council's buildings, facilities, public amenities and building security.	2,294
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.	3,481
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.	4,929
Major Council building projects	This service is responsible for coordinating the design and development of major building assets for the Council.	895
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.	1,572
Maintenance and redevelopment of sports fields, play spaces, parks, and reserves	This service provides for the maintenance and redevelopment of Council's sports fields, play spaces, and parks and reserves.	1,712
Aquatics facilities	This service provides for the maintenance of Council's aquatic facilities.	2,452
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. This also includes planning for the Kinley Estate.	531

Service	Description	2022-23 Net Cost (income) \$'000
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.	1,620
Maintenance and renewal of plant and equipment to support services of the organisation.	The service provides support to procuring, servicing and disposal of vehicles and both large, small plant that the organisation's services require to undertake their businesses effectively.	3,044
Planning permits, approvals, and advice	Assesses and provides advice and enforcement in relation to planning application approvals under the Yarra Ranges Planning Scheme and the related legislation.	3,434

Protected and enhanced natural environment

A healthier environment for future generations



Key strategies and plans to achieve our objective include:

- Environment Strategy
- Livable Climate Plan
- Zero Emissions Fleet Transition Plan
- Flora and Fauna Strategy
- Community Waste Management Plan

100%
of Council
Plan Actions
are on track

Our performance

✓ On track + Monitor - Off track → Deferred

Actions	Completion Status Year 2
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.	50% ✓
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.	81% ✓
Develop a Municipal Waste Plan, education programs and pursue innovative waste processing technologies to maximise waste resource recovery for a more sustainable future.	60% ✓
Continue to develop and support the capability of Environmental Volunteer Groups including seeking funding support to invest in our shared environment.	50% ✓

Measuring our success

The following measures show Council's progress against our key strategy measures for a *protected and enhanced natural environment*.

✓ On track + Monitor - Off track → Deferred

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	2025 Target	2022-23 Result	Status
Potable water use for irrigation, roads maintenance and aquatics by 2025. Baseline data: 2018-19 – 190, 635 and 2019-20 - 138, 249	25% reduction	249,312 kL	-
Customer satisfaction rating for environmental education targeted programs Satisfaction is a strong understanding of the subject matter.	80% satisfaction score annually	Data not gathered	→
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	125,077	+
Kilometres of roadside with bushfire fuel levels reduced	40km or greater	7.30km	+
Increase habitat restoration through change in the proportion of reserves from medium to high conservation status.	2% increase by 2025	1% increase in proportion of reserves	✓

✓ On track + Monitor - Off track → Deferred

Liveable Climate Plan – aims for Council to 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 liveable 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	2025 Target	2022-23 Result	Status
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 tCO ₂ e 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.	6,400 tCO ₂ e or lower	10,638.7 tCO ₂ e* *July 2021 – June 2022 data	+

Services delivered in 2022–23

Service	Description	2022-23 Net Cost (income) \$'000
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.	59
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.	627
Biodiversity conservation	The Biodiversity Conservation Unit has responsibility for the protection and enhancement of the region's biodiversity values in line with Federal, 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.	1,211
Support for friends and land care groups	This service provides grants and support for Friends of groups and Landcare groups across Council's parks, reserves, and natural habitats.	125
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 more than 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.	(684)
Maintenance of bushland and natural open space	This service provides for the maintenance of Council's bushland and natural open spaces.	2,000

		2022-23 Net Cost (income) \$'000
Service	Description	
Maintenance and redevelopment of sports fields, play spaces, parks, and reserves	This service provides for the maintenance and redevelopment of Council's sports fields, play spaces, and parks and reserves.	1,712
Environmental sustainability management	This service provides the management and administrative support for the environment and sustainability teams.	677
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.	186
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.	3,985



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 strategies and plans to achieve our objective include:

- Economic Development Strategy

100%
of Council
Plan Actions
are on track

Our performance

✓ On track + Monitor - Off track → Deferred

Actions	Completion Status Year 2
Implement a plan that improves employment and mental health outcomes for everyone.	60% ✓
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.	33% ✓
Finalise and implement a new Economic Development Strategy and Investment Attraction Plan, to create local jobs, business, and investment to deliver positive and sustainable economic community outcomes.	50% ✓
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.	45% ✓
Raise the cultural profile of Yarra Ranges to drive creative industry development and cultural tourism spend via attracting and retaining new creative professionals and businesses and supporting existing creative professionals and businesses. [Commenced mid-2022]	25% ✓
Develop a destination management Plan with Yarra Ranges Tourism Board to support the right eco-tourism, infrastructure growth that also protects our natural environment.	50% ✓

Measuring our success

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

✓ On track + Monitor - Off track → Deferred

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	2025 Target	2022-23 Result	Status
Growth in resident spend locally Baseline data: \$1,188 million (May 2021).	Increase annually	\$1,573 million* *This figure is from September 2022 to August 2023	✓
Growth in overall visitors spend locally Baseline data: \$671m (May 2021).	Increase annually	\$1,006 million* *This figure is from September 2022 to August 2023	✓
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	125,077	+
Growth of international visitors in the Yarra Ranges and Dandenong Region. Baseline data: 14,000 – (December 2020).	Increase annually	International data is not available below state level from 2021 onwards. International purpose data for Victoria is not currently available.	→
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	\$7.4 billion	✓

Services delivered in 2022–23

Service	Description	2022-23 Net Cost (income) \$'000
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.	539
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.	5
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.	855



High performing organisation

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



Key strategies to achieve our objective 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

