

WORKING TOGETHER TO SHAPE THE FUTURE



2020-21 Annual Report



Main Rd – Monbulk

Welcome

Welcome to the Yarra Ranges Council 2019-20 Annual Report. This report provides a comprehensive account of Council's achievements, challenges and aspirations for the future. It details our performance against our commitments as set out in the Council Plan 2017-2021 and provides an analysis of our financial performance.

This report also demonstrates the breadth of our operations and the diversity of services delivered to the Yarra Ranges community. We hope you enjoy reading about 2019-20 at Yarra Ranges Council.

Why we have an Annual Report

The Annual Report details our achievements against commitments and our performance against required measures. It also provides an account of our financial management over the past year. The Annual Report is an opportunity to acknowledge the great things that have been happening across the municipality and meets our requirements under the new Victorian Local Government Act (2020).

Due to the implementation of the Local Government Act this year's Annual Report will be presented to the Minister by 30 November 2021.

Navigating the Document

This Annual Report comprises three main sections. The first includes a message from the Chief Executive Officer, our organisation's response to the COVID-19 pandemic, our advocacy efforts and our financial performance. To browse this summary section, please refer to pages 5 to 22.

The main body of the report provides an overview of who we are, the opportunities and challenges for Yarra Ranges and our performance in detail against our five strategic objectives. It also includes the results against our major initiatives, our key performance indicators and any legislated requirements which can be found on pages 23 to 137.

The final section provides a detailed account of our financial performance. For more information on our financials please refer to the Financial Statements starting on page 138.

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

Acknowledgement of Country

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

Copies and Further Information

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

Web: yarraranges.vic.gov.au

Email: mail@yarraranges.vic.gov.au

Phone: 1300 368 333

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Vision 2036

The vision for the municipality was developed based on a review of the big issues facing Yarra Ranges and the things most important to our community. These were captured through comprehensive community engagement where more than 2,700 community members contributed their ideas.

The Vision:

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.

At the heart of our vision is an authentic desire to listen and respond to the needs and aspirations of our community. We are visible and communicate clearly and honestly.

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

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

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

Gateways towns in the municipality now strengthen our identity, our culture and heritage and create a sense of belonging for our community.

Educational facilities build the skills of our people and develop our leaders to strengthen communities and support local employment. Our local planning approach enables us to recognise that each community is unique, and enables us to embrace the diversity and strength of local communities and support their health, safety and wellbeing needs.

Services are accessible in many ways and cater for children, youth, families and older people. People actively participate in recreational and cultural activities using facilities and programs developed for all ages and abilities. Residents who are disadvantaged within the municipality are well supported by partnerships between government, business and community organisations.

Council resources are managed responsibly and principles of fairness and consistency are applied to avoid unnecessarily burdening rate payers. We inspire people to create a better future.

Mayors Message

Welcome to the 2020-21 Annual Report.

This report – like the one before it – has been compiled at the tail-end of a tumultuous year. The 2019-20 report outlined our organisational response to the beginning of the COVID-19 pandemic and its impact across the community.

Sadly, we're still facing many of the same challenges 12 months later and we're still hearing devastating stories from community members who have lost work, had to shut the doors of their business and grapple with anxiety and social isolation during periods of restrictions.

This report has also been compiled in the aftermath of the catastrophic 9 June storm and flood event, where a significant amount of our region lost power, parts of the Yarra Valley flooded and people in the Dandenong Ranges experienced widespread destruction of private and public infrastructure from falling trees. The impact of these events, and the recovery measures to follow, will continue unfolding over coming years.

As a Council, we've had to adapt the way we work and provide services to our community – we've had staff re-deployed across the organisation to meet the needs of the pandemic and our storm response and we're continually looking at how we can best serve our community and the organisation as circumstances change.

Despite the challenges of the last year, we have had several key achievements with our community engagement and advocacy to other levels of government.

Community Engagement

We've focussed strongly on how we engage with and listen to our community. This was front of mind as we developed our Community Engagement Policy and framework.

Our new engagement policy – which meets the requirements of the Local Government Act 2020 – clearly defines how we will reach out to community for your involvement, input, feedback and insight. It outlines our commitment to engaging broadly, why, when and how we will engage and will ensure a considered and consistent approach that keeps the community at the heart of our decision making.

Earlier this year, we began renewing our Council Plan. To do this, we put our policy into action and established a panel of community members, from diverse backgrounds and demographics of the region, who could give us feedback on our ideas and help shape the document. We received phenomenal, passionate and informed feedback from our panel, which directly informed the draft Council Plan.

To improve engagements across the board, we set up our new online platform, **Shaping Yarra Ranges** – a webpage where community members can not only shape projects with activities and feedback, but sign up and be notified when similar projects come up in the future. This platform works hand-in-hand with our other methods of engagement, such as in-person drop-ins, information sessions, workshops and meetings, emails, mail, SMS messaging, flyers and social media.

One of our major engagements with community on this platform was our Waste Survey, where we asked the community for feedback on their current bin and hard waste services. This feedback was critical to help shape the rollout of the State Government's new multi-stream waste system.

Community members were notified by mail and text about the survey and we collected more than 10,000 responses in total. As a result of the survey, hundreds of community members which have now signed up to be notified about new engagements on Shaping Yarra Ranges, so we look forward to growing this connection with community members.

Visit shaping.yarraranges.vic.gov.au to see what's currently open for comment.

Advocacy

Through the many challenges of the last year, we've found many opportunities to advocate to the State and Federal Government for local improvements to services and infrastructure, based on the changing needs of the community.

To address the shortage in seasonal workers in agribusinesses locally, we asked the State and Federal Government for extended support – the result of which was a wider boundary for the Harvest Trial, taking in areas of Yarra Ranges and connecting jobseekers with local businesses.

We've also asked the State Government for more support in tackling the Queensland Fruit Fly, following several local detections in 2020 and 2021. In May, the State Government provided \$6.4 million over four years for management programs, including locally.

We've received more than \$13 million in grant funding for recreation and active living programs, including \$5.5 million through the Growing Suburbs Fund for parks, reserves, playspaces and activation of local spaces.

We have asked, and continue to ask, the State Government to reclassify the non-urban parts of Yarra Ranges as regional, reflecting the unique make-up of our area where parts of the Yarra Valley and Dandenong Ranges are closer aligned to Regional Victoria than Metropolitan Melbourne. We're continuing to push this issue as COVID-19 movement restrictions continue to impact the region.

Following our municipality-wide Telecommunications Survey, we've been advocating to all levels of Government and to telecommunications companies for better connectivity, upgrades to strengthen the resilience of our services and better infrastructure. The urgent need for better services locally was highlighted once again following the June storms, where significant parts of the region lost access to wired internet, phone and mobile phone services. For more details on advocacy see page 14.

Conclusion

The road to recovery – from both the pandemic and the storms – will be long. We will continue to work with our community at every step. We will listen to what the community needs and work hand-in-hand with our State and Federal counterparts to help provide it.

This annual report is the first one as a new group of Councillors, following November's election. Our new Council is a fantastic group of passionate community members, all bringing their experiences, their passions and their expertise to the table for the benefit of the Yarra Ranges.

Our role at Council is to deliver essential services and advocate for better services provided elsewhere, and that is certainly front-of-mind for us as we look to the future.

I'd like to thank our previous Council and our outgoing Councillors. We've consistently had focused, community-minded individuals in our Council chambers and our last Council achieved so much in their four-year term.

Our staff here at Council have shown an incredible level of resilience and adaptability throughout the never-ending challenges of the past year, and for that I am all Councillors are hugely grateful. May the year ahead be a little easier on us all.



Fiona McAllister,

Mayor of Yarra Ranges

Councillor Commitment

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



Yarra Ranges Councillors

Left to right: Cr Cathrine Burnett-Wake, Cr Sophie Todorov, Cr Len Cox OAM, Cr Tim Heenan, Cr Fiona McAllister (Mayor), Cr Jim Child, Cr David Eastham (Deputy Mayor), Cr Johanna Skelton, Cr Richard Higgins.

CEO's Message

Welcome to this year's annual report.

This year's report, like last, is bittersweet. As an organisation, we've achieved a significant amount over the last 12 months. Our working environment and ability to deliver services to the community has been heavily constrained by the ongoing COVID-19 pandemic and the recent devastation across the region from the 9 June storms.

Our staff have done an incredible job at adapting to these circumstances. We've had staff redeployed to assist departments through the pandemic and storm response, adapted our services and Council meetings online and have been listening to community feedback to continually adapt and deliver our essential services. Below are some highlights from the last year, which will be expanded upon throughout this report.



Tammi Rose, CEO of Yarra Ranges Council

Pandemic response

In the last year we've been working to respond to the pandemic and its impacts on the community, while continuing to deliver services wherever possible – changing and altering the way we work to keep the community safe.

Since the pandemic began, we've provided two rounds of COVID-19 Relief and Recovery Grants for community groups and organisations. These grants, worth a total of \$394,000 have helped fund programs and events, building community resilience and togetherness in the aftermath of lockdowns.

We also established our Be Kind Yarra Ranges campaign, providing mail-outs to community members, kits for businesses and web information about supporting local business, people in your community and taking care of your own mental health. We've established temporary parklets to provide additional outdoor dining spaces and run outreach programs to contact vulnerable community members and connect them with assistance. And we've fast-tracked temporary permit approval process and waived fees to support continued business operation.

With the support of the State Government, our workforce was bolstered by more than 130 Working for Victoria staff on temporary contracts. These staff were essential as we pivoted many services in response to the pandemic and restrictions. Through this program we benefited from a variety of experience and community members from the wider Melbourne area were able to gain additional work during a time when many businesses had to temporarily close or stand staff down.

We're continuing to advocate for more State and Federal support for our communities, such as increasing vaccine availability locally, enhancing mental health support to our region and reclassifying the Yarra Valley as a regional area, should another Metropolitan Melbourne and Regional Victoria divide occur in restrictions.

Storm response

Our staff were quickly activated to respond to the 9 June storms, establishing our Municipal Emergency Coordination Centre (MECC) in Lilydale and several Power and Shower sites throughout Yarra Ranges. Our teams got to work with State Government agencies and AusNet to clear roads and provide access for service reconnection, while providing the community spoiled food drop-offs, areas for mulch

collection as we dispose of hundreds of tonnes of debris and organising municipality-wide storm branch collection.

Since the storms hit, our teams have been working on more than 2,400 tree and drainage requests, prioritising urgent works and potentially dangerous trees for works, while others have assisted the community with recovery hubs and advocating to the State Government for widened support measures for impacted community members.

We anticipate the recovery from the storms will take years - with clearance, rebuilding and community resilience strengthening – and we will work with our community members through this time to meet their ongoing needs.

Capital works

Our Capital Works Program continues to deliver high-quality and built-for-purpose infrastructure for our community. I'm proud to say that we've been able to complete several major projects while adapting to the restrictions and challenges of the pandemic over 2020-21.

Some highlights from this year's program include:

- Upgrading the bridge at Cement Creek Road in East Warburton, providing better access to the Redwood Forest and the Yarra Ranges National Park,
- An improved carpark at Morrison Reserve in Mount Evelyn,
- An upgraded playspace at Belgrave Lake Park,
- Synthetic soccer pitches at Esther Park in Mooroolbark, which complement a new Community Sports Pavilion,
- A drainage rehabilitation program being delivered across the municipality,
- Ongoing works to deliver our Civic Centre Redevelopment in Lilydale. The first stage of this project was completed last year and we expect the project will be complete in early 2022.

We have major projects continuing this financial year, such as the Yarra Valley Trail's next stage, ongoing work on the Warburton Mountain Bike Destination and the construction of RidgeWalk in the Dandenong Ranges, all of which will provide immersive tourism experiences, better connect our regions and support our local economy for decades to come.

Gender Equity

Gender equity has been a priority for Council for several years and is officially a key role of Councils under the Gender Equality Act 2020. We've been working to increase awareness of gender inequity by running Gender Equity and Bystander Training with all staff, leaders and Councillors. We've also been working on our Gender Equity Action Plan, running workshops with leaders and Councillors, and reviewing our recruitment processes. Our action plan is being compiled and will be implemented over coming years.

We are required to complete Gender Impact Assessments on new policies, programs and services, to ensure we've considered how our work impacts *people* of different genders. This work is continuing well, with a gender and intersectional lens applied to our Capital Works Program, our COVID-19 response and our Enterprise Agreement with staff, which I'm proud to say has been enhanced to live our commitment of being more gender equitable and inclusive.

Financial Management

Since COVID-19 was declared as a global pandemic by the World Health Organisation various measures were taken by all three levels of Government in Australia to reduce the spread of COVID-19. This crisis and measures taken to mitigate the risks from the pandemic have heavily impacted council's finances due to the change in delivery of services in several key areas of operations. Of further consequence was the devastating storms of June. This disaster creates significant financial pressure for the coming year

and beyond and while the full impact is still unknown, it will be material. This is in addition to the number of challenges that faced Council in recent years, such as meeting the State Government's Rate Cap while continuing to provide more than 120 services to a geographically large and diverse community.

At the time of preparing this report, Council has already begun to reconsider and reshape its budget and long-term financial plans to ensure recovery is supported while maintaining appropriate financial sustainability. It is a difficult balance and will cause some change to the level of service council can deliver, however I'm proud of the way Council has continued to rise to the challenge and can assure our community that we remain committed to improving processes and finding efficiencies to support sustainability. Prudent financial management practices mean we're in good shape to continue to deliver on our promises, programs and goals outlined in the new four-year Council Plan.

Council reported an operating surplus (not cash surplus) of \$23.4 million and Council's net assets increased by \$0.9m to \$1.16 billion. Detailed information on Council's financial position is provided later in this report on page 146.

Our workforce

Despite the challenges posed by the move to remote working in the pandemic and shifting our work to meet COVID-19 restrictions and emergency storm response, we continue to provide support and development for our staff.

A substantial focus over the last year has been ensuring employees felt safe, secure and supported by the organisation during the pandemic. We've sent periodical Employee Wellbeing Surveys to understand the impacts of remote working on staff, which helps us identify priorities for supporting our staff.

We have provided numerous professional development programs to staff and leaders, with a focus on remote work, building resilience, managing workloads and time and improving communication skills.

We will continue to assess the needs of our staff as the pandemic continues, shaping our learning and development programs to support them, help build resilience and improve the ways we work remotely.

Conclusion

The upheaval of 2020 has well and truly continued throughout this year, but I'm proud of our organisation's response to the rapidly-changing circumstances. We'll be continuously finding ways to improve our service delivery going forward, while giving our community members value for their rates. There is a genuine passion and care for community across our many departments, with a majority of our staff calling Yarra Ranges home.

There will be difficult times ahead as our recovery continues, but we'll pull through as we always have – together as one community.

I extend my appreciation and gratitude to all the council staff for everything they have achieved this year. The ability to deliver these outcomes under difficult circumstances has only been possible due to their commitment and dedication. I also congratulate and thank our councillors who have worked tirelessly to provide strong civic leadership to the community and the organisation.

I encourage you to read through this report and find out more about our achievements over 2020-21, and to read our upcoming Council Plan to see our priorities and actions for the coming four years.



Tammi Rose

Chief Executive Officer

COVID-19 Pandemic

Pandemic Overview – YRC 2020-21 Annual Report

The global COVID-19 pandemic, declared in March 2020 and continuing throughout 2021, has had profound and far reaching impacts both globally and at the local level. In response, Yarra Ranges Council developed and implemented a program of initiatives designed to support the local community and businesses throughout the last financial year.

An overview of impacts the pandemic has had on the community along with some of the key initiatives implemented by Council is outlined below. This illustrates the evolving nature of the pandemic and the ongoing support provided by Council to residents and businesses in the Yarra Ranges over the last financial year and beyond.

Health impacts

Since the pandemic commenced, a total of 247 cases of COVID-19 were acquired by Yarra Ranges residents. Thankfully, at the time of writing this report, there hasn't been an active case in the Yarra Ranges community since October 2020. However, as with numerous local government areas throughout Melbourne, there have been exposure sites identified in the Yarra Ranges, with most recent site identified as recently as May 2021 at the SkyHigh Café located in Observatory Road Mount Dandenong.

Yarra Ranges residents have played a critical role by getting tested in large numbers and taking up the vaccine at rates in line with the Victorian average. And throughout this period, the community has shown a great level of resilience and fortitude and has supported each other with a strong sense of community throughout this difficult time.

Economic impacts

At the height of the pandemic in October 2020, after having experienced the second lockdown which lasted 101 days, 8.4 per cent of Yarra Ranges residents (those aged 15 to 64) were on Jobseeker or Youth Allowance - a significant increase from March 2020 at 3.7 per cent. In September 2020, the number of jobs based in Yarra Ranges decreased by 7.6 per cent, with 3,178 jobs lost.

And while the job market recovered to some extent in 2021, the impact of lockdowns in February 2021 and again in June 2021 along with a severe storm event on 9 June further eroded business confidence and led to many employees being stood down from their jobs while businesses were closed over these periods.

Forty three percent of Yarra Ranges businesses applied for JobKeeper support in 2020 with active applications in Yarra Ranges falling within the top 20% of LGAs throughout Victoria. At a sector level, Retail Trade experienced the greatest decrease in jobs. Other sectors hit hard by the pandemic include Accommodation, Hospitality and Food services, and Arts and Recreation Services.

Local outreach and survey data showed that most businesses surveyed (95 per cent) had been impacted by the pandemic, and this impact was significant for more than half of the

businesses engaged. In addition it was found that small business owners are increasingly suffering negative mental health impacts and fear for their livelihood following repeated lockdowns and the severe storm event on 9 June 2021 which led to extended power outages and some business losing up to five weeks of visitor trade due to road closures necessitated by tree debris clean-up activities.

Overall, Yarra Ranges businesses were not optimistic about how their business would fare following on from the pandemic, with many expecting a major loss of customers and income for some time to come.

Council initiatives - Economic

In response to the pandemic, Council implemented a raft of initiatives to support the community and local businesses throughout 2020-21.

This included:

- **Fee waiving** – To support businesses through providing fee relief by waiving 2021 Food and Health Business Registration Renewal fees and Footpath and Roadside Trading Renewal fees.
- **Telecommunications** - a review into Yarra Ranges NBN and telecommunications shortfall areas to support advocacy on behalf business, education and the community.
- **Pandemic Recovery Grants Program** – Grants to support Community and Business groups implement activities that address recovery needs.
- **Business Innovation Projects** - Establish business innovation opportunities to explore new ideas, connections and different ways of working.
- **Buy/Enjoy/Employ Local** - Develop and implement a marketing campaign to encourage the community to support local businesses.
- **Have a Yarra Ranges Christmas** - Develop and implement a 'Have a Yarra Ranges Christmas' marketing campaign to encourage community to support local at Christmas.
- **Temporary Outdoor Dining** - Businesses create appealing outdoor dining areas for their patrons, utilising the \$5000 State grant.

Social impacts

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

Council commissioned various reports over the last 12 months, conducted surveys and undertook extensive data analysis to identify social and health impacts of the pandemic. One of the key findings was that mental health was one of the most significant concerns among community members and their families.

Other social impacts include sporting clubs and community groups having to close for long periods resulting in a reduction of income as well as severely diminishing social interaction. Recent anecdotal feedback suggests that members of the community may now be experiencing levels of fatigue.

Results from the Be Kind Check In survey (based on data collected in September 2020) identified the following concerns among Yarra Ranges residents: physical health (44 per cent women versus 42 per cent men), relationships (17 per cent women versus 14 per cent men), finances (51 per cent women versus 42 per cent men) and mental health (81 per cent women versus 82 per cent men).

In addition, concerns around social isolation, access to education, difficulties with caring responsibilities, and remote learning alongside working from home were identified through outreach activities.

Homelessness services in the Yarra Ranges indicated that there was less required of them during 2020, with many of the homeless being housed under a State funded program. However, there are concerns that some people have been forced back onto the streets following the end to the program in early 2021.

Family violence, particularly against women, has also been exacerbated by the pandemic. Eastern Domestic Violence Outreach Service statistics indicate that prior to the pandemic, 30 per cent of their clients engaged with EDVOS for the first time. This figure doubled to 60 per cent during extended lockdowns.

Council initiatives - Social

In response to the pandemic, Council implemented social initiatives to support the community throughout 2020-21.

This included:

- **Art Attack** – Artists and creative industries were commissioned to deliver local participatory creative projects to renew Yarra Ranges' public places.
- **Community Mental Health First Aid Training Program** - Accredited Mental Health First Aid training programs have been provided to volunteers and staff at Neighbourhood House and Emergency Relief Services, as well as to community volunteers across YR.
- **Yarra Ranges Emergency Relief Network** – This network was established to deliver an action plan to strengthen capacity in delivering support and material aid to the Yarra Ranges community.
- **Assertive Outreach Project** – This program supports and enhances existing outreach services to people experiencing homelessness and/or adversity in Yarra Ranges.
- **Enhanced Community Partnership** – Grants have been provided to assist existing partners in responding to COVID-19 community needs.
- **Community Led Recovery Committees** - Bringing together the community to implement community driven recovery initiatives.
- **Community Activation and Social Isolation Program** - To assist people maintain connections with family, friends and the community and to build new social connections and networks of support in local communities (partnering with DHS).

Yarra Ranges Council will continue to provide support to businesses and community members throughout the pandemic and is developing and implementing new programs and initiatives to be rolled out over the next financial year.

Yarra Ranges Council Advocacy

Yarra Ranges Council advocates to other levels of government to enhance the liveability and sustainability of our region. Our efforts are guided by the needs and aspirations of our local community and seek to deliver the best possible outcomes for residents, businesses and the natural environment.

We work in partnership with peak bodies and other strategically aligned councils and organisations to elevate our priorities and drive positive outcomes across a range of issues.

The pandemic and June 2021 storm event have added layers of complexity to the challenges and opportunities that typically face our region. We've worked closely with our residents and businesses to understand their concerns and focus our efforts where they're needed most.

With state and federal elections approaching, Council is consolidating its advocacy platform to deliver a coordinated and clear message to members and candidates. We have also continued working in partnership with other councils, alliances and peak bodies to develop campaigns on matters impacting the eastern region. Issues high on the agenda include mental health, telecommunications, housing and homelessness, and improved public transport.

The following is a sample of advocacy activity undertaken across the past year.

Economic Development and Investment

- Advocated to the Commonwealth and Victorian Governments to extend support for agribusinesses in the Yarra Ranges experiencing seasonal workforce shortages. A positive outcome was achieved with the Harvest Trial boundaries being expanded to include areas of the Yarra Ranges, connecting local agribusinesses to more jobseekers.
- Advocated for the Victorian Government to support reclassification of non-urban areas of Yarra Ranges as regional, bringing them under the COVID-19 restrictions for regional Victoria (at times when it is safe and reasonable to do so).
- Called for support to tackle an incursion of the Queensland Fruit Fly. In May, the Victorian Government announced \$6.4 million over four years for management programs across three regions, including the Yarra Ranges.
- Continued work to understand the likely impact of the Victorian Government's announcement that native forest timber harvesting will end by 2030, and the impact on relevant communities as supply to timber mills will be substantially reduced from 2025.
- Made submission through the Victorian Government's Jobs Victoria Advocates Program for a Jobs Victoria Advocate in the Yarra Ranges.

Community Services, Support and Wellbeing

- Continued to support Oonah Health and Community Services on the schematic design of the Belonging Place, and an approach to securing funding for the expansion of facilities.
- Advocated through the Municipal Association of Victoria (MAV) for an increase in funding for immunisation services to keep pace with increased costs incurred by Council.
- Advocated alongside other councils through the MAV to address a funding shortfall for Maternal Child Health services, to ensure council can continue to support the health and wellbeing of families.
- Undertook a survey and held a series of focus groups for people with disability and their carers to determine local NDIS service gaps and determine directions for future advocacy.
- Addressed homelessness and rough sleeping, with a Working for Victoria resource allowing council to deliver direct outreach services during the pandemic. Council detected a notable shift in demographics and a significant rise among young women experiencing homelessness. We

now seek support to undertake an in-depth study to assess prevalence and services needed at a local level.

- Advocated for the continuation of the Victorian Public Health Survey, including expanded insights on family violence risk factors. This survey is a critical source of data on local health and wellbeing outcomes and is used to shape and evaluate council's services and programs.

Community Infrastructure and Environment

- Secured more than \$13 million in grant funding for recreation and active living programs, including \$5.5 million through the Growing Suburbs Fund for parks, reserves, playspaces and activations.
- Partnered with the State Government on the Lilydale Revitalisation Project, to design and deliver a new community garden, gathering space and public artworks, in collaboration with other local agencies.
- Advocated for strong outcomes from the Victorian Government's Level Crossing Removal Projects in Lilydale and Mooroolbark, including repurposing the heritage-listed former Lilydale Station and ensuring effective traffic flow through the areas.
- Engaged with the community to develop our new Waste Plan and continued working with the State Government to ensure a smooth transition to the new four-bin waste system.
- Continued to develop our Biodiversity Plan with a strong focus on strengthening partnerships with government and other agencies that manage land across the Yarra Ranges.
- With the Eastern Transport Coalition, we are determining advocacy priorities for the next state and federal elections, including improved networks for bus, road, rail and bikes; and better coordination of public transport services.

COVID-19 Related Advocacy

The impact of COVID-19 on the Yarra Ranges community is felt deeply, and issues facing our communities are increasingly complex due to ongoing lockdowns and the damage wrought by the June 2021 storms. Council has advocated on various fronts, prioritising issues and opportunities that affect our community the most. This includes:

- Seeking exemptions for regional townships in the Yarra Ranges during period of lockdown for metropolitan Melbourne, at times when risks to our regional communities appear minimal and can be safely managed.
- Advocating for the extension of business support measures, additional resources to promote regional tourism and targeted support for hospitality and agribusinesses.
- Improved telecommunications, including more reliable connectivity and upgrades to strengthen system resiliency in the face of natural disasters. Council has undertaken an in-depth study on telecommunications services and will use the findings to advocate to other levels of government and telecommunications for improved infrastructure and services.

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 'Financials' section on page 139 of this Annual 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 2021	Actual \$'000	Budget \$'000
Total income	215,472	202,234
Total expenses	(192,045)	(192,604)
Surplus for the reporting period	23,427	9,630

The operating surplus reported in the 2020-21 financial statements is \$23.4 million, which compares with a budget of \$9.6 million.

The ongoing state of emergency declared in Victoria on 16 March 2020 due to the global pandemic COVID-19 virus continued to impact Yarra Ranges Council and ratepayers within the municipality in the 2020-21 financial year along with several storms causing significant damage and disruption to services. This crisis and measures taken to mitigate the risks from the pandemic have impacted council in several areas of operations and have somewhat attributed to the variance of actuals compared to budget as listed below:

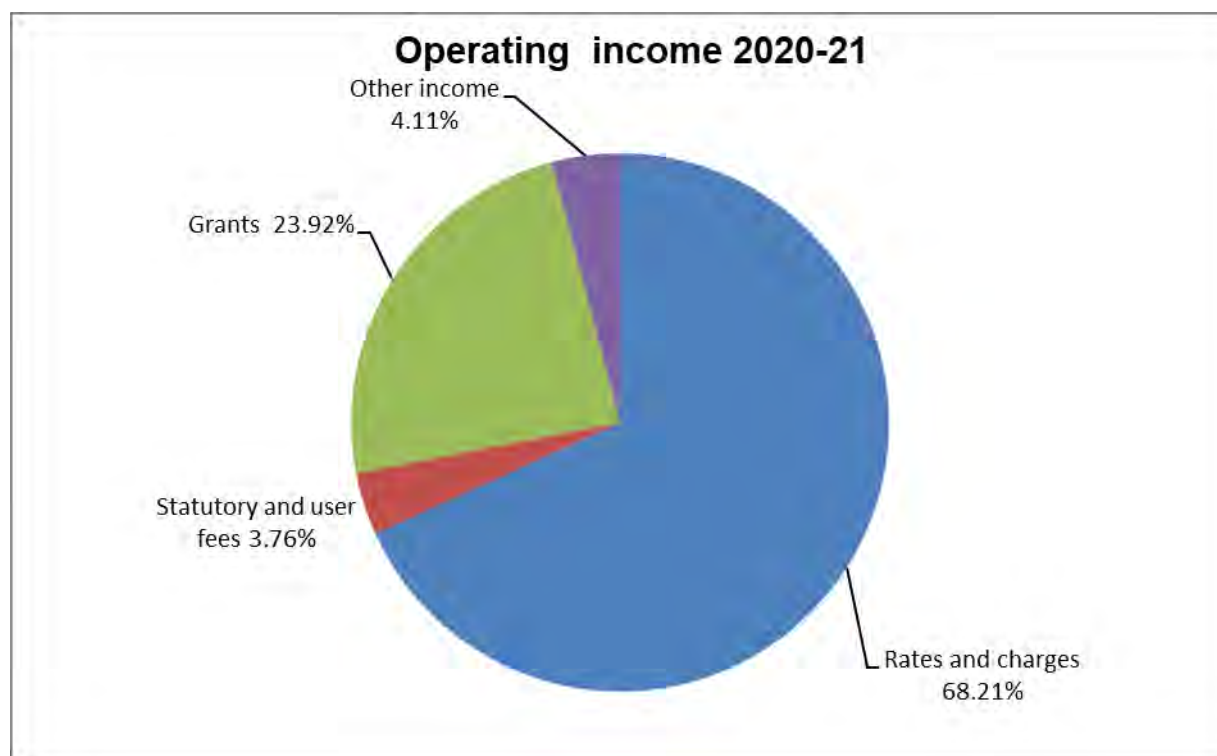
- Council's decision for unbudgeted interest to be charged on unpaid rates in 2019-20, offset in part by lower than anticipated income received for general rates and waste management charges (\$1.2m);
- Assets contributed to Council as part of development and subdivision in the municipality include roads of \$1.60m, drains of \$2.64m and other assets of \$0.05m including footpaths kerb and channel, and land under roads from sub-divisions completed across Council;
- Increased allocation of Roads to Recovery and grant funding for Roads for the Community Initiative (\$5.3m);
- External funding for unbudgeted expenditure on disaster recovery and responses including the State supported Working for Victoria program and reparation costs for storm damage. Offset in part by lower capital grant funding due to delays in carrying out the full capital work program;
- Materials and services costs being lower than budget due to COVID-19 restrictions impacting the provision of services throughout the municipality. Some key underspends compared to budget include construction costs (\$2.2m), providing community program and activities (\$4.8m), waste disposal (\$0.8m), home support/community care funding (\$1.4m) and legal costs (\$0.5m). These underspends were offset in part by additional costs incurred including storm events (\$1.9m), tree reparation (\$1.4m), additional leasing costs (\$1.4m), footpath maintenance (\$1.1m), agency staff (\$0.7m), additional cleaning services (\$0.8m) and software maintenance costs (\$0.5m).

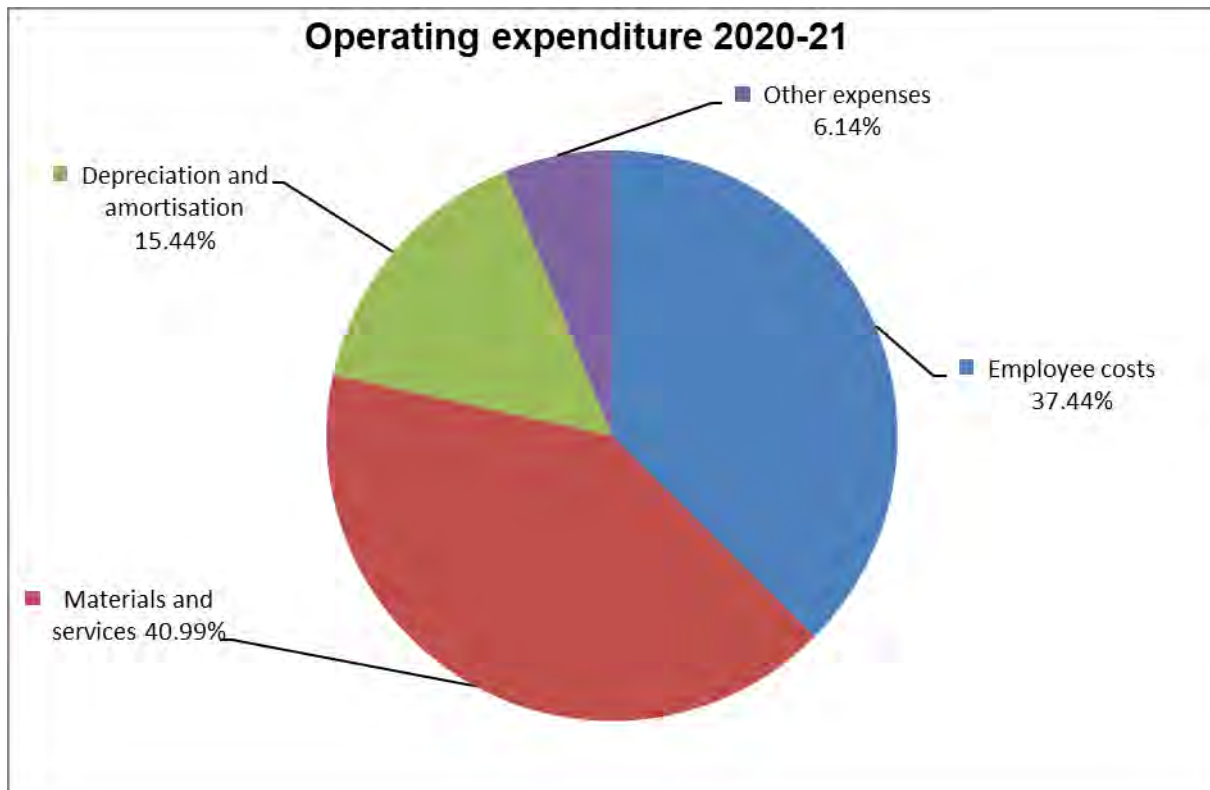
Offset by:

- Lower than anticipated grant recognition (\$5.1m) due to several grant funded projects being delayed in delivery. This includes Pinks Reserve Netball Court Covers (\$2.4m), Warburton Community Recreation Precinct Project (\$1.5m) and the Yarra Valley Trail (\$1.4m);
- Yarra Ranges adopted the Working for Victoria initiative as part of the Victorian Government's \$1.7 billion Economic Survival Package. The Working for Victoria Fund is designed to connect workers with new opportunities that will help our community and contribute to Victoria's ability to respond to the pandemic. Council incurred \$6.95m worth of unbudgeted employee costs implementing this initiative, funded by the Victorian State shown in the financials under Grants operating - non-recurrent. These unbudgeted costs were offset in part by underspends in the same period due to unfilled vacancies and temporary work arrangements;
- Similar to the previous year, Council's income from statutory fees and fines were significantly lower than anticipated due to restrictions in place for COVID-19. This negatively impacted on revenue received from parking infringements, planning applications and scheme amendments due to reduced level of activity. In addition, due to the devastating economic impact that COVID-19 had on the community, Council extended the due date for outstanding rates and expanded the provision of hardship assessment to include businesses. As a result, legal prosecution activity on outstanding rates were reduced in 2020-21. This resulted in a reduction of income received from rates legal cost recovery (offset by saving on legal fees in materials and services).

Please refer to Note 1.1 (a) of Financial Statements on page 153 of this Annual Report for further details on variances.

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





Rates and charges continue to be Council's major source of income, accounting for 68.2% (2019-20: 71.0%) of income. The major operating expense items are employee costs, materials and services and depreciation.

Cash Position

Council had cash holdings of \$65.6 million at 30 June 2021 (30 June 2020: \$50.7 million). Total cash holdings include \$2.5m of restricted assets for trust funds and deposits, \$10.3m of funding received in advance to deliver capital projects, \$10.1m allocated to fund incomplete and multi-year capital projects, \$8.9m for the public open space reserve and \$2.0m for unexpended government grants.

Summary of cash flows for year ended 30 June 2021	Actual \$'000	Budget \$'000
Cash flows from operating activities	77,600	49,250
Net payments for property, infrastructure, plant and equipment	(57,767)	(75,026)
Cash flow provided by / (used in) financing activities	(4,932)	14,006
Net increase/(decrease) in cash and cash equivalents	14,901	(32,836)
Cash at beginning of the financial year	50,660	59,059
Cash at end of the financial year	65,561	26,222

The budget had assumed that capital works projects, including those carried over from the previous financial year, would be completed in 2020-21. At 30 June 2021, there were a number of capital works projects not completed. The funding for incomplete capital works projects has been carried forward to 2021-22. This, along with higher than anticipated grant funding and contributions and lower materials and service costs, resulted in higher cash balances than budgeted.

Financial Position

Council ended the financial year with net assets of \$1.16 billion, a decrease of \$875k when compared to the budget.

Summary of financial position as at 30 June 2021	Actual \$'000	Budget \$'000
Total assets	1,250,799	1,237,462
Total liabilities	(91,947)	(77,735)
Net assets	1,158,852	1,159,727

Current assets exceeded budget by \$52 million mainly as a result of grant funding received in advance and incomplete capital works projects. Non-current assets decreased by \$39 million due to lower than budgeted capital works and asset revaluation increase. Total liabilities were higher by \$14 million when compared to the budget. This is due to higher than anticipated prepaid income as a result of transitioning to a new ledger system on 1 July 2021. This increase was offset in part as the budgeted new borrowings of \$22.5 million was not required to be borrowed due to the additional grant funding received, and the delay in the delivery of some of the capital works projects.

Debt Position

Council had budgeted to borrow \$22.5 million to fund its capital works program based on the assumption that the capital works projects would be completed in 2020-21. This was not needed due to the additional grant funding that was received and the delay in the delivery of some of the capital works projects.

Financial Strategy

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

A summary of these key strategies and the action on each of these during 2020-21 is reported below.

SUMMARY OF STRATEGY	RESULTING ACTION
Rates – general rates will be increased in line with the rate capping framework introduced by the State government. The waste management service charge is structured to reflect the cost of providing waste services to the community. Differential rates will be applied to ensure appropriate allocation of rates considering the use of land.	A 2.0% average rate increase was applied based on the rate cap published by the State government in December 2020. Council proposed to return a total of \$3.3 million back to ratepayers whose rates increased compared to 2019-20 assessments, as part of our COVID-19 Rates Relief Assistance package. Waste management charge was structured based on full cost recovery.
Government funding – continue to strongly advocate for a more equitable distribution of government funding, particularly for funding currently only available to rural designated Councils.	Advocacy for increased funding continued during the year. Grant funding of \$51.6 million was received to assist with provision of services and capital works projects (2019-20: \$43.8 million).
Fees and charges – to be reviewed annually for appropriateness as part of Council's budget process. The review considers the cost of the service, the price charged by comparable service	Fees and charges were reviewed to ensure they reflect relevant factors. Overall fee income of \$8.1 million. (2019-20: \$9.3 million). This

SUMMARY OF STRATEGY	RESULTING ACTION
providers (where applicable) and the extent to which Council is prepared to provide the service at less than full cost recovery to reflect community and social benefits.	reduction was as a result of COVID restrictions on some of Council's revenue streams.
Loan borrowings – will be used to fund capital projects of a magnitude that could not otherwise be funded from on-going income sources. Council borrowings will be set at a financially sustainable level and within agreed limits.	Council did not need to borrow the additional \$22.5 million that was budgeted to be borrowed as a result of the advance funding received in 2020-21 and delay in the delivery of some of the capital works projects. Council repaid \$3.7 million of loan borrowings during 2020-21, leaving a total of \$10.1 million in borrowings outstanding at year end.
Cash – cash flow will be managed bearing in mind the known fluctuations across the financial year and that cash surplus to immediate requirements will continue to be invested appropriately in order to generate interest returns to Council, and to the extent possible surplus cash will be used to assist in funding the extended capital works program.	Cash flow was managed according to Council's cash strategy. Council generated \$0.2 million from interest on investments in 2020-21 (2019-20: \$0.7 million). Income from investment of excess cash was lower in 2020-21 due to the reduction of the official cash rate by the Reserve Bank of Australia and accelerated payment terms for some of Council's suppliers to provide relief to those affected financially from the restrictions that are in place to reduce the spread of COVID-19.
Recurrent operating expenditure – funding to be increased annually in line with Council's Enterprise Agreement increase for labour costs and in line with increased cost of service delivery for other costs. Services provided by Council will be reviewed in light of community expectations, shifting demand for services and the restrictions of the rate capping framework.	Yarra Ranges Shire Council Enterprise Agreement 2019 (EA) expires on 30 September 2021. Funding for recurrent services increased to maintain service provision.
Capital works – Council will dedicate sufficient resources to renew the existing asset base in the long term, with remaining funds being allocated to new projects and acquisitions.	\$57.0 million was spent on the total capital works program during the year (\$60.4 million in 2019-20). Council maintained its focus on rehabilitation and protection of existing community assets and invested \$21.0 million on renewal works and \$11.6 million in new works.

Yarra Ranges Overview

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

The 159,955 residents live in over 55 suburbs, townships and small communities. Yarra Ranges has about 70 per cent of its population living in approximately 3 per cent of the total land area. The remaining population is mostly distributed throughout rural areas. It has a young population, with 19 per cent aged between 5 and 19 years and has a growing ageing population, with the number of people aged over 65 expected to increase by 32 per cent between 2020 and 2030. Yarra Ranges is still attracting couples with children, who are looking for a lifestyle choice in one of the 5,837 new dwellings expected to be built over the next ten years.

Yarra Ranges' economy is home to 13,620 businesses employing 41,700 people. Manufacturing and construction are the most valuable sectors, yielding \$5.6 billion in regional output. Rental, Hire and Real Estate Services and Agriculture are also strong contributors with an output generating \$2.5 million in the last year. Retail, construction, education and training, health care and social assistance, and manufacturing industries are the key industry sectors and employ more than 56 per cent of people who work in Yarra Ranges.