100%
of Council
Plan Actions
are on track

Our performance

✓ On track + Monitor - Off track → Deferred

Actions	Completion Status Year 2
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.	44% ✓
Improve the community's trust and connection with Council through more meaningful and inclusive community engagement and innovative approaches to communication.	55% ✓
Develop and grow an organisational culture committed to delivering exceptional customer experience.	43% ✓
Streamline internal Council processes and improve systems to deliver more efficient services and improved interactions with our community.	65% ✓
Increase the community's visibility, understanding of and access to Council's information and performance to improve accountability to the community.	60% ✓
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.	50% ✓
Adapt and improve our service delivery to ensure the measurable provision of services that are supporting our municipality to rebuild resilience.	60% ✓
Strengthen relationships and networks to support local community groups and build their capacity to be active in achieving community outcomes.	51% ✓

Measuring our success

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

✓ On track + Monitor - Off track → Deferred

'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, how to improve listening to our community and our people and 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	2025 Target	2022-23 Result	Status
% increase in Council's Maturity Model Assessment in: Building a great culture; Leadership that achieves outcomes; Focus on community and customer; Individual's performance and accountability via their performance development plans Information Technology systems and data management maturity. Source: Yarra Ranges Maturity Model Assessment.	Increase annually	Assessment not completed during 2022-23	→
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.	10	-
Customer satisfaction with Yarra Ranges Council Source: Yarra Ranges Customer Satisfaction Score.	Increase annually	50 Not Achieved	-
Increase in gender equity and diversity inclusion among 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.	Audit carried out every two years. 2023 data not available until late 2023	→

Services delivered in 2022–23

Service	Description	2022-23 Net Cost (income) \$'000
Community engagement and development programs	This service supports: <ul style="list-style-type: none"> Community engagement and place-based Community Planning Lifelong 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 	2,573
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.	3,952
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.	1,637
Procurement, contracts, and tendering	This service provides best practice procurement support to the organisation including tendering and collaborative procurement initiatives.	1,140
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.	2,295
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).	9,507
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.	839

Service	Description	2022-23 Net Cost (income) \$'000
Council governance and meeting	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.	2,233
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.	2,829
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.	1,176
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.	3,044
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.	186
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.	375
Risk management	This service provides risk management and insurance services to the organisation.	708

Local Government Performance Reporting Framework (LGPRF):

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

Service / Indicator/ Measure	Results				Variation
	2019-20	2020-21	2021-22	2022-23	
Animal Management					
Timeliness					
Time taken to action animal requests [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]	1.75 days	3.68 days	4.33 days	1.31 days	The Animal Management service has resumed normal services (following COVID and restricted services after storm events) and has returned to pre-pandemic levels. Requests are being actioned much sooner than they were over the past two years resulting in improved safety outcomes for our community.
Service standard					
Animals reclaimed [Number of animals reclaimed / Number of animals collected] x100	58.80%	61.46%	55.92%	52.31%	Council observed a large increase in the number of animals collected from the previous year. Notably, there were increased volumes of cat collections across this reporting period with a number being categorised as semi/unowned cats. Semi/unowned cats cannot be reclaimed as by definition they have no registered owner to reclaim them. This has led to a slight decline in the proportion of animals reclaimed. Council is also noticing increased cost of living is increasing the number of animals being surrendered, abandoned or unable to be reclaimed due to financial hardship being experienced by pet owners.

Service / Indicator/ Measure	Results				Variation
	2019-20	2020-21	2021-22	2022-23	
Service standard					
Animals rehomed [Number of animals rehomed / Number of animals collected]x100	20.00%	20.49%	26.76%	21.74%	There has been a decrease in animals rehomed since last year. This has been driven by a large increase in the number of animals collected from the previous year and lower demand for pet adoptions which Council believes is being impacted by increased costs of living.
Service costs					
Cost of animal management service per population [Direct cost of the animal management service / Municipal population]	\$7.65	\$9.07	\$7.00	\$8.36	Council's Community Safety team have returned to full staffing after operating at reduced numbers during and after the pandemic resulting in higher fleet, travel and operating costs. Additional ad-hoc costs have increased including those for legal advice relating to prosecutions and increased costs associated with the management and care of impounded animals.
Health and safety					
Animal management prosecutions [Number of successful animal management prosecutions / Number of animal management prosecutions]x100	100.00%	100.00%	95.65%	100%	Council has achieved 100% success in Animal Management prosecutions. 21 prosecutions took place this year, slightly less than the previous year but still consistent with historical trends
Food safety					
Service standard					
Time taken to action food complaints [Number of days between receipt and first response action for all food complaints /Number of food complaints]	2.27 days	3.41 days	2.32 days	3.36 days	Council has seen a considerable increase in the time taken to action food complaints. The primary cause of this increase is a shortage of Health Officers which is impacting our ability to respond to complaints on time. A new Duty Officer role has recently been added to the team to provide improved monitoring and allocation of complaints, which we hope will lead to improvements in response times

Service / Indicator/ Measure	Results				Variation
	2019-20	2020-21	2021-22	2022-23	
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	100.86%	84.84%	67.51%	38.26%	Due to an industry-wide shortage of Health Officers, our ability to carry out food safety assessments has been limited. Council has faced a shortage of staff internally and has struggled to secure external contractors to support internal staff. Yarra Ranges advocated to State Government to assist in training and providing dedicated courses to assist with the shortage. There were also a considerable number of legislation changes during the year which required more time spent on training and reviewing processes instead of conducting assessments.
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]	\$187.56	\$215.75	\$218.25	\$218.48	The cost of the Food Safety service per premise has remained consistent with previous years.
Health and safety					
Critical and major non-compliance outcome notifications [Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100	88.64%	97.67%	72.97%	93.33%	Council observed an improvement in this space from the previous year. The overall number of number of critical non-compliance outcome notifications and major non-compliance notifications decreased this year, which was a positive sign.
Maternal and Child Health (MCH)					