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



Yarra Ranges Council

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Key Facts about Yarra Ranges



Next 10 years population growth expectancy rate: **10,972**

Population aged 65 is expected to increase by: **2.7%**

Residents: **161,325**

Aboriginal and Torres Strait Islander Peoples Population: **1,624**

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

Yarra Ranges is one of the largest councils in Victoria



Land Area:

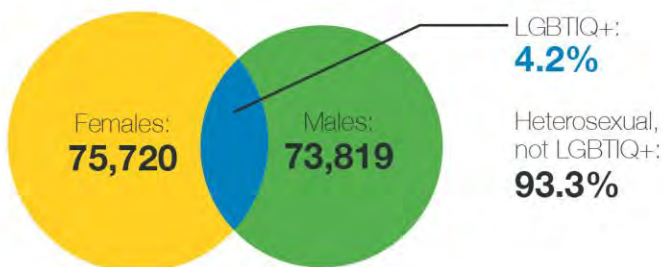
2,500 km²

12th

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

55

Suburbs, townships and small communities.



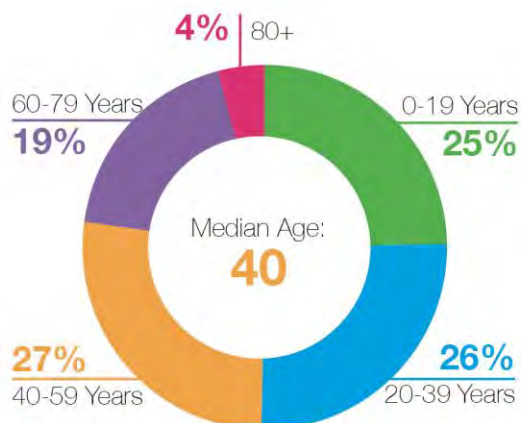
Speak English at home: **88%**

Speak a language other than English at home: **7.2%**

Speak an Aboriginal and Torres Strait Islander language at home: **2.2%**



Born Overseas: **16.3%**



65% Home owners with or without mortgage.

33% Renters in the Yarra Ranges.



Number of businesses:
13,679

Total persons employed:
86,487



Method of Travel to Work:
Driving: **56,105**
Public Transport: **4,779**
Walking: **1,070**
Others: **12,077**



Job Seeker and Youth allowance recipients:



Yarra Ranges:
5,982

Greater Melbourne:
13,679



Largest Industry:
Retail Trade

Local Jobs:
47,166



Healthy Eating

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

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

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



Mental Health

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

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

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

Physical Activity

Sedentary, or insufficient physical activity.
YR: 40% | VIC: 46%

Met physical activity guidelines.
YR: 58% | VIC: 51%



Violence Against Women & Gender Inequity

Increase in number of family violence incidents.

YR: 12% | VIC: 7%

Increase of rate of family violence incidents.

YR: 5% | VIC: 11%

- Year to June 2020

Percent of people who feel safe when walking at night:

Female: 43.3%
Male: 79.9%



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

188,000

Hectares of native vegetation.

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

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



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

Australian Bureau of Statistics: Yarra Ranges Census | Id community, atlas.id.com.au. Demographic resources about the Yarra Ranges. | Victorian Womens health atlas, victorianwomenshealthatlas.net.au | Victorian Agency of health Information, Findings from the Victorian population health survey 2017. www.bettersafecare.vic.gov.au | Yarra Ranges website and reports: Environmental Strategy 2015-2025 Yarra Ranges Council. | Annual Report 2019-2020 | Yarra Ranges health and wellbeing profile, 2017 | Yarra Ranges 2012-2022 economic development strategy

Disclaimer

The following pages about 'Key Facts about Yarra Ranges' is published for educational purposes only as well as to give you general information and a general understanding about Yarra Ranges. The infographic data that has been put together are sourced from legitimate and reputable sites/articles from dates ranging between 2015-2021. While care has been taken to ensure the content in the report is accurate, we cannot guarantee it is without flaw of any kind. There may be errors and omissions or it may not be wholly appropriate for your particular purposes. In addition, the publication is a snapshot in time based on historic information which is liable to change. The Yarra Ranges Council accepts no responsibility and disclaims all liability for any error, loss or other consequence which may arise from you relying on any information contained in this report.

Council's Governance

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

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

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

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

Across 2020-21, Council adopted a number of significant policies, strategies and plans including:

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

Executive Leadership Team

Our Executive Leadership Team is made up of the CEO and four directors. The Executive Leadership Team makes decisions within its delegation about significant issues that have a cross-organisational impact. This team also considers important reports prior to submission to Council and oversees the implementation of Council-adopted strategies and policies. Further details on the Executive Leadership Team are included on page 83 of this report.

Councillors

Yarra Ranges Councillors, who represented the municipality throughout 2019-20, are listed below.

Current Councillors



Cr Fiona McAllister (Mayor) - Ryrie Ward

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

First elected: 2012

Re-elected: 2016, 2020

Mayor: 2014 – 2015, 2020 – 2021

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

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

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

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



Cr David Eastham (Deputy Mayor) - Chandler Ward

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

Elected – November 2020

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

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



Cr Richard Higgins - Chirnside Ward

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

First elected: November 2008

Re-elected: 2016, 2020

Mayor: 2019 – 2020

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

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

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

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



Cr Len Cox OAM - Walling Ward

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

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

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

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

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

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

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



Cr Jim Child - O'Shannassy Ward

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

First Elected: 2012

Re-elected: 2016, 2020

Mayor: 2012 - 2013

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

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

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

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



Cr Tim Heenan - Billanook Ward

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

First elected: November 2005

Re-elected: 2008, 2016, 2020

Mayor: 2006 – 2007, 2007 - 2008

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

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

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



Cr Johanna Skelton - Lyster Ward

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

Elected – November 2020

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

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

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

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

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

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



Cr Catherine Burnett-Wake - Streeton Ward

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

Elected – November 2020

Cathrine was appointed as a full-time member to the Administrative Appeals Tribunal in December 2017.

Prior to her appointment she worked in private practice as Registered Migration Agent for 15 years in Australia and the UK and was director of a law firm specialising in immigration law.

Additionally, Cathrine was a long-serving volunteer of 12 years at Casey Cardinia Legal Service, providing migration advice with a focus on assisting Culturally and Linguistically Diverse (CALD) women on temporary visas experiencing family violence.

Cathrine is a graduate of the ANU, completing a LLM (Migration) and was awarded the Fragomen Prize for attaining the highest academic results in her graduating year. She is a published author on migration matters and over the years has been a regular contributor to government led migration issues, providing written submissions and verbal evidence.

Cathrine is also a film producer with her most recent released short-film, 'The Last Time I Saw You,' a story about a young Hazara refugee and her difficulties fitting in socially, currently on the international film circuit which has taken out numerous awards internationally and at home in Australia, including being runner up at Tropfest.



Cr Sophie Todorov - Melba Ward

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

Elected – November 2020

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

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

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

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

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

Outgoing Councillors



Cr Mike Clarke - Lyster Ward

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



Cr Noel Cliff - Streeton Ward

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



Cr Terry Avery - Melba Ward

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



Cr Tony Stevenson - Chandler Ward

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

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 2020-21 financial year are stated below.

Councillor	Allowance	Travel (mileage)	Childcare	Other cost recovery	Telephone	Conferences / Training	General Expenses	Travel (Other)	Other costs	Total
Tony Stevenson²	10,807.58	79.05			275.22					11,161.85
Cathrine Burnett-Wake¹	24,497.53	831.48			135.82	485.90	86.36			26,037.09
David Eastham¹	24,497.53				138.11	454.55				25,090.19
Fiona McAllister⁴	88,729.96	2,836.14			350.43	1,840.00	128.52			93,885.05
Jim Child	35,305.11	3,420.82		(210.90)	644.88					39,159.91
Johanna Skelton¹	24,497.53				177.84	362.76				25,038.13
Len Cox	35,305.11	3,729.44			670.80		76.82		17.58	39,799.75
Mike Clarke²	10,329.37				82.16					10,411.53
Noel Cliff²	10,807.58	5,428.99			195.60				17.58	16,449.75
Richard Higgins³	59,017.53				369.22		96.29			59,483.04
Sophie Todorov¹	24,497.53	2,255.82			211.98	748.50	246.46			27,960.29
Terry Avery²	10,807.58	227.00		(20.00)	300.67					11,315.25
Tim Heenan	35,305.11			(900.00)	1,593.95					35,999.06
TOTAL (\$)	394,405.05	18,808.74	-	(1,130.90)	5,146.68	3,891.71	634.45	-	35.16	421,790.89

The above figures include the payment of allowances for July 2021, as payment was made on 29 June 2021

¹ denotes newly elected as a Councillor following elections held on 24 October 2020.

² denotes not returned to office following elections held on 24 October 2020.

³ includes Mayoral allowances from 1 July to 24 October 2020.

⁴ includes payment of Councillor allowance between 1 July to 24 October 2020 and payment of Mayoral allowances from 17 November 2020.

Code of Conduct for Councillors

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

- To treat other Councillors, members of Council staff, the municipal community and members of the public with dignity, fairness, objectivity, courtesy and respect.
- To do everything reasonably necessary to ensure that the Councillor performs the role of a Councillor effectively and responsibly.
- To ensure the good governance of the Council.
- To ensure that their behaviour does not bring discredit upon the Council.
- To not deliberately mislead the Council or the public about any matter related to the performance of their public duties.

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

Conflict of Interest

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

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

The table below provides a summary of the conflict of interest disclosures made by Councillors during the 2020-21 financial year.

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

Meetings of Council

Council conducts open public meetings on the second and fourth Tuesday of the month. Members of the community are welcome to attend these meetings and observe from the gallery. Council meetings also provide the opportunity for community members to submit a question to the Council, make a submission, present a petition or speak to an item. Between 1 July 2020 and 30 June 2021 Council held the following:

- 23 Council meetings
- Three delegated committee meetings.

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

Councillor	1 July 2020 – 30 June 2021		
	Council Meeting	Delegated Committee Meeting	Total
Cr Cathrine Burnett-Wake ¹	14	1	15
Cr Jim Child	23	3	26
Cr Len Cox	22	3	22
Cr David Eastham ¹	16	1	17
Cr Tim Heenan	20	0	20
Cr Richard Higgins	22	3	25
Cr Fiona McAllister	23	3	26
Cr Johanna Skelton ¹	16	1	17
Cr Sophie Todorov ¹	15	1	16
Cr Terry Avery ²	7	1	8
Cr Mike Clarke ²	7	2	9
Cr Noel Cliff ²	7	2	9
Cr Tony Stevenson ²	7	2	9

¹ denotes newly elected as a Councillor following elections held on 24 October 2020.

² denotes not returned to office following elections held on 24 October 2020.

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 2020-21 period.

Committee	Councillors appointed to 24 October 2020	Councillors appointed on 8 December 2020
Agribusiness Yarra Valley	Cr Stevenson and Cr McAllister (sub)	Cr Eastham and Cr Skelton (sub)
Audit and Risk Management Committee	Cr Higgins and Cr Stevenson	Cr McAllister and Cr Higgins
Burrinja	Cr Clarke	Cr Burnett-Wake
Disability Advisory Committee (DAC)	Cr Cox (Chair) and Cr Higgins	Cr Cox (Chair) and Cr Higgins
Eastern Affordable Housing Alliance (EAHA)	Cr Avery and Cr Heenan	Cr Heenan and Cr Todorov (sub)
Eastern Alliance of Greenhouse Action	Cr Clarke	Cr Burnett-Wake
Eastern Regional Libraries Corporation (ERL)	Cr Cox and Cr Cliff	Cr Cox and Cr Eastham
Eastern Transport Coalition (ETC)	Cr Clarke	Cr Child
Health and Wellbeing Advisory Committee	Cr Higgins and Cr Avery (sub)	Cr Todorov and Cr Higgins (sub)
Interface Councils	Cr Higgins and Cr Cox (sub)	Cr McAllister and Cr Eastham (sub)
Jack Hort Memorial Indoor Pool Management Committee	Cr McAllister	Cr McAllister
MAV Environment Advisory Group	Cr Cox	Cr Burnett-Wake
Metropolitan Education Traffic Centre (METEC) Board	Cr Stevenson and Cr Avery (Sub)	Cr Higgins
Metropolitan Waste Resource Recovery Group	Cr Child	Cr Child
Municipal Association of Victoria (MAV)	Cr Higgins and Cr Cox (sub)	Cr McAllister and Cr Eastham (sub)
Municipal Emergency Management Planning Committee	Cr Child and Cr Clarke (sub)	Cr Child and Cr Skelton (sub)
Municipal Fire Management Planning Committee	Cr Child and Cr Clarke (sub)	Cr Child and Cr Skelton (sub)
Positive Ageing Reference Group	Cr Cliff	Cr Higgins and Cr Cox (sub)
Rural Advisory Committee (RAC)	Cr Child (Chair) and Cr McAllister (sub)	Cr Child (Chair) and Cr McAllister (sub)
Yarra Ranges Environment Advisory Committee	Cr Clarke (Chair) and Cr Heenan	Cr Skelton (Chair) and Cr Heenan

Indigenous Advisory Committee (IAC)	Cr Cliff and Cr McAllister	Cr Skelton and Cr McAllister (sub)
Yarra Ranges Regional Museum Trust	Cr Heenan and Cr Higgins	Cr Higgins and Cr Heenan
Yarra Valley (ECOSS)	Cr Child	Cr Child

Our Challenges

During the last 12 months especially, Council has faced a number of complex issues which present ongoing challenges. Some of the complex issues for the 2020-21 year are outlined below.

Community

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

Service delivery

- The impact of the COVID-19 pandemic needs to change and adapt to the emerging community needs
- The large geographic size of Yarra Ranges means it is more costly to deliver services, and there are greater distances for residents to access services
- Ensuring our ageing population continues to receive high standards of care as the changes to the service delivery and funding model for aged care is implemented
- Ensuring that the networks of roads, footpaths, bridges and drainage are maintained and renewed into the future and the challenges associated with the geographic spread and topography of the area
- Service funding formulas used by State Government which disadvantage Yarra Ranges due to the assignment of an urban funding classification which fails to recognise the costs associated with delivering services to our rural communities.

Environmental

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

Financial

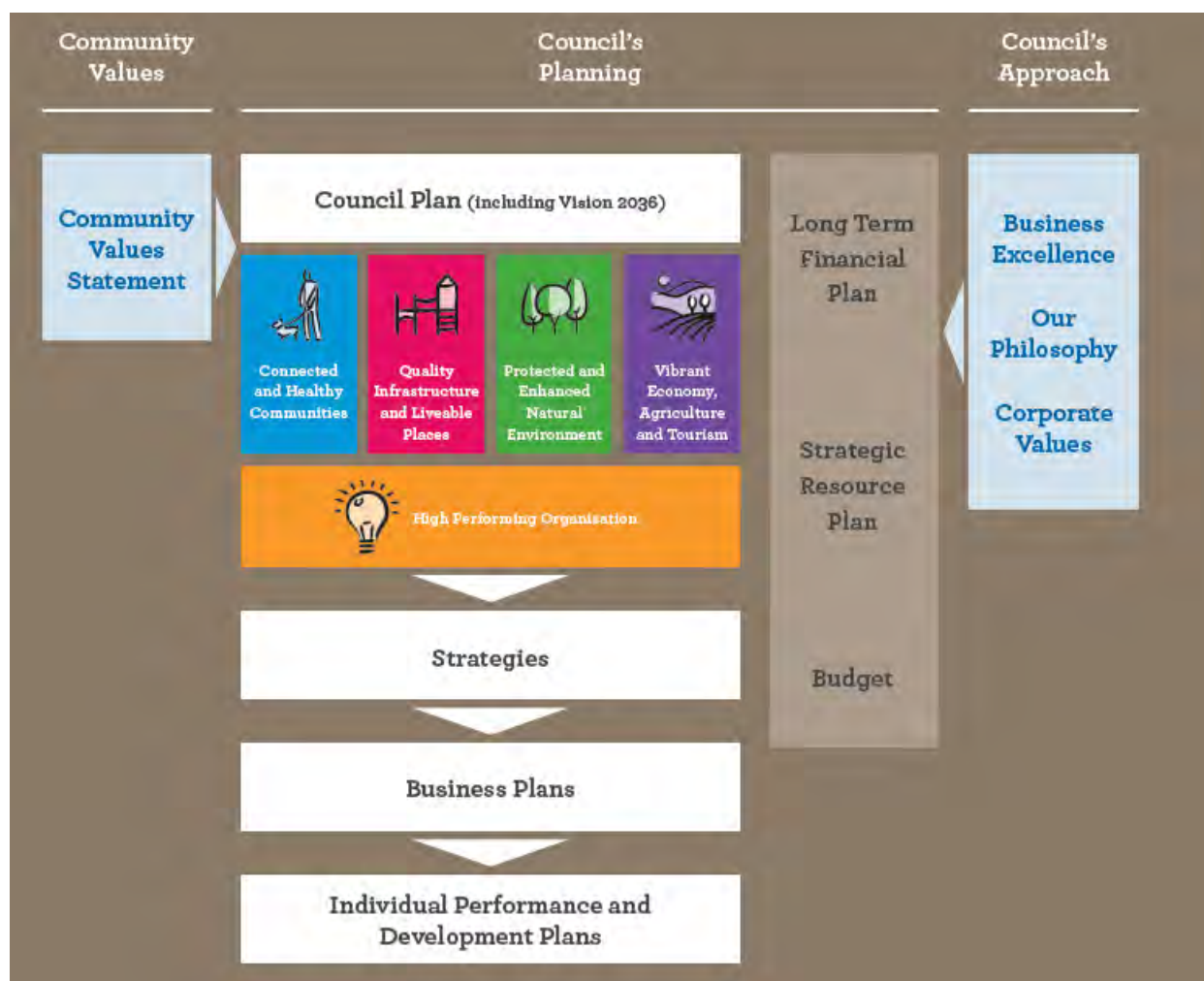
- The reduced options to raise revenue to fund service delivery due the introduction of rate capping by the State Government at the same time as continuing to ensure services needed by the community are accessible
- The need for significant investment in our ageing infrastructure to meet the expectations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

Engagement

- Technology is driving community expectation to improve the ways we communicate, provide information, deliver services and report back to the community (online, anytime, anywhere).

Strategy and Planning

Yarra Ranges Council prides itself on its integrated planning framework. A review of the framework ensures Council's plans, strategies and resources are more closely aligned. It also increases the connection between community values and priorities and Council's planning processes.



Community Values

Yarra Ranges Community Values Statement

The Yarra Ranges Community Values Statement incorporates the voice of the community about what is important to it and what it values. Developed in 2016, this statement was an important input to developing the vision for the municipality and all the content in the Council Plan. It also guides future planning and Council's advocacy efforts on behalf of the community.

Council also partners with local communities to develop visions and plans for their townships or local areas. These community plans and place plans are an important information source into Council's planning processes and are used in the development of the Council Plan.

Council's Planning

Council Plan

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

The Council Plan is developed every four years and reviewed annually. The review occurs in conjunction with the development of the budget and internal business plans. This approach ensures strong alignment between the organisation's strategic direction and the activities carried out within individual departments.

Strategies and plans

Council has a number of strategies which guide our delivery to achieve our vision and our five strategic objectives. Council also has a number of policies, frameworks, place and management plans that focus on a particular topic and describe our position, as well as actions for addressing these issues.

Department business plans

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

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

Long-term Financial Plan

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

- Council's current financial position
- Key issues and risk areas
- Strategies to address the issues faced
- The projected 10-year financial position based on various assumptions.

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

Strategic Resource Plan

This plan describes the financial and non-financial resources needed over the next four years to deliver the strategic objectives in the Council Plan. With the implementation of the new Local Government Act 2020 the Strategic Resource Plan has been incorporated in the four-year Budget.

Budget

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

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

Council's Approach

Business Excellence

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

The categories are:

Leadership

People

Strategy and planning

Information and knowledge

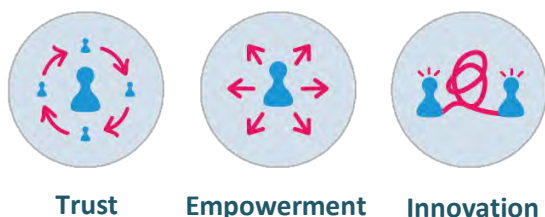
Customers and other stakeholders

Process management, improvement and innovation

Results and sustainable performance.

Values

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



Performance Monitoring and Improvement

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

Council's performance against the Council Plan is openly reported to our community in the mid-year progress report against the Council Plan, in the Annual Report and at yarraranges.vic.gov.au/bigpicture. We also report back via social media, eNewsletters and our print newsletter Yarra Ranges Local.

Local Government Victoria monitors Victorian Councils' performance using a set of indicators that provide consistent reporting of performance to the community. The Local Government Performance Reporting Framework reports on Council's performance against selected service areas, our financial performance, our governance and management of Council, and our long-term sustainability. To see the detail of these measures, go to page 109-125.

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

Our Strategic Objectives

We have five strategic objectives to carry Yarra Ranges forward. These, and the activities we will continue to complete over the next three years. They are a response to the priorities of our community and the vision for Yarra Ranges. In some way, all our activities will contribute to one or more of these objectives.



Connected and healthy communities

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



Quality infrastructure and liveable places

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



Protected and enhanced natural environment

A healthier environment for future generations.



Vibrant economy, agriculture and tourism

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

High performing organisation

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



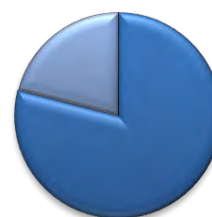
Connected and Healthy Communities

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

Key strategies to achieve our objectives include:

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

79%
of Council Plan actions
are on track



Our major initiatives

1.1 Work with communities to develop community plans, with a focus on building the leadership capacity of community leaders

Community planning has been greatly impacted by COVID-19 during the last year. Some work continued with the support of Council's Community Development Officers and converting meetings to online. Communities that are in the process of planning for the future include: Montrose, Millgrove, Monbulk, Sassafras, Reefton and McMahon's Creek, Lilydale, Mooroolbark, Kilsyth and Coldstream.

The role of Council officers has been to provide advice, encouragement, resources and tools along the way, enabling new community leaders to lead the way and become great connectors and collaborators.

The Montrose Township Group presented the Montrose Community Plan 2020 - 2024 to Council for acknowledgement in April. The Plan is a culmination of extensive community engagement by the Township Group over the past three years, with support by Council's Community Development Officers team.

The Millgrove Residents Action Group presented the Millgrove Community Plan 2021 - 2024 for acknowledgement in May. This is the second Plan developed by the Group. The planning process was supported by the Community Development Officer for the Upper Yarra over a two-year period.

A Community Planning Guide, for groups that wish to go through the community planning process, was finalised in June 2021 and will be published in August 2021.

Building the capacity of community leaders:

To build the capacity of community leaders, the Grants and Community Development teams developed the Community Changemakers Leadership Program, which will build the skills and confidence of 21 emerging community leaders in Yarra Ranges. The program is being delivered by external trainers in partnership with Council officers. The program commenced at the beginning of May 2021 and will finish by the end of 2021. The program is free and includes 10 evening sessions, three weekend sessions and an optional mentor component.

1.2 Advocate for improved public transport that connects residents with services and employment

Collaboration with other councils as part of the Eastern Transport Coalition (ETC) continued over 2020-21 via monthly online meetings while various COVID-19 restrictions were in place.

The ETC developed a report calling the State Government to run a comprehensive review of bus services through eastern Melbourne. A parallel report was also developed containing a case study with evidence highlighting the need for improvements based on eight key themes which are relevant for the ETC region. These themes included: bus data, bus priority infrastructure, bus route realignment, bus stop accessibility, improved frequency, clustering of local bus routes, new bus services and demand responsive services. These themes are also linked to our Integrated Transport Strategy.

The recent 2021-22 State Budget indicated bus network upgrades, however it is unclear what that includes at this stage.

The group has also developed lists of public transport projects to put to the Victoria State Government for the 2022-23 State budget. In the lead up to the Federal election, the ETC is working with the Eastern Regional Group to advocate for funding for key trail, rail and bus improvement projects

Council also continues to advocate for the best outcomes for the community through the LXRП Level crossing removal projects at Lilydale and Mooroolbark. The works at both sites are progressing well with a rail over road solution and new station works are expected to be completed by Christmas 2021.

1.3 Develop and implement a new Health and Wellbeing Strategy with a focus on healthy eating, active living, prevention of family violence, improving mental health and access to services and community, healthy ageing and Indigenous health

As the current Health and Wellbeing Plan concludes, a range of achievements can be observed that support health and wellbeing. The response to the COVID-19 pandemic and more recently the storm event has prominence, but other work has contributed to Council's objective of healthy and connected communities.

A key component of the *2017-2021 Health and Wellbeing Plan* was an innovative cross Council approach to generate collective impact in three Major Initiatives designed to improve health and wellbeing by:

- Encouraging walking
- Promoting drinking water instead of sugary drinks
- Working to close the Indigenous health gap.

Walking – the way to go initiative

Constructing and maintaining infrastructure that supports walking as a free and widely accessible activity was the focus of this MIP. Outcomes include:

- Elevating walking and pedestrian travel included in the new Integrated Transport Strategy
- External funding for iconic walking projects - Rivers and Ridges
- Implementing new and existing footpaths construction programs, retrofitting pram crossovers and improving accessibility of paths of travel in activity centres
- Changes to enable Adaptive Mountain Bike users to access the Warby trail independently.

Water – the drink of choice Major Initiative Projects

Outcomes to increase access to water and reduced access to sugary drinks, include:

- Installation of ten new water refill stations by Council, branded with the Water the Drink of Choice graphics.

- Reduced availability of sugary drinks and less nutritious food options in several Yarra Ranges schools and sports clubs, through the Healthy Active Living project - a partnership of local services.
- Changes to grants guidelines to promote access to healthy drink options
- Sugary drinks now make up less than 25 per cent of the drinks available, or on display in five out of the six Council sport and recreation facilities as part of Council's *Water in Sport* project, funded by a VicHealth grant
- Water is provided at all Council cultural facilities, and the range of sugary drinks is reduced
- Health promotion has occurred across Council's sport and recreation centres, to increase community awareness of the negative health impacts of sugary drinks.

Indigenous health MIP

The Indigenous Health MIP increased the cultural literacy of Council staff across Council, as a result of a cultural audit to capture Council's cultural competency. The recommendations from the audit have provided the foundation and inspiration for the development of the next iteration of Council's Reconciliation Strategy. This will take Council on a cultural journey, creating the platform to significantly increase the understanding of Indigenous ways of knowing, being and doing. It will embed cultural principles and values into the broader practices and procedures of Council, making our services and facilities more accessible and culturally safe for Indigenous community members.

Additional achievements of the 2017-21 Health and Wellbeing Plan:

- Healthy Active Living - a collaboration of Council, local health services and partners:
 - Worked with schools, sports clubs and recreational venues to increase access to healthy food and drink choices in canteens
 - Researched healthier choices - shows strong community support
 - Community consultation on a healthy and sustainable food system (in progress).
- Upper Yarra Partnership, a place-based initiative to support families and children, increase access to services and strengthen community connections
- Council grants for projects with a range of outcomes:
- Healthy eating and increasing access to healthy foods
- Supporting social connection and breaking down isolation
- Increasing gender equity
- Addressing homelessness.
- COVID-19 relief and recovery grants to support mental wellbeing, social connection and relief needs were funded by Council's Recovery Fund
- Gender equity work to prevent violence against women, including 16 Days of Activism campaigns, training for Council leaders and community capacity building
- Advocacy on social housing and homelessness and improving mental health services for young people Achievements include a local Headspace and Integrated Youth Health Hub
- Promotion of safe alcohol consumption through partnerships with community organisations and sports clubs
- Increased participation of people with disability and their carers in the community through walking and participation in recreation and cultural activities.
- Promoting the contribution and voice of people with disability and carers through an International Day for People with Disability event
- Community infrastructure, recreation facilities and open spaces improvements, including an award for increasing access to the Warby Trail for wheelchair users.

Our response to COVID-19

- Council recognises the significant impact that the pandemic is having on our communities across the municipality. Council continues its focus on supporting our ageing community, those that are vulnerable, and community members who have been impacted financially or are facing other challenges as a result of this pandemic. We have continued to work with our community and township groups, local business, agencies and State Government to provide the support needed for our communities through a range of recovery efforts.
- *Together for Respect at Home* – social media campaign to prevent violence against women at home during lockdown
- Local Drug Action Team developed a social media campaign for responsible alcohol consumption during lockdown
- New COVID Relief & Recovery Grants program developed and two rounds delivered, \$200K distributed to 60 organisations
- Eligibility for Small Grants was extended to not-for-profit businesses and emergency relief organisations, in response to the pandemic
- Collected and published *Be Kind to Others* stories on YRC website
- Started a new Business Community Directory on the YRC website to support local businesses
- Developed a Mental Health First Aid training program for community groups, to be delivered in 2021, and secured funding of \$50K from Council's COVID-19 Recovery Framework
- Secured funding of \$50K from Council's Recovery Framework to support the Yarra Ranges Emergency Relief Network with governance and capacity building initiatives, and a consultancy brief was developed, to assist us to select a consultant in 2021, who will provide recommendations on how this funding will be used
- Developed a model for the establishment and resourcing of four community recovery committees, which will manage the disbursement of \$1 million of Council recovery funds in 2021
- Yarra Ranges Emergency Relief Network - a fantastic success, brought emergency relief organisations together to support and network; continued to meet weekly when COVID-19 emerged in March, then monthly, and membership grew.
- Established online meetings for various groups to continue to meet including the Disability Advisory Committee, Indigenous Advisory Group and Health & Wellbeing Advisory Group, the Men's Sheds, Service Providers networks meetings, Neighbourhood House Network
- Delivered Mental Health First Aid (MHFA) training for Yarra Ranges community members to increase the capacity and willingness of community members to provide mental health first aid to people within their networks, increase mental health literacy, decrease stigmatising attitudes to mental illness, and reduce the impact of mental health problems on individuals, families and communities
- Created the Healesville Entertainment Precinct behind the Memo Hall to activate an entertainment and recreational precinct. Modular furniture, power upgrades, lighting and a small stage will be set up to create a space that can be activated by the Memo, gallery, library and community groups.

Other highlights

- Developed a partnership for women with disability, Margins to the Mainstream, led by Women's Health East and supported by Council. Enabling participation in local civic life and help bring the voice of lived experience to Council's work.
- Modelling Respect & Equality (MORE) Community of Practice continues through quarterly meetings, supporting men and women who have been trained to be role models for healthy masculinity

- Ran the Taking it Step by Step mentoring project for women, managed by Voices of Women, supported by Council's grant funding and agencies.
- The Skills Building program moved online – topics included connecting with members, digital literacy plus more
- Grants for Community moved online: webinar for prospective applicants/assessment panels moves to digital
- Completed the VicHealth Grant Art and Sole promoting walking in Lilydale West – a five-month pilot project with a two-year project proposal submitted
- Council endorsed the Guiding Principles for Council's Role in Housing and Homelessness and adopted the Regional Local Government Charter on Housing and Homelessness – Yarra Ranges being the first of 13 partner councils to do so
- We delivered two online sessions as a pilot for a new Community Leadership program to be developed and delivered in 2021, and ran a co-design session to enable experienced leaders to be involved in the program's design.

Measuring our success

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

Health and Wellbeing Strategy – aims to protect, improve and promote the public health and wellbeing of people in Yarra Ranges through positive mental health, access to transport options to increase connectivity, quality services, healthy and active ageing and a healthy start to life and early childhood as the foundation for lifelong wellbeing.

Measure	Target by 2021	Target 2019-20	Actual 2020-21
Healthy Eating - the rate of the rise of diabetes in Yarra Ranges is reduced	Less than a 10% rate of increase per year <i>2014 baseline data: 4.6% of the Yarra Ranges population suffered from type 2 diabetes (Victorian Population Health Survey)</i>	Less than 5.10% rate of increase	4.60% rate of increase ✓ Achieved
Physical Activity – a 5% increase in sufficient physical activity prevalence of adults by 2021	5% increase from 2014 data <i>2014 baseline data: 41.3%</i>	43.37%	58.40% ✓ Achieved

	and 45.40% in 2020		
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Child and Youth Strategy – aims to support and plan for the future of children, young people and their families. It ensures universal services are accessible and advocacy continues to address critical service gaps while delivering targeted support to those in the greatest need.

Measure	Target by 2021	Target 2019-20	Actual 2020-21
Participation rate in Maternal and Child Health Services	82% or greater	80%	74.54% ✖ Not achieved Overall participation has reduced slightly. This is due to the pandemic response and priority given to newborns.
Proportion of preschool participation	96.5% or greater	96.5%	2020-21 data release has been delayed by State Government.
Proportion of children developmentally vulnerable on two or more domains including language and cognitive domains based on the Australian Development Census Report	7.8% or lower	7.8% or lower	9.40% ✖ Not achieved The results remain unchanged as this data is only available every three years. The actual number of children vulnerable on two or more domains has increased slightly (by 10) since 2015 across Yarra Ranges. Improvements have occurred in Upper Yarra townships that were prioritised for action and investment over the last 10 years.
Proportion of engagement processes including young people's participation	70% or greater	70%	70% ✓ Achieved
Proportion of young people participating in Council-run youth activities	2% annual increase from 2017-18 (4,550 attended)	5,3262	4,611 ✖ Not achieved COVID-19 restrictions impacted the ability for Council to run scheduled youth activities resulting in lower participation.

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

Measure	Target by 2021	Target 2020-21	Actual 2020-21
Increase creative and cultural industry economic activity	<p>5% increase from baseline</p> <p>Baseline data: The sector's economic output totals \$383.5 million which represents 3% of the total output for the region (BYC study 2019 - restated).</p> <p>The creative industries sector employs 3.5% of the 41,700 people who work in the Yarra Ranges (Census data 2016 - restated).</p>	Economic output of creative industries is greater than \$383.5 million	<p>\$401.7 million</p> <p>✓ Achieved</p> <p>Employment figures will be updated with the 2021 Census data released in 2022.</p>
Creativity and cultural engagement in public places is increased by 5%.	<p>5% increase from 2018-19 attendance baseline (230,236)</p>	Greater than 230,236	<p>23,145</p> <p>✗ Not achieved</p> <p>COVID-19 restrictions from impacted on the programming of festivals and events.</p>
Use of and engagement with cultural facilities is increased by 5%	<p>5% increase from baseline</p> <p>Baseline (2018-19):</p>	Greater than baseline	Attendance at cultural facilities totalled 34,494 visits.

Measure	Target by 2021	Target 2020-21	Actual 2020-21
	Attendance at cultural facilities totalled 138,850 visits. 5,081 events were hosted throughout the year, totalling 17,000 event hours		1,168 events were hosted throughout the year, totalling 3,576 event hours. * Not achieved Cultural facilities had to be closed during the COVID-19 shutdown.
Awareness of value of cultural participation and expression is increased by 5%.	5% increase to index score (average of five selected questions taken from Australia Council – Connecting Australians, National Arts participation survey - Outer Metropolitan Victoria 2017)	Baseline data established.	71.5% respondents agree that, Artists make an important contribution to Australian society 63.3% respondents agree that Arts has an impact ✓ Baseline established by the Australia Council data released in 2020.

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

Measure	Target by 2021	Target 2020-21	Actual 2020-21
A Belonging Place is established in partnership with the Healesville Indigenous Community Services Association	Established by 2021	80%	60% * Not achieved The complexity of the project brief and COVID-19 caused delays in the recruitment of the lead architect. Project is now progressing to revised timelines.
Proportion of Yarra Ranges Reconciliation Week (YRRW) attendants that	80% or greater	80% or greater	83% ✓ Achieved

Measure	Target by 2021	Target 2020-21	Actual 2020-21
agree or strongly agree that YRRW effectively promotes reconciliation			
Attendance at Yarra Ranges Reconciliation Week meets or exceeds 2016 baseline count	Increase on 2016 attendance	250 attendance	1500+ attended ✓ Achieved The 2021 event was delivered online (due to the COVID-19 restrictions), which allowed schools to attend virtually increasing attendance of the event.

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

Measure	Target by 2021	Target 2020-21	Actual 2020-21
Conduct Community Emergency Management Planning across geographic areas to support unique community needs for emergencies	8 area projects in place	6	7 ✗ Not achieved (Warburton, Monbulk, Healesville/Badger Creek/Chum Creek, Powelltown, Macclesfield, Montrose and Reefton/McMahons Creek) Clematis/Menzies Creek was discontinued.


















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

Measure	Target by 2021	Target 2020-21	Actual 2020-21
Proportion of Council owned buildings that are accessible for people with a disability and incorporate accessible amenities	3% increase annually	3% increase	2.3% increase ✗ Not achieved Allocated funding was used mainly in one building in the past year.
Proportion of Council officer engagements with the Yarra Ranges Disability Advisory Committee on: projects, policy and strategy and community issues	80% or greater	80%	95% ✓ Achieved

Our performance on Council Plan Actions

☒ On track
 ☒ Monitor
 ☒ Not achieved
 ☒ Deferred

Action	Status Year 4	
Work with communities to develop community plans, with a focus on building the leadership capacity of community leaders.	100%	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
Advocate for improved public transport that connects residents with services and employment.	100%	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
Develop and implement a new Health and Wellbeing Strategy with a focus on healthy eating, active living, prevention of family violence, improving mental health and access to services and community, healthy ageing and Indigenous health.	100%	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
Implement a Child Safe Standards action plan to increase child safety within Council and the community.	95%	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
In partnership with State Government, plan for the introduction of three year old preschool, assessing infrastructure and programming needs.	100%	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
Work with our partners for improved access to youth mental health services and connections to employment pathways to create a more coordinated and responsive service system particularly in response to the impacts of COVID-19.	100%	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
Implement the Creative Communities Strategy to drive local creative industries, develop vibrant and active places, reflect our	95%	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>

Action	Status Year 4	
heritage and generate more meaningful participation from Communities in the cultural life of Yarra Ranges.		
Work in partnership with Eastern Regional Libraries to ensure our libraries promote social connection by being welcoming, interactive places, with opportunities to work, learn and enhance digital access.	95%	  
Progress the redevelopment of the Lilydale Quarry in accordance with an agreed master plan for the site by working with landowners, State Government and other stakeholders to create a new connected community.	80%	  
Develop and implement plans that enable residents to age in place/home and advocate for delivery of high-quality service for our community.	95%	  
Collect evidence about community experience of the National Disability Insurance Scheme and take a stewardship role to influence service system to address gaps in service availability and increase access to better services.	66%	   The project scope was expanded to undertake deeper engagement to understand gaps and impacts of the required service changes due to the impact of the pandemic. This extended the projects timelines.
Increase the visibility of local Aboriginal culture, history, creativity and heritage by providing opportunities for the wider community to engage with local Aboriginal culture and history.	75%	  
Advocate for Healesville Indigenous Community Services Association to develop an integrated Indigenous health hub in Healesville to improve Indigenous health and wellbeing.	100%	  
Build community resilience and mitigate against risk across the municipality through effective bushfire preparedness and emergency management planning and actions, recognising increase in events severity and vulnerability of community, particularly the impact of COVID-19.	95%	  



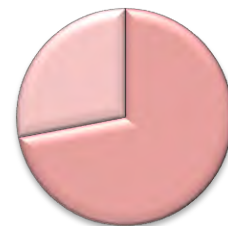
Quality Infrastructure and Liveable Places

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

Key strategies to achieve our objectives include:

- Recreation and Open Space Strategy
- Aquatics Facilities Strategy
- Strategic Asset Management Strategy.

72%
of Council Plan actions
are on track



Our major initiatives

2.1 Integrate the management of our assets to ensure that quality is to an agreed standard that supports our community's needs

Council continues to mature and integrate its asset management practices. With the Strategic Asset Management Plan adopted by Council in 2019, focus is now on implementing the Plan's actions and ensuring the organisation can meet the Asset Plan requirements under the new Local Government Act. Although delivery has been slowed due to the prioritisation of COVID-19 responses, storm event recovery and other factors, progress continues with works undertaken in the past 12 months including:

- Restructure of the Strategic Asset Management Team to reflect the importance of the two Asset Management streams of asset planning and asset data/systems.
- Continued development of Council's Asset Management System as part of the YRConnect project. Once fully implemented this system will facilitate significant improvements in the management of Council's assets and related reporting.
- Completion of draft frameworks for Asset Management Roles/Responsibilities and Levels of Service relating to assets. These frameworks are being trialled and tested through internal workshops and will be finalised in 2021/22.

2.2 Undertake a review of the utilisation of Council's community hubs and facilities to maximise their usage and benefit to the community

Council commenced its Building Asset Management Plan project in October 2019, which included reviewing the use of Council's community hubs. Asset Planning will drive this and work in partnership with Property and Facilities, Strategic Services, Community Services, Community Wellbeing and Community Support Services. Service level definitions will be outlined, and a service level framework will be developed to enable prioritisation of works.

Over the past 12 months, Council recognises the constant shift in community, changes to facilities usage, and potentially enduring impacts of COVID-19 on operational uses. COVID-19 adaptation activity

has taken priority in latter part of 2020 but there are two key initiative that relate and influence this action:

- Service mapping involves assessing how well our facilities meet current and emerging community needs, and how these buildings can be re-purposed to maximise their usage and benefits to the community.
- The development of a Property Management Strategy will assist in informing future asset provision decisions.

We will be asking our community users, tenants and partners to determine future needs in a recovery environment, forming the actions of Council's next planning phase with regards to utilisation.

2.3 Develop an Integrated Transport Strategy with a focus on improved public transport, pressures and freight needs to enable targeted advocacy to State and Federal Government and work in partnership with private industry.

The Integrated Transport Strategy, titled Connected, was endorsed at the Council meeting on 26 May 2020 following an 18-month period of development with a focus on community engagement. It outlines the most pressing transport challenges faced by our communities and contains 42 actions required to make getting around more convenient, safer and sustainable.

Council was able to secure a Transport Planner through the Working for Victoria initiative who started developing a Footpath Prioritisation Framework. The framework identifies strategic pedestrian routes and missing links where footpaths are required.