Service / Indicator/ Measure	Results				Variation
	2019-20	2020-21	2021-22	2022-23	
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	100.45%	100.99%	101.12%	102.35%	The rate of enrolment in the Maternal and Child Health service by families with newborns continues to be very high, though the actual number of enrolments was slightly lower this year due to fewer birth notifications received. Every birth notice received by Council is offered the opportunity to engage in the MCH Service. Yarra Ranges Council provides services to residents from neighbouring Councils which has caused a higher than 100% participation rate.
Service cost					
Cost of the MCH service [Cost of the MCH service/ Hours worked by MCH nurses]	\$86.79	\$68.48	\$84.66	\$80.44	Council's cost per hour worked in the MCH service has fallen slightly this year. Following the end of Covid-19 restrictions, MCH operations were able to return to normal. The total hours worked were slightly higher than the previous year, which appears to have driven the reduction in cost per hour for MCH services.
Participation					
Participation in MCH service [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	75.49%	74.54%	74.93%	74.65%	Participation in Council's MCH service has remained consistent with levels seen in previous years.
Participation in MCH service by Aboriginal children [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	72.08%	74.81%	79.00%	78.47%	Participation levels in the MCH service by Aboriginal children remain consistent with previous years. Yarra Ranges Council has continued working in partnership and close collaboration in ongoing engagement efforts with Aboriginal and Torres Strait Islander community services in addition to EACH and Best start.

Service / Indicator/ Measure	Results				Variation
	2019-20	2020-21	2021-22	2022-23	
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	96.31%	94.08%	97.76%	96.13%	Participation in 4-week Key Age and Stage visits has remained high this year. The total number of 4-week visits conducted decreased, which is consistent with a lower number of birth notifications received throughout the year.
Libraries					
Utilisation					
Physical library collection usage [Number of physical library collection item loans / Number of physical library collection items]	6.23	4.04	4.24	5.54	Following the end of Covid-19 restrictions which reduced visitor number to libraries, collections have increased this year and are continuing to trend upwards towards pre-pandemic levels. Asides from pandemic impacts, the downward trend in physical borrowings has plateaued, whilst digital borrowings are continuing to increase.
Resource standard					
Standard of library collection [Number of library collection items purchased in the last 5 years / Number of library collection items] x100	71.63%	79.76%	78.04%	75.34%	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. Digital items tend to be cheaper to acquire due to lower or no delivery or processing costs (covering/ cataloguing etc.)
Service cost Cost of library service per population [Direct cost of the library service / Municipal population]	\$18.61	\$18.81	\$20.31	\$20.69	This figure is consistent with previous years. Being a semi-regional library service, costs are typically lower than most urban services.

Service / Indicator/ Measure	Results				Variation
	2019-20	2020-21	2021-22	2022-23	
Participation					
Active library members [Number of active library members / Municipal population] x100	10.84%	9.80%	8.89%	8.98%	The proportion of active library borrowers across the municipality has increased slightly, though remains consistent with previous years. This indicator uses figures over the past three years so is still being impacted by lower visitor numbers during the Covid-19 pandemic. Results should improve again next year, though will take another year to return to pre-pandemic levels.
Aquatic facilities					
Service standard					
Health inspection of aquatic facilities [Number of authorised officer inspection of Council aquatic facilities / Number of aquatic facilities]	1.00	0.43	0.00	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.
Utilisation					
Utilisation of aquatic facilities [Number of visits to aquatic facilities/ Municipal population]	2.28	1.29	1.39	2.81	Utilisation of aquatics facilities substantially increased this year, which was expected as Covid-19 restrictions are no longer impacting these facilities. Visitor numbers would have been even higher if it weren't for vandalism of the inflatable dome at the Kilsyth Centennial Pool which forced it to be closed in February 2023. The pool has remained closed since. Additionally, the Monbulk Aquatic Centre which was closed the year before following damage from a fallen tree, was re-opened in September 2022.

Service / Indicator/ Measure	Results				Variation
	2019-20	2020-21	2021-22	2022-23	
Service cost					
Cost of aquatic facilities [Direct cost of the aquatic facilities less income received/Number of visits to aquatic facilities]	\$3.84	\$7.50	\$7.31	\$5.32	The costs per visit of aquatic facilities per visitor has decreased this year, which was expected due to the higher number of visitors attending these facilities post-pandemic.
Roads					
Satisfaction of use					
Sealed local road requests [Number of sealed local road requests / Kilometres of sealed local roads] x100	87.07	72.12	85.48	141.15	Council received considerably more sealed road requests compared to previous years during the year. This has been prompted by high number of storm events contributing to road deterioration across the municipality.
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	98.53%	98.16%	97.61%	97.45%	This result has remained high and is expected to do so going forward as Council's road resealing program continues.
Service cost					
Cost of sealed local road reconstruction [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	\$102.39	\$87.79	\$107.69	\$166.71	Council's cost of sealed local road construction significantly increased this year. This year council focused on reconstructing pavement on higher use roads located in flood areas. These roads required additional pavement thickness due to poor underlying soil conditions, which increased costs.