Council was also able to secure grant funding to install a painted bike lane along Anderson Street, Lilydale and surface treatment along Blacksmiths Way, Belgrave. This treatment will be implemented in line with the Blacksmiths Way Masterplan to provide overall benefits to safety, movement and urban design in the laneway.

2.4 Advocate for external funding to support improved community infrastructure across the municipality for initiatives including the Warburton Mountain Biking Destination, Recreation Precincts, Yarra Valley Trail, Community Facility and Hubs upgrades, Sporting Pavilion upgrades and Recreation Reserve improvements.

Council strongly advocates for quality infrastructure projects for the Yarra Ranges Community. Over the last 12 months we continued to prepare applications to the Federal and State Government's grant funding programs and have been successful in securing a total of \$7,695,680 through the State Government's Park Revitalisation Grant Program (\$500k), Community Cricket (\$180k) and World Game (\$500k) Programs, Community Sports Infrastructure Stimulus Program Round 2 (\$2.5m), Growing Suburbs Fund (\$3,067,680), and Local Sport Infrastructure Fund (\$948k) and have been successful in securing an additional \$3.35 million through the State Budget.

We have:

- Continued to contact our sporting clubs to help them navigate the State Government COVID-19 restrictions
- Assisted our sporting clubs to apply for the Sport and Recreation Victoria COVID-19 grants
- Provided our sporting clubs with a small grant to assist with COVID-19 related expenses

We have taken advantage of the COVID-19 lockdowns by completing the following capital expenditure works for the aquatics centres while they have been non-operational;

- Purchase and delivery of two new pool inflatables

- Commencement of computer and associated hardware upgrades to the Monbulk Aquatic Centre (MAC) and Yarra Centre (YC) with continued roll out in 2021/22
- Re-tiling of the program and toddler pools at MAC
- Completion of the concrete testing at the Healesville pool and repainting of all three pools
- Repainting of the Belgrave outdoor pool
- Repairs to change room shower wall and floor tiles at MAC
- Repairs to pool plant at Kilsyth Centenary Pool (KCP), YC and MAC.

In addition, we have just finished the installation of new gym equipment at the Yarra Centre and at the MAC. Both cardio and strength equipment have been supplied by Technogym and includes three new fully accessible strength pieces for both centres.

During lockdowns Belgravia has conducted virtual group exercise classes to help the community stay healthy.

With the recent storm damage and subsequent closure to MAC, Belgravia in conjunction with Council has made available free swim passes for members to utilise other YRC sites and offered alternative learn to swim places at other YRC facilities so young people can keep attending swimming lessons. We have also managed to separate the aquatic centre from the leisure centre and managed alternative safe building access to allow members to attend the gym while repairs to the aquatic centre are being undertaken.

Projects that have recently been delivered are:

- Esther Park Synthetic Soccer pitch project
- Esther Park Community Sports Pavilion project
- Wandin North Community Sports Pavilion project
- Yarra Junction Multi-court and Oval lighting project
- Kimberley Reserve Cricket Net project.

We have also recently commenced

- Belgrave Netball Court Project
- Mt Evelyn Community Sports Pavilion Project
- Millgrove Community Sports Pavilion Project.

Our response to COVID-19

Council's Capital Works Program has played a key role in recovery for our community, with projects that help support social gatherings and use of public spaces, while creating local jobs and increasing local spend through construction activities.

Council continued to advocate on behalf of the community to ensure community and business infrastructure priorities are well supported:

- Supported businesses through the outdoor dining application processes to increase business patronage.
- Applied for grant funding to expand outdoor trading, e.g. to extend the kerb near the shops to increase social distancing.
- Adapted and expanded the organisation's fleet of vehicles and plant to support staff deliver services in a COVID-19 safe manner.
- Reassessed work programs to better align the capital works program towards organisational COVID-19 responses.

- Contacted 92 per cent of the 116 Sporting Clubs in the municipality by phone to find out how they are navigating the challenges of the pandemic. Their challenges of financial, community/social connection and attracting/retaining players is being addressed and supported by Council.
 - Other highlights:
- Created Monbulk laneway activation, a vibrant space to entice people to grab a takeaway meal or coffee from nearby eateries and find retreat. Ongoing community engagement has led to a Community Book Exchange being developed for this location which will be run by the local community.
- Created Warburton Yarra Square Activation, a vibrant transformation that helps alleviate footpath congestion and improve social distancing for locals and visitors. It filled with bright modular style seating and complimented by festoon lights, this space encourages people to spend more time in the township and enhance local trade.

Other highlights include:

- Works have continued with three roads sealed as part of the Federal Government-funded 10-year Roads For the Community Initiative. These included Cavanagh Road, Millgrove; Moore Crescent (south of Cavanagh Rd), Millgrove and McGregor Avenue, Healesville. Sealing works have commenced on Chalet Road (first 300 metres from Olinda Monbulk Road), Olinda; as well as Anderson Road and Grey Gum Court, Tecoma.
 - We continued to work with the Victorian Planning Authority and relevant State agencies on a planning scheme amendment that will facilitate the redevelopment of the Lilydale Quarry to provide accommodation for 3,000 dwellings, commercial uses, community facilities, public open space and a new railway station. The Victorian Planning Authority is leading the planning scheme amendment process as a Fast Track Project to accelerate outcomes in response to the pandemic.
 - External consultants commenced the first stage of the Development Contributions Plan, which involves identifying applicable infrastructure projects to ensure all relevant information is incorporated before a decision is made to progress towards a planning scheme amendment.
 - The affordable housing component of Council's revised Housing Strategy has been drafted and the State-mandated contributions framework is complete.
 - Delivery of \$21.5M of capital work on roads, drainage, footpaths, buildings and sporting and recreation infrastructure.
 - Condition assessment of sealed roads - 1,030km.
 - Growing Suburbs Fund \$2.25M towards a new regional play space in Chirnside Park, \$540K for Coldstream Station Pump Track, \$278k for work on the Bailey Road and Mooroolbark Heights Reserve Play space renewals.
 - Growing Parks Funding- Upper Yarra Reservoir Playspace (\$285K), Luke Polkinghorne Playspace (\$215K)
 - World Game (Soccer)- Millgrove Pavilion & Lights (\$500K)
 - Female Friendly Lighting Projects- Kimberley Netball & Training Space (\$97K), Narre Warren East Oval (\$145K), Don Rd #2 Oval (\$249K), Mt Evelyn #2 Oval (\$123K), Elizabeth Bridge Oval (\$133K)
 - Cricket Nets Replacement- Narre Warren East and Wickhams Road (\$90K each)
 - Seniors- Yarra Glen Bowls Green and Lights (\$200K)
 - Growing Suburbs- Coldstream Station Activation (\$540K)
 - Community Sport and Infrastructure Fund- Powelltown Pavilion (\$2.5M)
-
- For more on our Capital Expenditure Projects visit yarraranges.vic.gov.au/bigpicture

Measuring our success

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

Recreation and Open Space Strategy – plans for an active and healthy Yarra Ranges future where there are quality and diverse sporting and recreation facilities, parks and community spaces. It aims to activate our community spaces and support local sport and recreation clubs while protecting the environment and developing effective partnerships. Sub strategies include: Skate/BMX Strategy, Playground Development Strategy and the Yarra Ranges Tennis Plan.

Measure	Target by 2021	Target 2020-21	Actual 2020-21
Participation rate of recreational projects constructed or programs developed	Increase on baseline data	Increase on 2016-17 baseline data	<p>All three projects monitored saw a participation increase on baseline data</p> <p>✓ Achieved</p> <p><u>Capital Development Program:</u></p> <p>13 Sport and Recreation Clubs Received a grant in 2020/2021 (\$167,000) compared to eight clubs last year.</p> <p><u>Sport Volunteers Development sessions:</u></p> <p>40 clubs participated in 2020-21 compared to 38 clubs last year.</p> <p><u>Annual Seasonal Tenancy Allocation:</u></p> <p>14,105 sports players registered in 2020/2021 – up by 8% compared to last year.</p>

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
















Measure	Target by 2021	Target 2020-21	Actual 2020-21
Utilisation of outdoor aquatic facilities	Increase on baseline data in 2016-17	54,107	42, 260 visits * Not achieved Utilisation of the pools reduced significantly due to the COVID-19 closures throughout the year.
Utilisation of indoor aquatic facilities	Increase on baseline data in 2016-17	429,258	163,927 visits * Not achieved Attendance was impacted by the COVID-19 closures.















Asset Management Strategy – guides improvement in Council’s asset management practices to ensure long-term management of our infrastructure assets is sustainable for current and future generations of the community.





Measure	Target by 2021	Target 2020-21	Actual 2020-21
Level of asset management maturity rating (% of core maturity achieved on the National Asset Management Assessment Framework rating scale)	Increase core maturity level 2017 baseline maturity = 85%	95%	92% * Not achieved Covid impacted the ability to progress the maturity level.

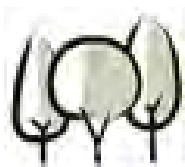
Our performance on Council Plan Actions

 On track
  Monitor
  Not achieved
  Deferred

Action	Status Year 4	
Integrate the management of our assets to ensure that quality is to an agreed standard that supports our community's needs.	82%	  
Undertake a review of the utilisation of Council's community hubs and facilities to maximise their usage and benefit to the community.	80%	   Council has decided to delay this project while the impact of COVID-19 continues to change the utilisation needs of the community hubs and facilities.
Develop an Integrated Transport Strategy with a focus on improved public transport, pressures and freight needs to enable targeted advocacy to State and Federal Government and work in partnership with private industry.	100%	  
Advocate for external funding to support improved community infrastructure across the municipality for initiatives including the Warburton Mountain Biking Destination, Recreation Precincts, Yarra Valley Trail, Community Facility and Hubs upgrades, Sporting Pavilion upgrades and Recreation Reserve improvements.	100%	  
Complete an aquatic facilities feasibility study to plan, prioritise and understand future needs across the municipality.	95%	  
Improve Council owned facilities by upgrading to energy efficient and climate resilient infrastructure to minimise carbon emissions and energy dependence and communicate benefits to the community.	77%	  
Increase housing affordability by utilising Council-owned land for affordable housing developments and advocate for reforms to State planning policy to require the inclusion of affordable housing in new large-scale developments.	100%	  

Action	Status Year 4	
Undertake place planning for priority activity centres and townships across Yarra Ranges.	100%	  
Commence the development of a municipal wide Development Contributions Plan to fund the future infrastructure needs of our communities.	76%	  
Deliver sustainable road, traffic, footpaths and drainage improvement projects from the annual Capital Works Program, and reduce problem traffic issues to improve accessibility and safety in the municipality.	95%	  
Progress the review of the Housing Strategy to ensure housing needs of the community are met, new housing is well designed and to underpin an amendment to improve neighbourhood character outcomes in residential areas.	61%	   The completion of the Neighbourhood Character Plan is required before the refresh of the Housing Strategy can take place and inform the future amendments to the Planning Scheme
Deliver innovative and cost effective maintenance and improvement works to local roads that provide connectivity, and increase the safety of our communities and visitors.	100%	  
Develop a Quality Community Infrastructure Strategy to support the development of key infrastructure in support of current and future service delivery.	100%	  
Complete the Lilydale Structure Plan to provide clear direction of the future land use, urban design and landscape forms for Lilydale.	60%	  
Work with State Government Level Crossing Authority on the removal of the Lilydale and Mooroolbark railway crossings, to ensure good design principles that provide broader social and community wellbeing outcomes and incorporate the recommendations (where practicable) out of the Lilydale Place plan.	85%	  
Develop and construct significant projects across the municipality, including the delivery of major community hubs and recreation facilities that respond to current and future community needs, focusing our efforts in communities that have been critically impacted by COVID-19.	100%	  

Action	Status Year 4	
Review and expand the existing Paths and Trails Plan by incorporating a range of alternative transport options to increase connectivity and activate communities.	85%	  
Review the Recreation and Open Space Strategy and include a new area of focus – Activation of Our Community, with female participation in sports a priority.	90%	  



Protected and Enhanced Natural Environment

A healthier environment for future generations

Key strategies to achieve our objectives include:

- Environmental Strategy
- Flora and Fauna Strategy
- Weed Management Strategy
- Climate Change and Adaptation Plan.

67%
of Council Plan
actions are on track



Our major initiatives

3.1 Implement the Environment Strategy to improve the health and biodiversity of our natural environment

A range of programs has contributed to the ongoing delivery of the strategy, including:

Ribbons of Green, this program aims to improve landscape connectivity, ecosystem function and climate resilience in our municipality. In 2021 over 50,000 indigenous plants have gone out for habitat plantings across 61 private properties. Many are vineyards and farms participating in the program to help support their production and sustainability. The program aims to foster environmental stewardship in our community beyond these project properties in the form of habitat restoration advice (52 landowners in 2021), and providing plants and support for 10 schools this year. A focus of the program is conserving and increasing rare and unique species and plant communities in Yarra Ranges. Over 50 per cent of the planting projects this year were in vegetation communities that are listed as Vulnerable by the Environmental Protection and Biodiversity Act.

The Biodiversity Offsets Program has facilitated 50 offset trades worth over \$321,000 during the 2020-21 financial year. The program successfully reached cost neutral this year as on ground conservation works continue at the four designated offset sites. The future direction of the program will be reviewed over the next 12 months to ensure the best possible ecological outcomes and continued quality customer service. The trading seems to have been largely unaffected by COVID-19. On ground works have experienced some delays and setbacks associated with lockdowns.

The Environment Assessment Officers (EOs) continue to receive a consistent high volume of referral requests and continue to provide advice on how to best minimise impacts to biodiversity values from proposed developments, in line with state regulations and the local planning scheme. In the 2020/21 financial year, the EOs provided advice on 165 referrals and 11 pre-application meetings, ensuring applicants received timely and expert advice on how to navigate specific biodiversity application requirements. The EOs also assisted council's compliance officers with two compliance cases, as well

as reporting numerous others firsthand. With COVID-19 restrictions easing, the EAOs are hoping to re-establish the 90 per cent referrals site visits target.

3.2 Improve the parks and reserves program to enhance public open space, access and participation

COVID-19 has reinforced the value our parks and open space provide to our communities, no more evidenced than during lockdowns with travel restrictions, when parks within 5km of peoples' homes were a significant source of relief. Council is fortunate that it has invested heavily in ensuring these areas are maintained to a high level, as well as enhanced through the Playspace Plan.

This year saw renewals to playspaces at Castle Hill and Summerhill Reserves, both in Mooroolbark, while a highlight was the opening of Warburton Water World, which drew large crowds from all over Melbourne over the summer months. Construction works continue on playspace upgrades at Belgrave Lake Park, Gateway Reserve Lilydale, East Warburton Hall and Wandana Mooroolbark with all projects to be completed by August 2021.

Sport ground upgrades were completed at Warburton and Wandin North, with both grounds holding up well during winter. Lighting upgrades were completed at a number of sports fields, increasing scheduling time for training and games while also improving the user experience and amenity.

The Environmental Webinar Series and Virtual Reserve Tours continued to draw large online audiences, with two sessions of a Women's Connected to Nature Workshop also being able to be run in person, with some very positive feedback from participants. Some 50,000 plants were planted across the municipality as part of this year's planting season, with a wet spring and summer seeing good establishment conditions, while significant bushland restoration works were completed at Butterfields Reserve, Birdsland, the Warburton Rail Trail corridor in Lilydale, Wandin Yallock Creek and Spadonis Reserve. Three new Friends Groups were established, and Council received a \$267,000 grant from Melbourne Water to support our bushland restoration work along waterways.

Our response to COVID-19

The value of our parks and open spaces in supporting the mental and physical wellbeing of our community and visitors has been heightened during the pandemic. Council continued to provide well maintained and safe open spaces for the community to enjoy, while also working hard to preserve the health of our natural environment for future generations. Some specifics to report include:

- Renewed and extended the Mountain Bike skills trail at Lillydale Lake by the Mountain Bike Trail building team who were joined by the staff from the Working for Victoria program to use modern trail building techniques. This has seen a significant increase in the use of this trail.
- With in-person activities largely restricted, an on-line webinar program was developed to help keep environmental volunteers and the general community engaged in all matters of the environment. These have proven to be a huge success with significant numbers of people engaged in the program, attracting in excess of 300 to 500, from all over Victoria.
- Ribbons of Green was hugely popular during COVID-19 with a waiting list and record number of interactions with private property owners.
- Lockdowns prevented a number of site visits for the Environment Assessment Officers, and consequently some delays were unavoidable.
- The Biodiversity Offsets Program was largely unaffected by COVID-19, however on ground site monitoring and management works experienced interruptions to the scheduled program.

Other highlights

- Develop and adopted a Liveable Climate Plan .
- We shifted our Bushland Volunteer programs on-line, which proved to be a popular initiative with huge numbers of volunteers attending.
- Ran a Women's Connection to Nature workshop to encourage women from diverse backgrounds, women with accessibility issues and women who have experienced family violence trauma to reconnect to nature in a safe and therapeutic way. Twenty women have since created nature based art with positive feedback.
- Created a new car park and other landscaping works near the old Yering Station to help increase parking for those utilising the new Yarra Valley Trail.
- The Biodiversity Offsets Program successfully reached cost neutral this year.
- For the Ribbons of Green Program, 2021 saw 50,000 indigenous plants in the ground across 61 private properties

Measuring our success

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

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

Measure	Target by 2021	Target 2020-21	Actual 2020-21
Kilometres of roadside with bushfire fuel levels reduced	132km or greater	33km	17.33km ✖ Not Achieved Council has prioritised and cleared all high-risk areas. Increased cost of traffic management and difficult terrain has exhausted funding allocation for this year, preventing any additional clearing. Additional funding received from CFA from the Safer Together Program has allowed additional clearing to be done.
Increase habitat restoration through change in the proportion of reserves from medium to high conservation status	2% or greater	0.5% annual increase	2% increase ✓ Achieved

Climate Change and Adaptation Plan – aims to manage carbon pollution through efficient use of renewable energy, and support the organisation and the community adapt to a changing climate.

Measure	Target by 2021	Target 2020-21	Actual 2020-21
Reduction of corporate greenhouse gas emissions towards zero. Corporate emissions were 14,621 tCO ₂ e in 2016	Lower than 10,000 tCO ₂ e	10,000 tCO ₂ e or lower	9,520 tCO ₂ e ✓ Achieved

Flora and Fauna Strategy – protects, maximises and enhances the habitat and ecosystems of indigenous flora and fauna. Fosters a culture of environmental stewardship to influence flora and fauna management outside of Council’s control.




























Measure	Target by 2021	Target 2020-21	Actual 2020-21
Plants distributed for planting per annum through the Ribbons of Green Program	240,000 or greater	70,000	57,370 plants x Not Achieved Most of the community nurseries that we contract to grow our plants have been impacted by the COVID-19 restrictions since April, with significant consequences for stock availability. There will likely be flow-on effects on the 2021 program.

Weed Management Strategy – focuses on community education, reduces the impact and prevent new threats of weeds. Aims to review, evaluate, conduct research, develop options and build partnerships for weed management.

Measure	Target by 2021	Target 2020-21	Actual 2020-21
Maintain the proportion of high threat weed cover at 220 hectares of biodiversity hotspots in the Dandenongs to prevent the establishment of new weeds	Lower than 1% weed cover	1% or less	1% ✓ Achieved
Maintain the proportion of high threat weed cover at 812 hectares of core habitat in the Dandenongs to prevent the establishment of new weeds	Lower than 10% weed cover	10% or less	8% ✓ Achieved
Proportion of Council managed ‘very high conservation reserves’ containing less than 5% high threat weed cover	100%	100%	100% ✓ Achieved
Proportion of Council managed ‘high conservation reserves’ containing less than 25% high threat weed cover	100%	100%	94% x Achieved 32 out of 34 conservation reserves were less than 25% weed cover.

Our performance on Council Plan Actions

 On track
  Monitor
  Not achieved
  Deferred

Action	Status Year 4	
Implement the Environment Strategy to improve the health and biodiversity of our natural environment.	90%	  
Improve the parks and reserves program to enhance public open space, access and participation.	100%	  
Implement the Carbon Management Program to improve the energy efficiency of council operations, transition to renewable energy, reduce emissions and show benefit to our community.	88%	  
Partner with the Metropolitan Waste Resource Recovery Group and other councils in the region to establish new and alternative resource management reuse technologies for the management of municipal waste.	100%	  
Advocate to State and Federal Government for ongoing funding support for the protection of the natural environment of Yarra Ranges, with a focus on weed and pest animal reduction, and increased investment in sustainable water management.	94%	  
Develop a Yarra Ranges Trees and Urban Forest Management Plan in partnership with the community to ensure our tree assets are well-managed and enhance the local amenity and environmental value of the municipality.	95%	  
Develop proactive fire planning assessment and protection to ensure the safety of our communities and the protection of our environment through education, tools, and partnerships with primary agencies.	80%	  
Develop capability of the Environmental Volunteer Support Groups and supporting communities to attract funds and invest in our shared environment.	80%	  
Develop a Biodiversity Plan to integrate other vegetation management plans to create a holistic strategic approach to provide education, incentives programs and establishing valued partnership models with key stakeholders.	80%	  



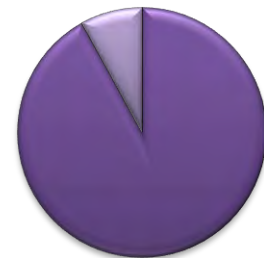
Vibrant Economy, Agriculture and Tourism

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

Key strategy to achieve our objectives is:

- **Economic Development Strategy.**

92%
of Council Plan
actions are on track



Our major initiatives

4.1 Implement the Economic Development Strategy including strong engagement and partnering with Yarra Ranges Tourism, and supporting small, medium and large businesses and industry groups to improve the economic health and vitality of our communities

Council worked together with partners including Business, Industry and Traders' groups, Yarra Ranges Tourism, government agencies and educators to support small, medium and large businesses across the municipality.