Service / Indicator/ Measure	Results				Variation
	2019-20	2020-21	2021-22	2022-23	
Service cost					
Cost of sealed local road resealing [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	\$14.91	\$21.02	\$15.31	\$25.43	The cost of materials for road resealing has continued to increase. A large amount of patching was required to be completed which increases the cost but not recorded in meterage resealed which has pushed this figure higher.
Satisfaction					
Satisfaction with sealed roads [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	53	49	48	43	The Local Government Community Satisfaction Survey reported that satisfaction with sealed local roads fell from 48 to 43 this year. Lower scores were reported by residents in the Hills and Yarra Valley regions, which were more adversely impacted by storms throughout the year.
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]	87	86	99	113	Council's gross time taken to processing applications has increased over the last year. Council's Planning Department continues to be impacted by an industry-wide shortage of planners which is impacting our ability to respond to applications on time. There has been a focus on resolving older applications which have been 'on hold' for extended periods, with many of these being represented in this reporting period. This focus will continue into the 2023/24 financial year.

Service / Indicator/ Measure	Results				Variation
	2019-20	2020-21	2021-22	2022-23	
Service standard					
Planning applications decided within 60 days [Number of planning application decisions made within 60 days / Number of planning application decisions made] x100	67.62%	80.79%	53.25%	51.42%	The proportion of applications decided within required timeframes has decreased this year. The higher staff vacancy rate of up to 30% continues to impact the ability to determine decisions in statutory timeframes. Similar staff shortages are being experienced across the industry. Whilst consultants and contract planners are being used, this is less efficient in meeting timeframes as a highly skilled and trained internal workforce would be.
Service cost					
Cost of statutory planning service [Direct cost of the statutory planning service / Number of planning applications received]	\$2,820.39	\$2,484.26	\$2,039.79	\$2,749.11	The higher per application costs relate to consultants fees, both legal and professional planning support as a result of the high staff vacancy rates. The costs were partially offset by the salary savings as a result of the vacancy rates, however consultants costs are higher than internal staffing costs.
Decision making					
Planning decisions upheld at VCAT [Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	54.84%	88.00%	56.25%	62.50%	Council continues to see an increase in the number of matters being appealed at VCAT. The success rate of 62.50% includes both decisions overturned and also where VCAT varied the decision by amending conditions.

Service / Indicator/ Measure	Results				Variation
	2019-20	2020-21	2021-22	2022-23	
Waste collection					
Satisfaction					
Kerbside bin collection requests [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1000	98.65	93.56	108.84	118.74	The total volume of requests has increased this year. Possible contributing factors are the age of bins deteriorating and a year on year increase in the total number of services.
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	1.33	5.61	5.74	6.34	A higher number of kerbside bin collections were missed this year, possibly influenced by the increased number of bin services and assessments.
Service Cost					
Cost of kerbside garbage collection services [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	\$138.35	\$141.89	\$163.01	\$178.68	Costs of the kerbside garbage collection service has increased slightly this year, in line with contracted CPI increases and increase to the Landfill levy, which increases waste disposal costs.
Cost of kerbside recyclables bin collection service [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	\$50.03	\$55.16	\$69.62	\$71.35	Costs of the kerbside recyclables collection service has remained consistent with previous years, though increased slightly in line with contractual agreements.

Service / Indicator/ Measure	Results				Variation
	2019-20	2020-21	2021-22	2022-23	
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	51.22%	50.56%	50.15%	52.14%	Results are consistent with previous years with a slight improvement. Total tonnages are slightly higher than the previous year though the tonnages of recyclables and green organics has increased more than garbage, resulting in a slight improvement in this indicator. We expect the new Food Organics, Garden Organics service will improve this figure next year, since not all households have a green waste bin currently but will in the future.
Governance					
Transparency					
Council decisions made at meetings closed to the public [Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public / Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors] x100	1.40%	0.50%	0.84%	0.89%	Council continues to pride itself on open and transparent decision making. Only 2 out of 224 council decisions were made at meetings closed to the public.

Service / Indicator/ Measure	Results				Variation
	2019-20	2020-21	2021-22	2022-23	
Consultation and engagement					
Satisfaction with community consultation and engagement Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement	52	53	51	46.00	Council scored 46 in the 2023 Community Satisfaction Survey for this indicator. 18-34 year olds reported the highest satisfaction score (49) and 50-64 year olds reported the lowest satisfaction (39)
Attendance					
Councillor attendance at Council meetings [The sum of the number of Councillors who attended each ordinary and special Council meeting / (Number of ordinary and special Council meetings) × (Number of Councillors elected at the last Council general election)] x100	79.89%	95.65%	91.79%	85.99%	Council observed a slight decrease in the rate of councillor attendance at council meetings throughout the year.
Service cost					
Cost of governance [Direct cost of the governance service / Number of Councillors elected at the last Council general election]	\$52,557.09	\$49,953.26	\$47,917.89	\$54,406.89	Councillor expenses increased this year from the year prior, though are consistent with pre-pandemic levels. Meetings and training/conferences have broadly returned to face-to-face which has increased some of these costs.
Satisfaction					
Satisfaction with Council decisions [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]	53	56	54	48	The 2023 Community Satisfaction Survey found scored Council 48 for this indicator. Results were varied amongst different sub-groups of the community, with 18-34 year olds reporting the highest satisfaction score (53) and residents from the Yarra Valley region reporting the lowest satisfaction (41)

Statutory Information

Contracts

In 2022-23, there have been no reported breaches of Section 186 of the Local Government Act (1989). The following contracts are valued at greater than \$150,000 and were awarded during 2022-23.

Reference	Details	Contractor
CQ7164	Provision of Printing Services	ABCORP AUSTRALASIA PTY LTD
CT6729 1	Civil Design and Associated Services Panel	Afflux Consulting Pty Ltd
CT6729 2	Civil Design and Associated Services Panel	AME CONSULTANTS PTY LTD
CQ6933	Digitising Bookings Platform for Halls & Venues	Attekus
CT7001	Design and Construction of Cycle Centre Nodes - Lilydale	AUSTRALIAN QUALITY PLANTS & LANDSCAPING PTY LTD
CT7063 1	Provision of Fire Slashing Services	BELLS CIVIL EXCAVATIONS PTY LTD
CT6729 3	Civil Design and Associated Services Panel	CIVIL ROAD SOLUTIONS PTY LTD
CT7110 PA 1	Comensura: Recruitment, Training and Associated Services 2312-0618	COMENSURA PTY LIMITED
CT6729 4	Civil Design and Associated Services Panel	CRE CONSULTING ENGINEERS PTY LTD
CT6729 5	Civil Design and Associated Services Panel	CT Management Group Pty Ltd
CT6861	Design & Construction of Yarra Glen Lawn Bowls Changeroom Refurbishment	Cumayne Constructions Pty Ltd
E7119 Exception	Yarra Glen Memorial Hall - External Repairs and Painting	Cumayne Constructions Pty Ltd
EOI6105 6989	Grandview Crescent Road Group Healesville - Special Charge Scheme	DALLUM CONSTRUCTIONS
EOI6105 6988	Miller Street and Montpellier Street Healesville - Special Charge Scheme	DALLUM CONSTRUCTIONS
E 7293 Exception	Ngurrak Barring - Ridgewalk Node Designs	Djinjama Indigenous Corporation
CT7221 MAV 2	Street Lighting Installation SL3911'22	Electrix Pty Ltd

Reference	Details	Contractor
EOI6246 7200	Olinda Recreation Reserve Pavilion Solar & Battery Installation	ENERGY WIRED PTY LTD
CT6729 6	Civil Design and Associated Services Panel	Engeny Australia Pty Ltd
EOI6105 7039	Station Road, Seymour Street and Britton Road, Seville - Road Improvement Works Special Charge Scheme	ETHEREDGE MINTERN PTY LTD
EOI6105 7108	Benton Rd Elamo Rd Nagoondie Lane Healesville - Road Improvement Works Special Charge Scheme	ETHEREDGE MINTERN PTY LTD
CT7063 2	Provision of Fire Slashing Services	FERN EARTHMOVING PTY LTD
EOI5902 7173	Sports Courts and Associated Infrastructure: Upwey Tecoma Tennis Court Redevelopment	Flex23 Pty Ltd
EOI5902 7067	Yarra Glen Netball Upgrade	Flex23 Pty Ltd
EOI6105 7037	School and Valley Road Seville - Road Improvement Works Special Charge Scheme	FOLEY SERVICES PTY LTD
EOI6105 6987	Marna Street Healesville - Road Improvement Works Special Charge Scheme	FOLEY SERVICES PTY LTD
EOI6105 7107	Campbell Road and Pilmer Road Healesville - Road Improvement Works Special Charge Scheme	FOLEY SERVICES PTY LTD
EOI6105 7097	Hearse Road Millgrove Road Improvement Works Special Charge Scheme	FOLEY SERVICES PTY LTD
E7166 Exception	Spray Sealing - Old Gippsland Road Lilydale	FULTON HOGAN INDUSTRIES PTY LTD
E7167 Exception	Spray Sealing - Lusatia Park Road Woori Yallock	FULTON HOGAN INDUSTRIES PTY LTD
CT6729 7	Civil Design and Associated Services Panel	GHD PTY LTD
CQ6923	Coldstream Station New Toilet/Shelter building	GR DESIGN & CONSTRUCT PTY LTD
CT6729 8	Civil Design and Associated Services Panel	HDS AUSTRALIA PTY LTD
CT7063 3	Provision of Fire Slashing Services	I & P YEOMAN SLASHING PTY LTD
E7282 Exception	ID Consulting demographic and social data and forecasts	I.D. CONSULTING PTY LTD
CQ7133	Senior Financial Consultancy Resource	Iuvo Group Pty Ltd

Reference	Details	Contractor
CT6729 9	Civil Design and Associated Services Panel	JCA LAND CONSULTANTS PTY LTD
CT6729 10	Civil Design and Associated Services Panel	JJ Ryan Consulting Pty Ltd
EOI6105 7224	Spring Lane, Gruyere - Road Construction	JOTOMEX CIVIL CONTRACTING
EOI6105 7267	Switchback Road Chirnside Park - Road Construction	JOTOMEX CIVIL CONTRACTING
EOI6105 7069	Upwey Sit Eat and Meet Spaces Project	JOTOMEX CIVIL CONTRACTING
CQ7271	Gray Court Pre-School Roof replacement works	Kroeger Building PTY LTD
E7239 Exception	YRConnect - Leander Business Consulting	Leander Business Consulting Pty Ltd
CT6953	Construction of Powelltown Reserve Community Sporting Pavilion	MELBCON
CT6729 11	Civil Design and Associated Services Panel	Morphum Environmental Limited
CT7035	Construction of Basketball Court and Associated Facilities, Pinks Reserve, Kilsyth	Newpol Construction Pty Ltd
CT7078	Construction of Stormwater Harvesting System Monbulk Reserve	Optimal Sormwater
CT6729 12	Civil Design and Associated Services Panel	PROCIVIL CONSULTING PTY LTD as The Trustee for Procivil Unit Trust
CT7060	Facilities Maintenance Services	Programmed Facility Management Pty Ltd
CT7143	Lysterfield Transfer Station Fire Service Design and Installation	Que Built Pty Ltd
CQ7113	Lysterfield Biochar Stage 2 Civil Works	R & J KENT & CO PTY LTD
CQ7020	Stormwater Strategy	Rain Consulting Pty Ltd
CT6729 13	Civil Design and Associated Services Panel	RMG (AUS) PTY LTD
E6908 Exception	RidgeWalk/ngurrak barring - Digital Experience	RMIT UNIVERSITY
CT7221 MAV 1	Street Lighting Hardware SL3911 '22	Schreder Australia Pty Ltd