Through a collaborative partnership model Council has delivered an extensive business support program aimed at starting, growing and supporting businesses in Yarra Ranges through a period of significant economic impact as a result of COVID-19 and more recently the storm and flood event. The program includes events, training, mentoring and regular communications through business e-bulletins and social media. Through Council's Priority Investment Projects and Better Approvals services, we facilitated more than 580 enquiries to support developers, business start-ups including tourism and hospitality investors and small businesses growing/diversifying their operations over the last 12 months. Council adapted its Economic Development service to provide increased and dedicated support to Yarra Ranges business owners to navigate through government stimulus programs, advocate for and influence business support and development programs, and provide online programs. Council has also facilitated employment in Yarra Ranges through information, funding training and the development of the Yarra Ranges Job Link connecting jobseekers and employers.

4.2 Continue to implement place-making initiatives for Chirnside Park, consistent with the Chirnside Park Urban Design Masterplan, including the Green Spine shared path, development of the Urban Park in Kimberley Drive and facilitation of key redevelopment sites to achieve a vibrant mixed-use activity centre

Chirnside Park place-making initiatives continue to progress the adopted Urban Design Masterplan. Kimberley Reserve Landscape Plan, Cricket Net installations, Pavilion replacement works

There are three key planning proposals currently being considered by Council. The construction of Stage 2 of the Green Spine Project is progressing. The full extent of land for the urban park land is now

in Council ownership and the master plan has been endorsed with funding allocated for the delivery in 2021-22.

4.3 Implement the Lilydale Place Plan to improve liveability and attract private and public investment into the area

The Lilydale Place Plan was endorsed by Council in September 2019 and is available on Council's website. The preparation of a new Structure Plan for Lilydale is now being informed by the Place Plan to convert the community's aspirations into deliverable directions that will be guided by an accompanying implementation plan. Supporting projects are also coming out of the Lilydale Revitalisation Project to deliver on the ground projects.

4.4 Attract funding for key tourism infrastructure projects that encourage more nature based tourism opportunities including RidgeWalk, Warburton Mountain Bike Destination, Yarra Valley Trail and advocacy for Yarra Valley Railway Stage 2

This year a further \$6.39M has been secured towards infrastructure with links to nature-based tourism. This includes \$3.35M for the Yarra Valley Trail - Yarra Glen Northern Loop, \$2.5M for the Powelltown Pavilion and \$540K for the Coldstream Station Precinct alongside the Yarra Valley Trail, including Council's first sealed pump track and other infrastructure. Promising discussions continue with a number of wineries and other businesses on possible trail locations for Yarra Glen Southern Loop and Yarra Valley Trail Stage 2. Work on the Warburton Mountain Bike Destination Environmental Effects Statement continues, with much of the field work and data collection completed. The planning permit for the Yarra Valley Trail Stage 1B has been lodged, however, recent flooding in Yarra Glen prevented works from starting. Early construction works have begun on some stages of Ridgewalk, with detailed design continuing on more complex areas, but with the recent significant storm event in the Dandenong Ranges, some groundwork is now on hold as the clean-up continues and we assess the impact of the storm on proposed works.

Our response to COVID-19

The success of our local industries was key in the economic recovery of our region. This included a focus on youth employment, traineeships and apprenticeships. Council continued to work closely with local businesses, rural industry groups, agencies and tourism operators to understand the impact of COVID-19, respond to their changing needs and support them in getting back on their feet.

-
- Established a Place Recovery Team made up of temporary Working for Victoria staff to deliver projects that support businesses and centres as they navigate the COVID-19 recovery phase.
- Installed temporary outdoor dining – a rapid response team was compiled across the organisation to develop and implement a new free permit to enable businesses to introduce or expand their outdoor dining. Council supplied traffic barriers and bunting to create safe dining areas in car spaces and created a new webpage with extensive guidance to assist businesses in adapting to the changing restrictions throughout COVID-19.
- Successfully secured funding through the Victorian Government to deliver small parklets using modified shipping containers. This clever drop-in piece of public space has started to be placed in town centres where footpaths are very narrow, enabling our community to comfortably maintain social distancing while waiting for a coffee, or sit and enjoy some sunshine or meet a friend.
- Commenced installation of new furniture and plantings in public areas to encourage the community to embrace local centres and encourage use of public space reducing congestion on footpaths.
- Made a submission to the Victorian Government advocating for improved permit and funding processes to support businesses adapt to COVID-19 restrictions.
- Advocated for the Federal Government to extend the JobSeeker and JobKeeper stimulus measures.

- Advocated for the Victorian Government to progress the agribusiness applications for the Victorian Government's \$50million Agriculture Workforce Plan to ensure positive economic outcomes for this important sector and Yarra Ranges.
- Facilitation of 61 Yarra Ranges agribusiness planning enquiries including 17 planning applications for the Victorian Government - Agriculture Business Adaptation Grant program
- Dedicated Small Business Office for referral of business, and trader and business groups in need of assistance and to help navigate through government programs and connection with opportunities and other supports.
- Introduction of the Have a Yarra Ranges Christmas campaign and distribution of collateral encouraging community to buy local.
- Delivery of Be Kind to Business reopening packs and Thermometers to eligible businesses
- Business support through providing Fee relief by waiving 2021 Food and Health Business registration fees and footpath trading permits.
- Development of local Employment Resources for Jobseekers on Yarra Ranges Council website
- Support for Agribusinesses and Jobseekers with the coordination of Seasonal Worker Information Session attracting over 100 registrations.
- Submissions through the Victorian Government's, Jobs Victoria Advocates Program for a Jobs Victoria Advocate for the Yarra Ranges community.
- Advocate for the Victorian Government to extend support to agribusinesses in Yarra Ranges experiencing seasonal workforce shortages.
- Advocated for the Victorian Government to support reclassification of non-urban areas of Yarra Ranges as regional, thereby bringing them under the COVID-19 restrictions for regional Victoria.
- Introduction of "Buy Local, Employ Local, Enjoy Local" campaign designed to put our community front and centre of our recovery efforts and daily life. We want to showcase everything we have right here in our own backyards.
- Development and implementation of a Hospitality Jump Start for Jobs training program free for locals looking to gain professional skills and employment.
- Rollout of Job Search Webinars series and online "Employment resources for jobseekers" information to support jobseekers
- Development of the Yarra Ranges JobLink - an online employment portal for those who want to live and work local and to help local businesses to *Employ Local. To be launched July 2021.*
- Development and implementation of the **Riding the Business Recovery Rollercoaster Series** designed to support business to recover from the effects of the pandemic now, and give the tools to build resilience and growth into their future strategy.
- Dedicated Small Business Office for referral of business, and trader and business groups in need of assistance and to help navigate through government programs and connection with opportunities and other supports.
- Partnership to support Box Hill Institute deliver the Jobs Victoria Advocate services to support and connect jobseekers and employers.

Other highlights

- Parklets have been developed to add additional seating and shelter for public spaces. These parklets are designed to fit in one car space so can be placed in busy shopping precincts to alleviate space on the pavements. Parklets provide additional space so that pathways remain clear for other customers to move safely around town centres.
- Facilitation of more than **120** Small Business Better Approval checklists (340 for financial year) and **121** full applications (323 for financial year).
- Collaboration with Yarra Valley Business Network Group to deliver the 'Yarra Valley Back to Business Expo' connecting, promoting and developing business.
Increased reach with small businesses operating in Yarra Ranges through Yarra Ranges Business Facebook (up 46.5%), and Yarra Ranges Business e-bulletin (up 31%).
- Yarra Ranges, Knox and Maroondah Councils successfully secured \$150k through the Australian Government's Regional Development Australia (RDA) Melbourne for the development of Bayswater.
- Facilitation of more than **220** Small Business Better Approval checklists and **102** full applications.
- Increased reach with small businesses operating in Yarra Ranges through Yarra Ranges Business Facebook (up 37 per cent), and Yarra Ranges Business e-bulletin (up 6 Per cent).
- Amendment C177 – Restructure Overlay: successful virtual Panel process and findings endorsed by Council and submitted to Minister for Planning.
- Amendment C178 – Coldstream Structure Plan: successful Panel Hearing held on the papers for the first time, with findings endorsed by Council and submitted to the Minister for Planning.
- Amendment C186 – Sassafras Nursery: successful virtual Panel process and findings endorsed by Council and submitted to Minister for Planning.
- Amendment C187 – Green Street Healesville: submissions continued to State Government and Panel processes advocating for land to be allocated for open space and community use.
- PPF Translation – A draft has been prepared of the Yarra Ranges Planning Scheme which is being translated into the new format introduced by State Government.
- Green Wedge – Council made a substantial submission to the State Government consultation on Planning for Melbourne's Green Wedges and Agricultural Land Project.
- Lilydale Revitalisation Project – Lilydale successful in being selected as one of the key centres in the Victorian Government's Suburban Revitalisation Program.

Measuring our success



























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










Economic Development Strategy – aims to improve the economic health and vitality of our communities through sustainable business practices and local job creation. This strategy focuses on increasing accessibility to economic opportunities through improved transport, by encouraging investment, and increasing training and skill generation to attract new businesses to the region.

Measure	Target by 2021	Target 2020-21	Actual 2020-21
Year on year growth of overnight visitors (domestic and international) in the Yarra Ranges and Dandenong Region	State average or greater	<p>> -53% domestic (State average)</p> <p>> -99% international (State average)</p>	<p>54% decrease in domestic visitors between March 2020 and March 2021</p> <p>x Not achieved</p> <p>COVID-19 restrictions limited domestic visits during the last year</p> <p>Data not available. International visitor data is limited to state-level results.</p>
Gross Regional Product - increase the net wealth generated by the local economy influenced through employment, productivity and mix of industry types in the area	3% or greater	3% increase	<p>2% increase</p> <p>x Not achieved</p> <p>GRP increased from \$6.57 billion to \$6.7 billion</p> <p>COVID-19 restrictions has impacted the result for the last year. It is worth noting that the positive trend is continuing with a 45% increase over the past 10 years (2010 GRP was 4.6 billion)</p>

Our performance on Council Plan Actions

 On track
  Monitor
  Not achieved
  Deferred

Action	Status Year 4	
Implement the Economic Development Strategy through strong engagement and partnering with Yarra Ranges Tourism, and by supporting small, medium and large businesses and industry groups to respond to the impact of COVID-19 to improve the economic health and vitality of our communities.	100%	  
Continue to implement place making initiatives for Chirnside Park consistent with the Chirnside Park Urban Design Masterplan including the Green Spine shared path, development of the Urban Park in Kimberley Drive and facilitation of key redevelopment sites to achieve a vibrant mixed used activity centre.	100%	  
Implement the Lilydale Place Plan to improve liveability and attract private and public investment into the area.	100%	  
Attract funding for key tourism infrastructure projects that encourage more nature based tourism opportunities including RidgeWalk, Warburton Mountain Bike Destination, Yarra Valley Trail and advocacy for Yarra Valley Railway Stage 2.	100%	  
Continue to advocate for improved connectivity through smart technology and public Wi-Fi improving the quality of life of our communities, growing the economy and attracting investment.	90%	  
Promote Yarra Valley, Dandenong Ranges and the Upper Yarra Valley as premier tourist destinations to develop key attractions and supporting accommodation by working together with Yarra Ranges Tourism to respond to the Victorian Government Tourism Review outcomes and assist businesses to respond, adapt and recover from the impacts of COVID-19.	100%	  
Engage with businesses, agencies and investors on key infrastructure initiatives including Warburton Mountain Bike, Yarra Valley Trail, RidgeWalk, Yarra Valley Railway, Level Crossing Removals to drive future business, economic growth and employment opportunities, and assist communities respond, adapt and recover from the impacts of COVID-19	100%	  
Enhance educational pathways and employment opportunities for young people by working with State Government, secondary schools and higher education facilities including Box Hill Institute.	100%	  
Work with growers to build business cases for the Coldstream Recycled Water Pipeline to provide water security and increase local output.	50%	   <p>The pandemic has impacted the current need by the growers to progress this project while dealing with the</p>

Action	Status Year 4	
		impact of the pandemic.
Work with Maroondah and Knox Councils to deliver initiatives that progress the revitalisation of Bayswater Business Precinct, attract future investment, and generate employment growth.	100%	  
Complete the planning and development phase of RidgeWalk and initiate construction works to create a new cultural experience for residents and visitors to the Dandenong Ranges.	60%	  
Partner with the Rural Advisory Committee, agencies, community and stakeholders to protect agricultural enterprise and undertake initiatives and programs that support the rural industry groups and landowners.	95%	  



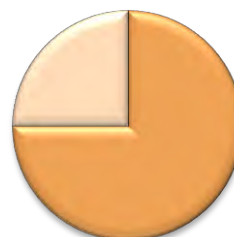
High Performing Organisation

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

Key strategies to achieve our objectives include:

- Customer Experience Strategy
- People and Culture Strategy
- Communication Strategy
- Information and Communication Technology Strategy
- Health and Safety Strategy.

75%
**Council Plan actions are
on track**



Our major initiatives

5.1 Improve our customers' experience with Council through the development and implementation of a Customer Experience Strategy, focused on enhancing the customer journey through Council services and processes across all channels, including digital

The implementation of the Customer Experience Standards and new Customer Charter continues across Council to ensure the standards are appropriately implemented and applied. Changes have been made to the Equip program with a more modular approach now being the direction. The customer module will be a key focus and training will be further developed to support this. Equip customer sessions have been conducted for the Planning department, and a priority action list developed. Review meetings have been held for teams that have completed Equip and planning meetings have been conducted for teams yet to complete Equip, with a comprehensive program being prepared to deliver tailored customer modules to all departments over the next 12 months. The Customer Process Improvement Project has been discontinued in its previous form and resources will be re-allocated through targeted responses to improving issues identified through survey results and complaints data, which continue to be collected and analysed. This will also involve increasing the range of services for which data is collected and implementing updated standardised measurements. Over the next nine months we will be implementing the new customer request module as part of council's new enterprise system, providing opportunities to further improve our customers' experience in dealing with council.

5.2 Activity Based Working (ABW) Project. Lead the Culture Stream of the project to implement a new way of working within an activity-based environment through our Flexible Future project, to build organisational capability, improve our responsiveness and our adaptability in a changing environment.

Over the past several years, Yarra Ranges has been undergoing an organisational transformation to prepare employees to shift to a new way of working within an Activity Based Working (ABW) environment, as part of the Civic Centre redevelopment program. Project efforts throughout this last

year have been heavily focused on the return to the office following the impacts of COVID-19. It has included co-design of COVID-safe return to work resources and processes.

Continued consultation with leadership teams to support their teams in returning to the office and transforming their ways of working remains an ongoing activity.

This change is led by the Activity Based Working steering committee, which is integral in supporting in advancing some major decisions and actions needed to progress the project from the responsive nature of the past year during the pandemic to a more strategic implementation and forward planning focus.

Further work has included a draft engagement plan to support the long-term planning of the ABW project as aligned with the High Performing Organisation strategy development.

5.3 Deliver opportunities for collaborative procurement and shared service arrangements with regional Councils to deliver value for money to ratepayers, with a focus on supporting local businesses affected by COVID-19.

Collaborative work continues to focus on Council's engagement in the Eastern Metro Regional Procurement Network including finalisation of the Regional Procurement Framework and development of aligned procurement policies. An additional focus includes analysis and development of a roadmap for collaborative procurement in the eastern metro region.

Council has continued to seek best value by leveraging aggregated expenditure via contracts provided by Municipal Association of Victoria (MAV), Procurement Australasia and State Government, resulting in better pricing, service and technology. Council has also committed to several regional procurement initiatives, including Provision of Landfill Services with 30 metropolitan councils, and a long-term renewable energy Power Purchase Agreement, with 40 other Victorian Councils.

Our response to COVID-19

- Council's has implemented many initiatives to help and support our residents, ratepayers and our business community through this pandemic. These initiatives, include the COVID-19 Community Recovery Fund. Council continues to adapt its methods of delivering services under COVID-19 restrictions to ensure the community has access to essential services and to support their needs.
- Council continued to provide over the counter service and public internet in the urban, hills, and valley regions to ensure the community, especially the more vulnerable members, have access to important support services during this pandemic.
- Yarra Ranges maintain an over the counter service throughout the pandemic. With additional capacity as a result of closing sites, employees were redeployed to community relief services including business outreach support, assisting with rates relief processing and answering dedicated COVID-19 support calls and emails.
- Increased focus was placed on workplace culture to support a COVID-Safe workplace and employee health and wellbeing. The primary aim was to ensure employees felt safe, secure and supported by the organisation during the pandemic.
- Dedicated call queue for pandemic and storm related enquiries.
- Use of facilities to provide community support including use of Upper Yarra Family Children's Centre to run Head to Help mental health services.

- Council's Procurement Policy was amended to include a requirement that when purchasing goods, works or services, officers must seek at least one quotation from a local business, where possible.
- Standardised Tender Evaluation Criteria to consider Local and Social Sustainability, where appropriate.
- Enabled employees to work productively from home with effective communication, team connection, wellbeing and resilience through a variety of training, online team connection sessions, employee and leader guides, videos and an increase in the availability of domestic violence support resources.
- Some examples of staff engagement, mental health and wellbeing initiatives:
 - Managing Change and Staying Resilient
 - COVID-19 Resilience Booster
 - Leading Resilient Remote Teams
 - Leading and Working Remotely
 - Managing Your Work Week
 - Leading Remotely Through COVID-19 (Accessing Your Emotional Intelligence)
 - Support for Frontline Employees (Resilience and Emotional Intelligence)
 - Critical Thinking and Decision Making
 - Leading in the New Environment, Why Emotional Intelligence is a Vital Skill training
 - Three-part webinar series for Frontline Employees (Wellbeing, Debriefing, Resilience and Emotional Intelligence)
 - Psychological First Aid Contact Officers Program.

Other highlights

- Developed the implementation schedule of a new Enterprise Systems (Council's corporate software) with a multi-phase module launch approach for the coming year.
- Delivered core programming on leadership development, equal opportunity and anti-discrimination, Child Safe Standards, diversity and inclusion, employee induction, awards and recognition and preparation for new ways of working and enabling a culture of customer centricity.
- The Planning Services Department started the Equip Program. Equip is Council's service transformation program which is shaping us to become a High Performing Organisation and deliver exceptional customer focused services.
- Delivered internal activities for 16 Days of Activism Against Gender-Based Violence campaign, which is a global campaign which calls for an end to all gender-based violence and encourages people to call out sexism, sexual harassment and disrespect. This included inviting staff to use their pronouns in their email signature for the period.
- Delivered on our Gender Equity vision that Yarra Ranges is gender equitable, inclusive and diverse. Some examples include:
- Applied a Gender and Intersectionality lens to the COVID-19 Community and Organisational Recovery Frameworks
- Finalised the Yarra Ranges Council Gender Equality Act Implementation plan
- Integrated the Gender Equity and Inclusion into business strategy development and the requirements under the GE Act 2020
- Commenced a strategic refresh of the internal Diversity and Inclusion Program to bring a systemic focus (leadership, strategy, culture) to the program.

- Delivered a broad range of staff engagement and skill building initiatives that support a range of employee and leadership development needs. These are developed in alignment with strategic priorities and employee wellbeing needs, as well as in response to needs identified through performance and development plans.
- Launched Council's new Community Engagement Policy, which cements Council's commitment to improving the way it engages with the community and will help ensure Council decisions reflect the needs and expectations of the community and other stakeholders.
- Engaged the organisation to update the High Performing Organisation strategy development.
- Held a series of Indigenous and Torres Strait Islander Cultural Awareness events to support staff in their cultural awareness journey.
- Delivered a staff event to celebrate International Pronouns Day and raise awareness of the benefits of using pronouns to support transgender and gender nonbinary people.
- Recognised May 17 as IDAHOBIT (International Day Against Homophobia, Biphobia, Interphobia & Transphobia) – a day raises awareness of the violence and discrimination against LGBTQIA+ communities worldwide. Included staff workshops and email banners.
- Launch of Disability Awareness training.