Reference	Details	Contractor
CT6916	RidgeWalk - Trail Maintenance Works	SCRATCHIN THE SURFACE
CT6964	Yarra Valley Trail - Yarra Glen Northern Loop: Detailed Design Brief (Pedestrian Bridges and Underpass)	Stantec Australia Pty Ltd
CT7229	Narre Warren East Pavilion Change Room Upgrade	Stosius and Staff Constructions
EOI6105 7038	Victoria Road, Railway Road and English Street, Seville - Road Improvement Works Special Charge Scheme	TDM EARTHWORKS PTY LTD
EOI6105 7105	Victoria Road - Road Rehabilitation	TDM EARTHWORKS PTY LTD
EOI6105 7073	Mt Morton Road Stage 1 (Glen Road to no. 141) and Hood Street Belgrave Heights Road Improvement Works SCS	TDM EARTHWORKS PTY LTD
EOI6105 7127	Bell Street Road Group, Seville - Road Improvement Works (SCS)	TDM EARTHWORKS PTY LTD
EOI6105 7104	Beresford Road - Road Rehabilitation	TDM EARTHWORKS PTY LTD
EOI6105 7111	Nation Road - Selby - Road Improvement Works Special Charge Scheme	TDM EARTHWORKS PTY LTD
EOI6105 7186	Commercial Rd Mt Evelyn Road and Drainage Works - Stage 1	TDM EARTHWORKS PTY LTD
EOI6105 6990	Morna Street and Oak Street Lilydale - Special Charge Scheme	TDM EARTHWORKS PTY LTD
EOI6105 6986	Construction of Kallista Emerald Road Black Length Project	TDM EARTHWORKS PTY LTD
EOI61057151	Beresford Road Lilydale POS	TDM EARTHWORKS PTY LTD
EOI6105 7154	Camms Road The Patch Road and Drainage Works	TDM EARTHWORKS PTY LTD
CT6729 14	Civil Design and Associated Services Panel	Tony McGann Consulting Pty Ltd as The Trustee for McGann Discretionary Trust
CT6729	Civil Design and Associated Services Panel - Parent	Various Suppliers
CT6833 PA	2406/0713 Information Technology Products and Services and Multi-Functional Devices	Various Suppliers

Reference	Details	Contractor
CT7110 PA 2 Various	Recruitment, Training and Associated Services 2312-0618	Various Suppliers
CT7215 MAV	Contaminated Land and Landfill Audit and Consultancy Services CL7700-2021	Various Suppliers
CT7093	Receival of Recyclable Material	Visy
EOI5903 6847	Green Spine Public Lighting	WALLGATES PTY LTD
EOI5903 7235	Lilydale Tennis Lighting Renewal	WALLGATES PTY LTD
CT7134	Chirnside Urban Park	WARRANDALE INDUSTRIES PTY LTD
CT7079	Construction of Lions Park Urban Redevelopment	WARRANDALE INDUSTRIES PTY LTD
CT7135	Glensvalley Playspace Renewal	WARRANDALE INDUSTRIES PTY LTD
CT7136	Carmen Reserve Playspace Renewal	WARRANDALE INDUSTRIES PTY LTD
CQ7157	Community Heart in Lilydale - Precinct design framework	Williams Ross Architects Pty Ltd
CT7094	Provision of Hard Waste and Bundled Branch Collection Service	WM WASTE MANAGEMENT SERVICES
CT7036	Design and Construction of Wesburn Park Pump Track	WORLD TRAIL PTY LTD ATF WORLD TRAIL UNIT TRUST



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)	Adopted in accordance with section 55 of the Act Date of adoption: 27 April 2021	✓
2	Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)	The Essential Engagement Framework and Toolkit Date of commencement of current guidelines: 14 June 2011	✓
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)	Adopted in accordance with section 91 of the Act Date of adoption: 26 October 2021	✓
4	Asset Plan (plan under section 92 of the Act setting out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Adopted in accordance with section 92 of the Act Date of adoption: 28 June 2022	✓
5	Revenue and Rating Plan (plan under section 93 of the Act setting out the rating structure of Council to levy rates and charges)	Adopted in accordance with section 93 of the Act Date of adoption: 27 June 2023	✓
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)	Yarra Ranges Council Budget Adopted in accordance with section 94 of the Act Date of adoption: 27 June 2023	✓
7	Risk policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Yarra Ranges Risk Policy Date of commencement of current policy: 29 June 2021	✓

Governance and Management Items		Assessment	
8	Fraud policy (policy outlining Council's commitment and approach to minimising the risk of fraud)	Yarra Ranges Fraud Control Policy Date of commencement of current policy: 25 August 2020	✓
9	Municipal emergency management plan (plan under section 60ADB of the Emergency Management Act 2013 for emergency mitigation, response and recovery)	Prepared and maintained in accordance with section 60ADB of the Emergency Management Act 2013 Date of preparation: 16 March 2023	✓
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)	Adopted in accordance with section 108 of the Act Date of adoption: 14 December 2021	✓
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)	Date of commencement of current policy: The current BCP was approved by the Director Corporate Services 2023 and is due for formal consideration by ELT in the September 2023 period. Noting, the plan was tested recently and incorporates the reestablishment of customer service functions within 24 hours. The policy also builds on the previous policy.	✓
12	Disaster recovery plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Informal Technology Continuity Plan Operational: September 2020 Local storage facility has been contracted to provide data back-up, computer access and operational hot desks at their disaster recovery plan site. Full remote access by staff also available. This plan is tested annually and incorporates the reestablishment of customer service functions within 24 hours.	✓
13	Risk management framework (framework outlining Council's approach to managing risks to the Council's operations)	Date of commencement of current policy: Risk Framework: 30 June 2021	✓

Governance and Management Items		Assessment	
14	Audit and Risk Committee (see sections 53 and 54 of the Act)	Established in accordance with section 53 of the Act Date of establishment: 11 August 2021	✓
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)	Engaged HLB Mann Judd Date of engagement of current provider: July 1 2021 to 30 October 2023.	✓
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 Local Government Act 2020)	Local Government Performance Reporting Framework (LGPRF) Date of operation of current framework: 1 July 2014	✓
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 six months of the financial year)	Council Plan progress is reported in the Annual Report including the performance results for the Strategic Indicators. The Annual Report was presented to Council on 25 October 2022. Council also endorses an Organisational Performance Report, linked to initiatives in the Council Plan. Progress is reported to Council via the Organisational Performance Report Quarterly.	✗
18	Financial reporting (quarterly statements to the Council under section 97(1) of the Local Government Act 2020, comparing actual and budgeted results and an explanation of any material variations)	Reports presented to the Council in accordance with section 97(1) of the Local Government Act 2020 Date reports presented: 25 October 2022, 22 November 2022, 28 February 2023, 9 May 2023	✓
19	Risk reports (6-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Dates of Risk reporting: 3 October 2022, 20 February 2023, 29 May 2023	✓
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 Local Government Act 2020)	LGPRF reported annually on 20 September 2023	✗

Governance and Management Items		Assessment	
21	Annual report (annual report under sections 98, 99 and 100 of the Local Government Act 2020 containing a report of operations and audited financial and performance statements)	Presented at a meeting of the Council in accordance with section 100 of the Act Date of Annual Report presented: 25 October 2022	✓
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 Date reviewed and adopted: 9 February 2021	✓
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 accordance with sections 11 and 47 of the Act)	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. A register of Delegations is kept in accordance with sections 11(8) and 47(7) of the Act.	✓
24	Meeting procedures (Governance Rules under section 60 of the Act governing the conduct of meetings of Council and delegated committees)	Governance Rules adopted in accordance with section 60 of the Act Date Governance Rules adopted: 2 September 2022	✓

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



Tammi Rose
Chief Executive Officer
Dated: 10 October 2023



Cr Jim Child
Mayor
Dated: 10 October 2023

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 2022-2023

During 2022-2023, Yarra Ranges Council's FOI Team responded to a total 74 written Freedom of Information enquiries and processed 34 valid requests under Freedom of Information legislation provisions. Outcomes from the 34 requests and from previous years are listed below.

Year	2022-23	2021-22	2020-21
Access granted in full	10	6	10
Access granted in part	6	9	15
Access denied	0	2	2
Documents do not exist	0	1	0
Withdrawn / not proceeded	3	2	5
Satisfied outside the Act	7	0	0
Decision pending	8	11	5
Total requests received (inc. carried forward)	34	36	37

FOI Officers were able to assist an additional 9 applicants outside of the FOI process, prior to the formalisation of a valid FOI request. Further, despite officers providing assistance to applicants, 10 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 access 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 \$31.80 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 2022-23

In accordance with Section 70 (1b) of the Act, Council is required to detail in the Annual Report the number of disclosures notified to IBAC for the financial year. No disclosures relating to the Public Interest Disclosure Act (formerly the Protected Disclosure Act and Whistleblowers Act) were received or required notification by Council during the 2022-23 financial year.

Information available for inspection

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

- Council agendas and minutes of meetings held in the previous 12 months*
- Agenda and minutes of meetings of delegated committees held in the previous 12 months*
- Register of delegations*
- Details of all leases involving land which were entered into by the Council as lessor, including the lessee and the terms and the value of the lease*
- Register of authorised officers*
- A 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 2021-2025*
- Council Budget (including the Strategic Resource Plan)*
- Councillor Allowances and Expenses*

- Councillor Expenditure Policy*
- Election Period Policy*
- Procurement Policy*
- Summary of election campaign donation returns*
- Neighbourhood Amenity Local Law 2020*
- Meeting Procedures and Use of Common Seal Local Law 2015*
- Governance Rules*
- 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

Food Act Ministerial directions

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

Road Management Act Ministerial direction

In accordance with section 22 of the *Road Management Act 2004*, a Council must publish a copy or summary of any Ministerial direction in its annual report. No such Ministerial Directions were received by Council during the 2022-23 financial year.

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 (DAC) helps to implement the strategy.