Measuring our success

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

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

Measure	Target by 2021	Target 2020-21	Actual 2020-21
Increase in the annual results of the Customer Experience Survey	2% annual increase in all dimensions	2% increase in all dimensions	6% average increase across all dimensions ✓ Achieved
Reduction in annual complaints escalated to the Ombudsman	Annual reduction	11	12 ✓ Not achieved

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

Measure	Target by 2021	Target 2020-21	Actual 2020-21
Number of social media followers	Annual increase (baseline data 2017 = 7,000)	Above 27,898	Total 31,428 ✓ Achieved
Number of Yarra Ranges unique website visits	Annual increase	Above 3,004,701	3,233,320 ✓ Achieved
Number of eNewsletter followers	Annual increase	10,586	10,464 ✗ Not Achieved
Number of ways community can interact with Council	Annual increase	7	11 ✓ Achieved

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

Measure	Target by 2021	Target 2020-21	Actual 2020-21
Proportion of staff* utilising a new core system that provides an improved single view of customer and incorporates information for any device, anytime, anywhere computing	100%	100%	100% ✓ Achieved
Proportion of information technology software transferred from on premises servers to the Cloud	80% or greater	80%	100% ✓ Achieved
Reduction in paper usage with the introduction of digitisation across council offices	2,047 or lower reams per year - 70% reduction from base year (2013-14 = 6,824 reams annually)	Below 2,047 reams	1,179 reams ✓ Achieved

**staff who utilise technology and associated devices as part of their work*

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

























Measure	Target by 2021	Target 2020-21	Actual 2020-21
Staff engagement score in the Employee Opinion Survey	Biennial increase	N/A	No data available. Survey was not undertaken in 2020-21.
Diversity and inclusion score in the Employee Opinion Survey	Annual increase	N/A	No data available. Survey was not undertaken in 2020-21.













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

Measure	Target by 2021	Target 2020-21	Actual 2020-21
Number of lost time injuries	11 or lower	12	4 ✓ Achieved
Number of non-conformances in an external Health and Safety accreditation assessment (current Advanced Safety Map Accreditation – less than three non-conformances)	3 or lower	3 or lower	1 ✓ Achieved
Proportion of safety observations undertaken by leaders	95% or greater Target = one safety observation per month, per leader	95%	4% ✗ Not Achieved 29 safety observations were made by leaders during the financial year. The result is lower than expected as reporting compliance significantly dropped during the COVID-19 pandemic while staff were working from home.

Our performance on Council Plan Actions

 On track
  Monitor
  Not achieved
  Deferred

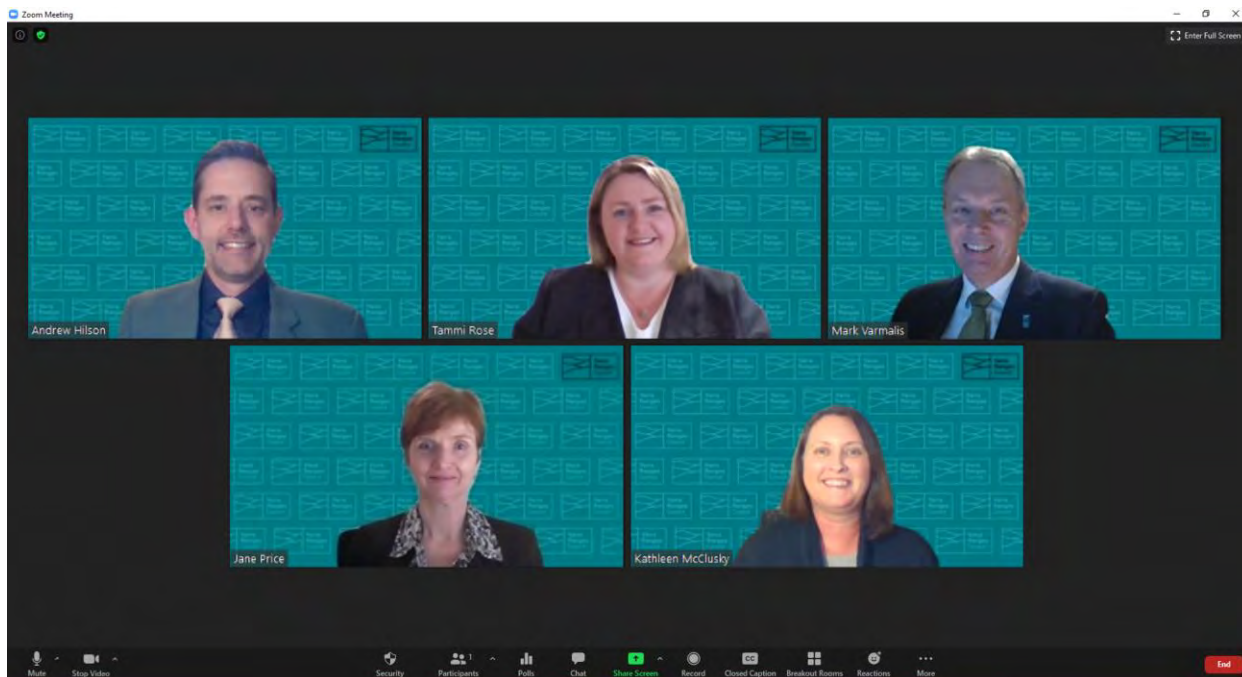
Action	Status Year 4	
Improve our customers' experience with Council through the development and implementation of a Customer Experience Strategy, focused on enhancing the customer journey through council services and processes across all channels, including digital.	100%	  
Activity Based Working (ABW) Project. Lead the Culture Stream of the project to implement a new way of working within an activity-based environment through our Flexible Future project, to build organisational capability, improve our responsiveness and our adaptability in a changing environment.	100%	  
Deliver opportunities for collaborative procurement and shared service arrangements with regional Councils to deliver value for money to ratepayers, with a focus on supporting local businesses effected by COVID-19.	100%	  
Deliver strategically coordinated, inclusive community engagement to better inform and engage our communities in Council's decision making including COVID-19 recovery plans.	90%	  
Implement the Flexible Future Strategy to transform the way the organisation thinks and works and to improve the way we deliver services to our community.	95%	  
Modernise our service delivery by implementing a new business software solution and Digital Transformation Strategy to provide a better customer experience.	75%	  
Implement the People Strategy to embed a culture of trust, empowerment and innovation within the organisation that keeps the customer as its priority.	100%	  
Implement/promote gender equity, inclusion, positive ageing and cultural safety initiatives to ensure Yarra Ranges Council is a diverse and inclusive workforce.	100%	  

Action	Status Year 4	
Review and update the Adapting to a Changing Climate and Energy Future Plan to embed climate adaptation and mitigation actions throughout Council's operations, services and asset management.	100%	  
Review and respond to relevant changes in legislation to ensure regulatory compliance.	75%	  
Develop a consolidated advocacy platform that addresses all the areas Council is advocating for, to other levels of Government.	75%	  
Ensure organisational financial sustainability through pursuing good practice and processes supporting efficient and effective service delivery.	75%	  

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.



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

Chief Executive Officer – Tammi Rose

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

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

Tammi has successfully held a number of executive and senior leadership roles as well as non-executive roles. Prior to joining Yarra Ranges she held the positions of Interim CEO, Director Corporate Services and Director Strategic Development at Hobsons Bay City Council. An accountant by trade, Tammi is a qualified CPA, holds a degree in Commerce, a Masters in Organisational Development and is a graduate of the Australian Institute of Company Directors.

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

Director of Planning, Design and Development - Kath McClusky

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

Kath has more than 21 years' experience in Local Government, coming to Yarra Ranges from Hobsons Bay City Council where she worked as Manager of Strategy and Advocacy and interim Director of Strategic Development and Planning.

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

The Planning, Design and Development Directorate includes Statutory Planning and Building Services, Strategic Planning, Place Planning and Urban Design, Strategic Projects and Economic Development, among other teams.

Director Environment and Infrastructure – Mark Varmalis

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

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

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

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

Mark served at Yarra Ranges during and following the 2009 Victorian Bushfires, and has helped to lead the Directorate in the 10 years since.

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

Director Communities - Jane Price

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

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

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

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

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

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

Director Corporate Services – Andrew Hilson

Andrew has a passion for community impact and believes in the power of local government to bring communities together. Andrew values the community voice in influencing the actions of Council to deliver meaningful and relevant services to every part of the community. Andrew's main role is to lead a number of Council's key corporate functions to provide efficient, effective and responsive support to the operations of Council.

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

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

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

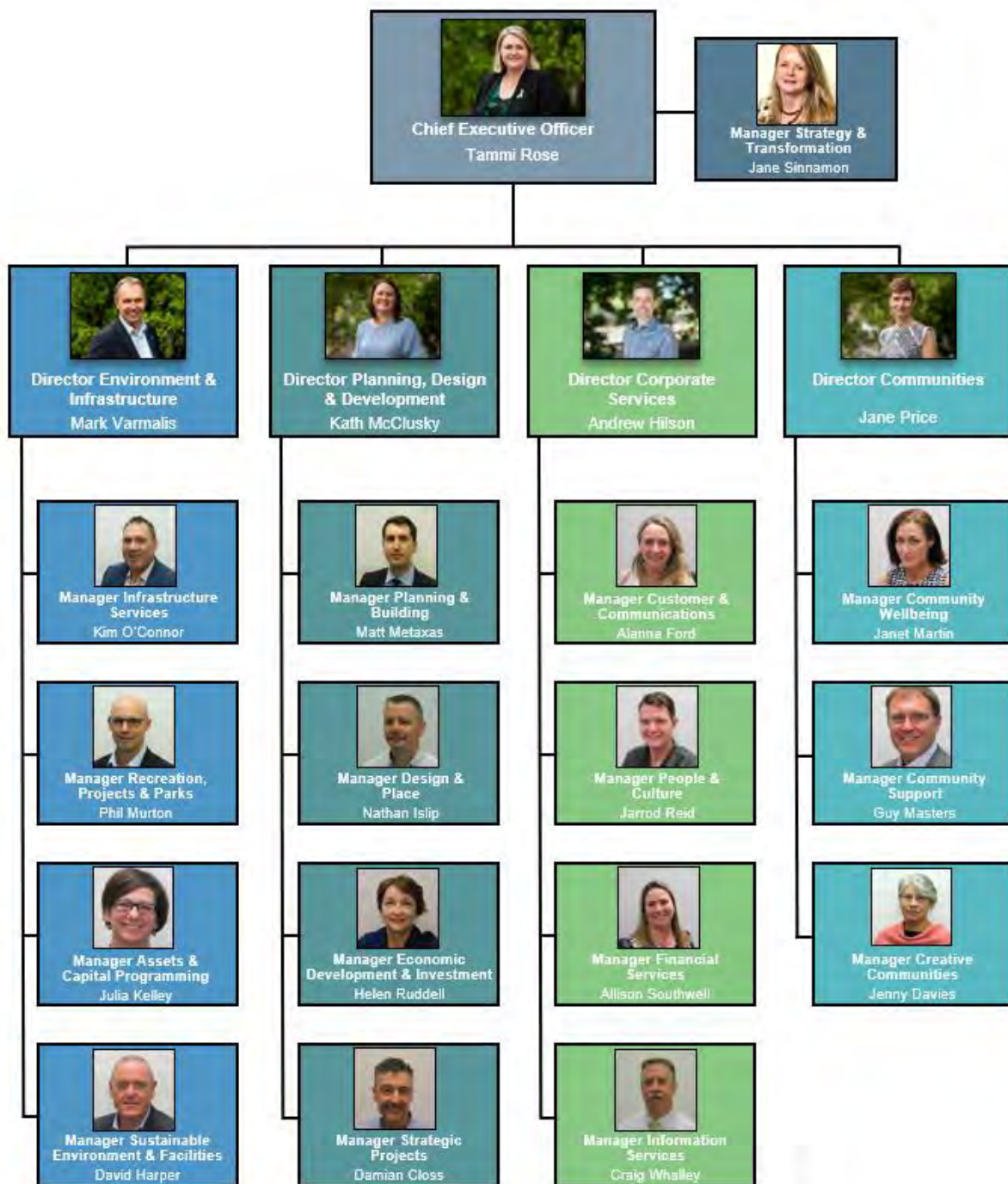
A member of the Institute of Chartered Accountants in Australia and New Zealand, he has lived and worked in Australia and the USA, while gaining significant cross-cultural experience in South-East Asia and Africa.

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

Organisational Structure

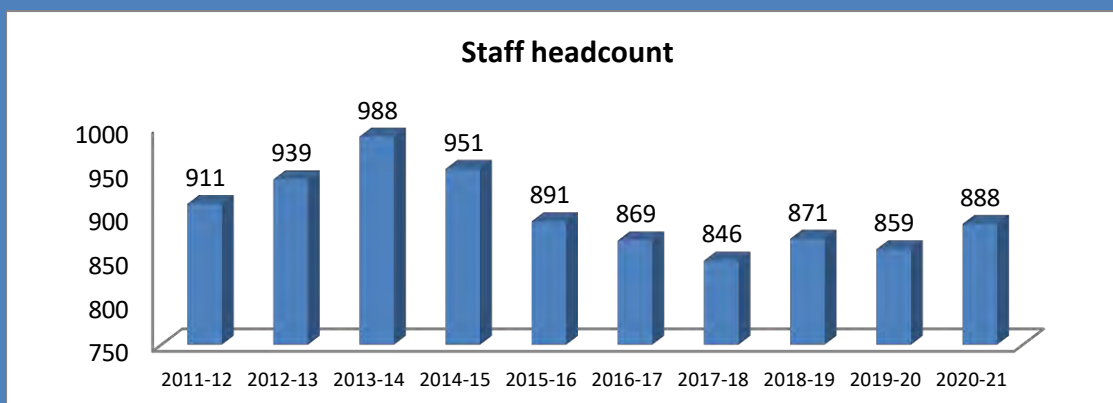
Our organisational structure is designed to most effectively deliver quality services to our community. It complements our focus on sustainability and continuous improvement to enable us to deliver on the Council Plan.

COVID-19 had a huge impact on the community and the organisation's ability to continue to delivery services. A temporary Community and Organisational Recovery branch was created using existing staff to focus on responding to the immediate needs of the community, to adapt service delivery to become COVID-19 safe. This branch was also tasked with the role of supporting and maintaining the wellbeing of staff as they continued to response to the changing community needs.



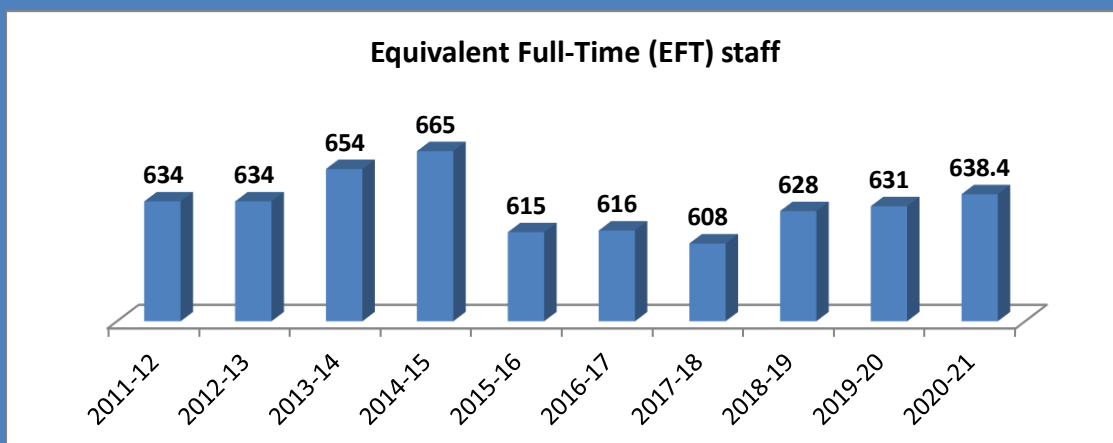
Staff profile

Yarra Ranges Council is one of the region's largest employers. We employ 888 people in a variety of roles on a full-time, part-time and casual basis. Most of our employees also live within the municipality. And therefore are able to bring a local passion, perspective and knowledge to the services they provide.



The workforce grew steadily from 2011 to 2014 and has since declined through systematic reviews of the way we deliver our services.

The corresponding headcount and equivalent full-time positions also show a downward trend between 2015 and 2018. The workforce increased slightly over the last two financial years, due to the addition of new positions in the Infrastructure Services, Safer Communities, Financial Services, Recreation Projects and Parks, People and Culture and Planning departments.



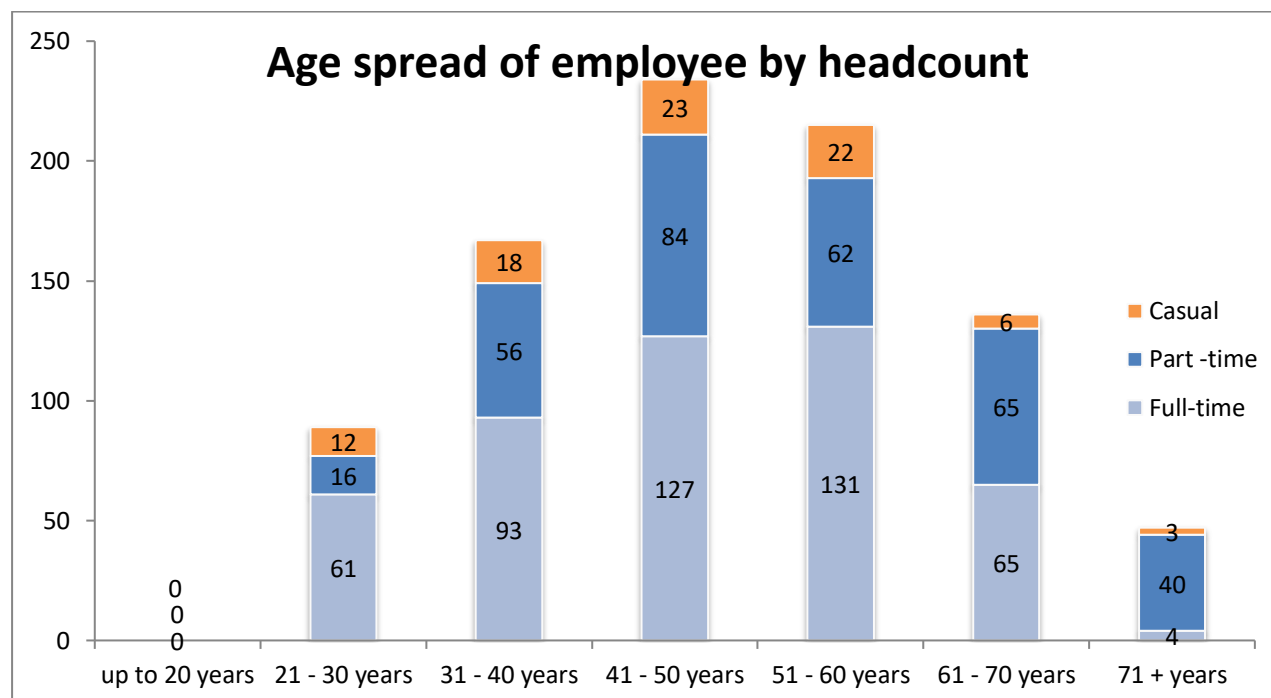
Council provides flexible employment arrangements. The table below demonstrates that a significant portion of the leadership and other employee workforce is made up of part-time and casual employees at different levels within the organisation.

Leadership Group 2020-21					
	No. of Employees	Full-time		Part-time	
Employment Category		Female	Male	Female	Male
CEO and Directors	5	3	2	0	0
Managers	16	8	8	0	0
Senior Executive Officer	18	6	11	1	0
Executive Officers	32	11	14	7	0
Sub Total	71	28	35	8	0

Employee Classification 2020-21							
	No. of Employees	Full-time		Part-time		Casual	
Employment Category		Female	Male	Female	Male	Female	Male
Band 1	66	0	0	47	19	0	0
Band 2	12	0	0	5	2	2	3
Band 3	85	10	39	15	3	13	5
Band 4	156	28	31	50	11	33	3
Band 5	155	66	45	36	3	5	0
Band 6	177	62	62	48	4	0	1
Band 7	79	30	36	11	2	0	0
Band not applicable*	87	8	1	57	2	19	0
Sub Total	817	204	214	269	46	72	12

* Maternal and Child Health nurses, Home Carers, Trainees and Preschool Teachers make up the band not applicable category.

The age profile of our workforce is similar to that of other local councils, with an average age of 49 years. This will present challenges in the future as it is expected a considerable portion of the workforce will approach retirement. Workforce planning is being undertaken to address this issue.



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

All Staff 2020-21	Total	Full-time		Part-time			Casual	
Functional Area		Female	Male	Female	Male	Non-Binary	Female	Male
Office of the CEO	23	13	3	7	0	0	0	0
Corporate Services	157	53	36	40	4	0	20	4
Environment & Infrastructure	234	43	156	30	5	0	0	0
Communities	388	85	23	186	33	1	52	8
Planning Design & Development	86	38	31	14	3	0	0	0
Total	888	232	249	277	45	1	72	12

Organisational Development 2020-21 highlights

Council's organisational development (OD) plan is designed to ensure we achieve our strategic objective of becoming a High Performing Organisation. The OD plan delivers programming in:

- Organisational culture and employee engagement
- Shaping a culture of Gender Equity and Inclusion
- Employee capability strengthening and development
- Team cohesion and focusing people on performance.