The Disability Advisory Committee is appointed by Council for a four-year term and recruitment of the Disability Advisory Committee 2022-26 was approved by Council in December 2022. The committee provides advice to Council on a range of issues, policy and strategy and capital projects.

Members have provided feedback and shared their insights on the review of the Yarra Ranges Council Draft Housing Strategy, the Economic Development Strategy 2022-2032, Active Recreation for People Plan and Nature Plan 2022-2032.

Members gained insights on Council's Minor works program and upgrades that result in increased access and participation by people with disability.

Annual Yarra Ranges International Day of People with Disability event held Celebrating the Power of People with Disability.

DAC members presented on key projects that have benefitted from working with the committee and celebrating the DAC contributions and achievements across Council.

DAC members were recognised for their contributions and the retiring members were thanked for their service.

Members of Council's Disability Advisory Committee have participated in several site visits and community consultations in Yarra Ranges including a site visit to Collins Place in Kilsyth.

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.

Yarra Ranges Disability Inclusive Emergency Planning (DIEP) Forum: A community workshop held at Civic Centre.

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.

Yarra Ranges Council participates on the working group of the Margins to the Mainstream (M2M) project led by Women's Health East. This project supports local women with disability to have a voice and contribute to the evidence base in community-led prevention of violence against women with disability. Members of the M2M "Experts by Experience Group" presented at Council's 16 Days of Activism against Gender Based Violence event: 'Gender and Diversity: Creating Equality and Respect' What does equality and respect look? How might this differ for Indigenous women, older women, or women with disability?

Domestic Animals Act 1994

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

In April-May 2022, pre-draft consultation was conducted via submissions and survey with 460 responses providing a range of views, proposals and ideas. Through a combination of research, document reviews and collection of community feedback a Draft DAMP was prepared.

In September-October 2022, the Draft DAMP was made available via the Shaping Yarra Ranges website, which saw 751 visits to the page and 330 downloads of the Draft DAMP, in addition to 100 conversations at face-to-face pop up sessions across the municipality.

The 2022-2026 DAMP was adopted in November 2022, and seven main objectives to be focussed on include:

Objective 1 Ensuring Council staff have access to professional development opportunities relating to animal management.

Objective 2 Proactively promote and manage Council's pet registration program.

Objective 3 Promote delivery of community education regarding responsible pet ownership.

Objective 4 Ensure the safety and wellbeing of our community, infrastructure, tourism, wildlife, and the natural environment.

Objective 5 Work with our community, businesses, and networks to help our local Domestic Animal Businesses to manage and grow responsibly.

Objective 6 Advocate for the safety, health and wellbeing of domestic animal registered within the municipality.

Objective 7 Using data to inform our service delivery and decision making.

A series of actions were developed to support these objectives with actions in the first year of the plan include:

- Undertaking a review and improvement program of our animal management processes.
- Raising community awareness on environmentally sensitive areas, and provide detailed information outlining the negative impacts wandering cats can have on the

community, wildlife, and environment.

- To review and improve processes concerning enforcement of cat trespassing orders and local laws including the advertisement of penalties for non-compliance.
- Encouraging more registered dog training businesses through reducing the cost of application fees and encouraging trainers to focus on behaviours that prevent dogs from aggressive behaviour, such as rushing or attacking.

As a result of the annual review, the Safer Communities team has demonstrated it continues to provide a high quality, innovative and responsive animal management service, and maintain the commitment to a community approach to responsible pet ownership.

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; monthly Pathways for Carers walks held in Mt Evelyn and Healesville.

- Liaised closely with service providers, community houses and leisure services on behalf of carers.
- The CHAOS Network (Community Houses Association of the Outer Eastern Suburbs) and SwinLocal (a network with Swinburne Uni and 21 Learn Locals) received funding 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 Council Disability Advisory Committee member participate on the Project Reference Group. This project successfully reached its targets and received an extension of funding until the end of 2023.
- Provided information to people, community organisations and networks within Yarra Ranges through the Yarra Ranges Disability Inclusion newsletter. Information has included accessible school holiday activities, local events and supports and activities for carers including Carer Gateway and Villa Maria Catholic Homes Carer Supports.
- 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.

Copies and further information

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

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

Contact information

Community Links

Lilydale
15 Anderson Street

Healesville
110 River Street

Monbulk
21 Main Road

Yarra Junction
2442-2444 Warburton Highway

Upwey
40 Main Street

National Relay Service

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

1300 555 727 - for callers using Speech to Speech relay

9658 9461 - Teletypewriter (TTY)

Translating and Interpreting Service

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

Chinese Simplified (Mandarin)

如需要，可拨打全国翻译服务处 (TIS) 的电话 131 450 提供口译服务。

Chinese Traditional (Cantonese)

如需要，可撥打全國翻譯服務處 (TIS) 的電話 131 450 提供傳譯服務

Chin Hakha

Holhlet na herh ah cun Translating and Interpreting Services (TIS) kha 131450 ah chawnh in hlohleh rian tuawn nak kha hman khawh a si

Dutch

Indien nodig kunt u onze tolken- en vertaaldienst Translating and Interpreting Services (TIS) bellen op 131 450 om met een tolk te spreken

Italian

Un servizio di interpretariato è disponibile, se richiesto, contattando i Servizi di traduzione e interpretariato nazionali (TIS) al numero 131 450

Yarra Ranges Council
PO Box 105
Lilydale VIC 3140

1300 368 333 | mail@yarraranges.vic.gov.au
yarraranges.vic.gov.au