Substantial focus was placed on workplace culture to support a COVID-Safe workplace and employee health and wellbeing. The aim was to ensure employees felt safe, secure and supported by the organisation during COVID-19. The organisation delivered a periodical Employee Wellbeing Survey to assess and understand the impacts of COVID-19 on our people. The data identified a number of priority areas and ongoing supports necessary to support employee health, wellbeing and resilience.

Various resources and supports were available to enable employees to work from home and remotely productively, enable effective communication, team connection, wellbeing and resilience. These supports were delivered in the form of training, online team connection sessions, employee and leader guides, videos and an increase in the availability and training in domestic violence support resources.

Performance development

Yarra Ranges promotes strong performance management practice. We help our staff continuously improve and develop higher levels of performance through our Performance and Development Planning (PDP) process. This process is supported by our foundational work on building coaching and leadership capability at all levels.

This process offers a clear line of sight to how the work individuals do, contributes to department business plans and the achievement of Council's strategic goals. It provides individuals with role clarity, formal feedback and a framework for ongoing conversations throughout the year about how they are tracking with their objectives. A PDP is agreed with each employee and reviewed annually. A learning and development plan is established as part of this process.

Staff engagement and skill building initiatives

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

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

- 'Leading Together' modularised leadership development program for all Coordinators
- COVID-19 Resilience Booster
- Managing Change and Staying Resilient
- Leading Resilient Remote Teams
- Leading Remotely
- Working Remotely
- Managing Your Work Week
- Leading Remotely Through COVID-19 – Accessing Your Emotional Intelligence
- Three-part webinar series to support Frontline Employees (Wellbeing, Debriefing, Resilience and Emotional Intelligence)

- Critical Thinking and Decision Making
- Coaching Masterclass
- Creating Positive Cultures
- Conversations that Matter
- Simplifying Strategy
- Leading your Team into the 'New Normal'
- Managing outcomes in a flexible and dispersed work environment
- Communicating with Confidence
- Microsoft 365 skills development
- Corporate Induction.

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

Our suite of eLearning programs includes:

- Equal Employment Opportunity
- Bullying and Harassment
- Work Health and Safety
- Introduction to Privacy in the Victorian Public Sector
- Employee Code of Conduct
- The Victorian Child Safe Standards for Employees
- Safeguarding Children for Leaders
- Charter of Human Rights
- Disability Awareness.

Health and Safety

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

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

Based on the workplace observations and documentation reviewed during the course of the assessment in March 2021, it was determined that the SafetyMAP Advanced Level, Management System is well supported by all levels of the Yarra Ranges Shire Council. Based on the evidence reviewed during the assessment it was recommended that Yarra Ranges Shire Council is recertified to SafetyMAP Advanced Level, which extends for a period of three years. The next assessment will be a surveillance assessment, which is scheduled for March 2022.

The Health and Safety team continues to focus on Council's Health and Safety Strategic Management Plan throughout 2020 and 2021, highlighting four key pillars to building a safe workplace environment:

- Strong, committed leadership
- Safe workplaces and equipment
- Trusted partners with supportive business systems and processes
- Healthy, informed and engaged people.

Throughout the last 12 months the Health and Safety team has been striving to engage with leaders at all levels, challenging the way they think, and building their knowledge through participation in workplace training, safety meetings, audits and inspections.

An integrated approach to health and wellbeing has been established where purposeful psychological wellbeing is integrated into our work tasks. A number of staff were trained and certified in mental health first aid, providing an alternative resource to staff.

The focus of the second half of the financial year was anticipated to be on reviewing and refreshing the Live Well Work Well information on the intranet in order to create greater awareness and support. The review had commenced but was delayed by COVID-19.

With the pandemic came an immediate shift in focus and frequently shifting priorities. Information from State Government and Department of Health Human Services (DHHS) on restrictions created major changes to the way our workforce went about business. Risk assessments and personal protective equipment along with the wellbeing of our staff became the priority, and planning for re-opening facilities after lockdown became a major focus.

Injury management and prevention

Early intervention became a focus in proactively identifying health and wellbeing issues that have the potential to cause serious illness, long periods of absence from work and reduced productivity.

A team-based approach was imbedded to ensure that return to work planning is in place for staff with full or limited capacity to work and that all aspects of a person's recovery are incorporated into the planning.

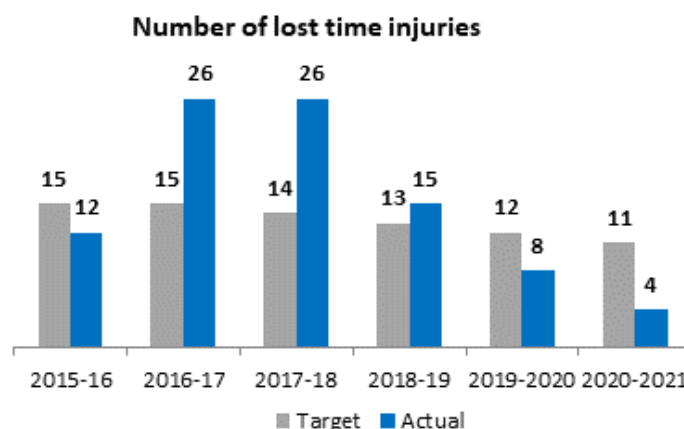
The number of lost time injuries decreased significantly in 2020-21, with just four reported incidents.

The number of lost time injury incidents is tracked to ensure the work environment is safe and incidents are kept to a minimum. Council continues to support injured employees through return to work programs.

We saw a reduction in our WorkCover claims and reduced claims cost which lead to a significant decrease of our WorkCover premium for 2021-2022.

This remarkable reduction occurred despite our total remuneration base increasing and is attributable to our reduced number of claims and reduced costs of claim. It's entirely caused by our reduced volume of lost-time and excellent return to work performance.

Source: Yarra Ranges Health and Safety Reporting system



Equal opportunity

Yarra Ranges is wholly committed to the principle of equal opportunity. Our policies and practices ensure there is no discrimination relating to gender, age, disability, marital status, parenthood, sexual preference, race, colour, national extraction, social or ethnic origin, religion or political affiliation.

Our Equal Opportunity Policy reflects our commitment to a workplace free of discrimination for all employees, Councillors, volunteers, contract workers, visitors and members of the public. All policies have been reviewed in line with the principles of our Human Rights Charter.

Equal Employment Opportunity training is delivered as part of a suite of courses in our Corporate Induction for new employees, and include content in:

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

This training explores an employee's rights in respect to having a harassment, discrimination and bullying-free work environment while also acknowledging individual responsibilities to build and maintain that environment.

Celebrating diversity

We continue our commitment to supporting and facilitating a diverse and inclusive workplace. Council's Diversity and Inclusion Steering Committee continues to operate and support a number of key initiatives. The committee meets bi-monthly and is comprised of employees and leaders from across Council. Members of the Steering Committee act as ambassadors to drive and promote the benefits of diversity and inclusion throughout Council, as well as leading key events to further educate our organisation.

Key events and activities led by the Diversity and Inclusion Steering Committee included:

- Delivery of Black Lives Matter Anti-Racism Resource List
- Facilitated Wear it Purple Day to support LGBTQI + youth
- Awareness raising for Refugee Week
- Launch of ongoing Disability Awareness training
- A series of Indigenous and Torres Strait Islander Cultural Awareness organisational development events to support staff in their cultural awareness journey
- Staff event to celebrate International Pronouns Day and raise awareness of the benefits of using pronouns to support transgender and gender nonbinary people
- Recognised May 17 as IDAHOBIT Day (International **D**ay **A**gainst **H**omophobia, **B**iphobia, **I**nterphobia & **T**ransphobia) – a day raises awareness of the violence and discrimination against LGBTQIA+ communities worldwide. Included staff workshops and email banners.

Applicable legislation

The Council and other employers, both public and private, are subject to a number of Federal and State laws, which prohibit certain kinds of discrimination.

Federal legislation includes:

- Disability Discrimination Act (1992)
- Human Rights and Equal Opportunity Commission Act (1986)
- Racial Discrimination Act (1975)
- Sex Discrimination Act (1984)
- Age Discrimination Act (2004)
- Fair Work Act (2009).

Victorian Legislation includes:

- Equal Opportunity Act (2010)
- Racial and Religious Tolerance Act (2001)
- The Local Government Act (2020)
- Victorian Charter of Human Rights and Responsibilities Act (2006)
- Occupational Health and Safety Act (2004).

Gender Equity in the Workplace and Community

The primary focus for this reporting period was preparing the organisation to meet the requirements under the Gender Equality Act 2020. This included preparing for the Gender Equality Action Plan – to be developed and submitted to the Commission for Gender Equality in the Public Sector in December 2021 – and piloting approaches to undertaking Gender Impact Assessments. This work was complemented by ongoing employee development and induction training, to support the organisation transitioning towards a gender equitable and inclusive culture.

1. Gender Equality Action Plan

A workforce data collection capabilities assessment was completed to determine Council's ability to report against the seven Workplace Gender Equality Indicators under the Act. The report identified gaps in existing data collection and made recommendations for improvement in both the short and long term. Baseline data collection will take place in July 2021 and will be reported in the Gender Equality Action Plan.

Councillors and Executive each participated in facilitated workshops to explore the new legislation, gender inequality, family violence, violence against women and workplace gender equality. These workshops enable them to articulate and promote the internal Gender Equality Vision, developed by leaders from across the organisation, and reaffirms Council's long-term commitment to gender equality and inclusion.

Several internal process reviews took place during the reporting period to ensure organisation structures support progress towards gender equality. This included a comprehensive review of Councils recruitment process. Consultation and desktop analysis identified gaps and potential bias in the process and recommended future improvements. These recommendations will be incorporated into the Gender Equality Action Plan and implemented over the next four years.

A gender and intersectional lens has also been applied to the existing Enterprise Agreement. Executive endorsed several improvements to conditions including those related to flexible working arrangements and leave conditions, as well as a broadening access to parental leave.

Additionally, gender and inclusion were integrated into the new High Performing Organisation Strategy. This will ensure that gender equality remains a high priority for leaders and teams and accountability is shared across the organisation.

2. Gender Impact Assessments

Council is required under the Gender Equality Act 2020 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 piloting approaches to undertake GIAs. Resources with an intersectional gender lens were created to accompany existing guidelines for strategy development.

Key pieces of work which resulted in changes from applying a GIA during this reporting period include the Council Plan, Municipal Health and Wellbeing Plan and the Youth Plan. Additionally, work was undertaken to identify the gendered impacts of COVID-19 and to apply a gender and intersectional lens to the Capital Expenditure Program Template. It is anticipated that following an evaluation that a formal model for GIAs will be adopted by Council in 2022 and with roll out continuing over coming years.

16 Days of Activism

Council continued to deliver programs established in previous years, including the 16 Days of Activism Against Gender-Based Violence campaign. This is an international campaign to eliminate violence against women and girls. In 2021 Council received grant funding from Respect Victoria through the Municipal Association of Victoria to ensure messaging was consistent with the Victorian State Government and harmonised across Victoria. As per previous years, banners were placed on roadsides around the municipality with the message 'Respect Women, Call it Out' and community messaging on respectful relationships in the home were shared.

Service Awards

Service Awards are a way in which employees are recognised for their contribution and achievement of our vision, values and objectives. Service Awards are presented to employees who have achieved significant milestones in their service at Council, with the aim to develop and encourage a culture that acknowledges loyalty, recognises commitment and celebrates valued service. Employment milestones at five-year intervals are usually recognised by a formal ceremony and morning tea with the Mayor and CEO.

Over the course of the year, 42 employees achieved five years of service. We had 78 employees recognised over the last 12 months for ten years of service and over; 49 recipients were recognised for ten and fifteen years of service; 19 recipients were recognised for twenty years and twenty-five years of service, with a further five recipients celebrating thirty years of service, two celebrating thirty-five years of service and three people were acknowledged for forty years of service.

External Awards

Congratulations to Nelson Aldridge for being awarded the 2021 Indigenous Trainee of the Year in Victoria. Congratulations on excelling, thriving and demonstrating the highest grade of work, diligence and passion through your traineeship journey. This is a tremendous achievement especially, considering the huge challenges that you had to face last year.

Corporate Governance

Information available for inspection

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

- Details of interstate and overseas travel by Councillors and council staff*
- Council agendas and minutes of meetings held in the previous 12 months*
- Agenda and minutes of meetings of delegated committees held in the previous 12 months*
- Register of delegations*
- Details of all leases involving land which were entered into by the Council as lessor, including the lessee and the terms and the value of the lease*
- Register of authorised officers*
- A list of donations and grants made by the Council during the financial year*
- A summary of Personal Interests Returns made by Councillors, the CEO and officers nominated by the CEO as required by section 135 of the *Local Government Act 2020**
- Register of conflicts of interest disclosed in accordance with sections 130 and 131 of the *Local Government Act 2020*.

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

Additional information available for public inspection includes:

- Annual Report (includes Auditor's Report)*
- Code of Conduct for Councillors*
- Council Plan 2017-2021*
- Council Budget (including the Strategic Resource Plan)*
- Councillor Allowances and Expenses*
- Councillor Expenditure Policy*
- Election Period Policy*
- Procurement Policy*
- Summary of election campaign donation returns*
- Neighbourhood Amenity Local Law 2020*
- Meeting Procedures and Use of Common Seal Local Law 2015*
- Governance Rules*
- Electoral Representation Review Preliminary Report, Final Report and Minister's Ruling*
- Yarra Ranges Protected Disclosure Act Procedures.*

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

Our commitment to Best Value

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

Business Planning.

Our approach to business planning in 2021 was built on previous methods, with a series of facilitated online business planning sessions delivered to teams across Council. We focussed on ensuring that all teams recognised the impact of COVID19 on our service priorities to the community and we worked to ensure that our department business plans were aligned to the Yarra Ranges COVID-19 Recovery Action Plan.

As we are in the final year of our four year Council Plan, we also worked with teams to ensure that their planned future services complimented the outcomes of our community engagement and informed the creation of the next four year Council Plan, commencing in July 2021.

We are always looking for opportunities to improve the way we deliver our services, so in our 2021 business planning program we asked our teams to define the services they deliver so we can build a future Service Catalogue model to support service delivery. This work is ongoing and will inform and improve future business planning activities with a renewed focus on service.

Process Improvement Projects.

Our focus has been on ensuring current processes are robust but also flexible enough to adapt to the changing needs of our community during COVID-19. Many of our services have pivoted to an online delivery method, requiring some quick thinking to adapt processes to new ways of working.

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

- Works in road reserves, including vehicle crossings and nature strip planting
- Management of contracts with external providers.

Transformation Program.

We continue to deliver our Equip program across Council and we quickly adapted the program delivery to suit an online platform so we could maintain delivery. Our focus for the year has been on the Planning and Building teams in Council. Working with these teams we have identified opportunities to improve services, processes and communication with our community. These opportunities will inform process improvement projects for the following year.

Our Equip program is planned for delivery across Council with a focus on customer service improvement across all teams that have direct contact with our community, as well as those teams providing important internal services that maintain our capability.

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 2020-2021

During 2020-2021, Yarra Ranges Council's FOI Team responded to a total 71 written Freedom of Information enquiries and processed 37 valid requests under Freedom of Information legislation provisions. Outcomes from the 37 requests and from previous years are listed below.

Year	Access granted in full	Access granted in part	Access denied	Documents do not exist	Withdrawn / not proceeded	Satisfied outside the Act	Decision pending	Total requests received (inc. carried forward)
2020-21	10	15	2	0	5	0	5	37
2019-20	5	11	1	0	0	11	7	35
2018-19	7	7	0	1	3	4	5	27

FOI Officers were able to assist 14 applicants outside of the FOI process, prior to the formalisation of a valid FOI request. Further, despite officers providing assistance to applicants, 20 applications ultimately did not comply with section 17 of the Act and therefore could not be processed.

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

Access arrangements

Access to FOI discovered documents is mostly through the provision of hard copy documents via the post or electronic files via email or USB.

Requests for access to documents should be directed to the FOI Officer. The request must be in writing, preferably on the application form available on Council's website, and must clearly and specifically describe the document(s) being sought.

An application fee of \$30.10 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 2020-21

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 2020-21 financial year.

Current Local Laws

General Provisions Local Law 2012

(No. 1 of 2012)

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

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

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

Meeting Procedures and Use of Common Seal Local Law 2015

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

Open Air Burning Local Law 2018

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

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

Legislated Compliance

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

Domestic Animals Act 1984

The 2018-2021 Domestic Animal Management Plan (DAMP) was developed to provide Yarra Ranges with a framework for identifying and addressing matters associated with the management and wellbeing of cats and dogs in our municipality over a four-year period.

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

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

- Use of Council's internal GIS mapping system to identify and monitor location-specific animal matters.
- Development of a Communications Plan for animal-related education
- The streamlining and improvement of Council's online registration system and introduced a new contactless registration method for owners
- Development of the "Dogs and People in Parks Plan", which recommends amendments to off-leash areas, supports continuous improvement and recognises the value of considering pets and pet owners when planning amendments to open spaces throughout the municipality.
- Continuing to deliver animal management training for the Community Safety Officers to ensure they have the skills to effectively carry out required duties.
- The introduction of several proactive programs to assist with:
 - cat containment issues,
 - dogs not under effective control,
 - animal waste issues at certain parks,
 - responsible pet ownership, and
 - cruelty reports.

Food Act 1984

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

Road Management Act 2004

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

As a result of the exceptional circumstances of a severe storm event on Wednesday June 9, 2021 the Yarra Ranges Road Management Plan (The Plan) was suspended effective immediately under the provisions of section 3.5 of The Plan until revoked by the CEO at a future date.

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 NDIS events; Carer wellbeing and mindfulness workshop; Pathways for Carers walks held in Mt Evelyn and Healesville.
- Mental Health First Aid delivered to carers and volunteers who support people with disability held at Mt Evelyn Community House.
- Provided online support during lockdown including webinars, and activities for carers.
- Liaised closely with service providers, community organisations and leisure services on behalf of carers.
- Provided information to people, community organisations and networks within Yarra Ranges through the Yarra Ranges Disability Inclusion newsletter. During the COVID-19 pandemic this has included COVID-related information and information on the Carer Gateway.
- Maintained policies that satisfy the Home Care Common Standards, which incorporate recognition of carers in relation to services that impact on them in their role as carers.
- Increased deliveries of Meals-on-Wheels and shopping deliveries during COVID-19.
- Assessment and recognition on the impact of the pandemic on Age and Disability service users through completion of a survey.
- Introduced a Telephone Connection Service to monitor wellbeing of individuals during COVID-19 and to support and reassure carers.

Disability Act 2006

The Equity Access and Inclusion Strategy guides Council action to increase access and inclusion for people with disability. The Yarra Ranges Disability Advisory Committee helps to implement the strategy and is consulted on a number of strategies and plans, including the Community Engagement Policy. This ensured inclusive engagement for the 2021-2025 Council Plan, the Health and Wellbeing Plan, Ridgewalk Project and Council's Playspace Strategy.

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

Each year we celebrate by holding a community event that challenges stereotypes and highlights the skills and contributions people with disability bring to their community. The 2020 virtual event focussed on the importance of inclusive recreation in Yarra Ranges.

We celebrated the contributions and achievements of Council's Disability Advisory Committee to create more inclusive recreational opportunities in Yarra Ranges. People with lived experience shared their story of participation in recreation. The Coordinator, Montrose All Abilities Netball Program and a participant shared the benefits the program has brought to Club members, netball players and families.

The International Day event was captioned and audio described to ensure full participation. James Wood, Disability Advisory Committee member was emcee and contributed to the planning of the event. A resource on accessible recreation opportunities in Yarra Ranges is now available on Council's website.

Disability Advisory Committee member James Wood was approached by Council's Recreation and Active Living team to test newly created tracks around Lillydale Lake for suitability for a 3-wheel bike which has informed the standards for the development of adaptive mountain bike trails in Yarra Ranges.

Yarra Ranges Council is partnering with CFA and Red Cross to assist vulnerable people with free, one on one preparation of household plans for bushfires and other emergencies. The Emergency Planning Advice Service (EPAS) is designed to support people who have a disability, are older, or have a chronic or acute medical condition. It is part of CFA's Preparing Vulnerable People (PVP) project to improve how bushfire and emergency preparedness plans are developed and enacted for those at greatest risk. A Disability Advisory Committee member is a participant in the Preparing Vulnerable People pilot project.

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 of our customers and staff.

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

Risk Management

Our strong risk management and well-developed risk framework and strategy ensures we prevent and minimise the chances of adverse impacts on Council's objectives and operations. Some of the key initiatives in 2020 -2021 are listed below:

- Completed a review of Council's Risk Management Policy and Framework.
- Completed a review of the Fraud Control Policy and Plan.
- Completed a review of the strategic risk register.

Operational risk register

Council's strategic and operational risk registers are monitored by the Audit and Risk Management Committee and have been reviewed and updated quarterly. The register helps Council manage perceived risks. The organisation has put significant effort into reducing its risk, particularly in the areas of:

- Domestic wastewater management
- Tree management
- Road management
- Management of closed Council landfill sites
- Strategic management of Council infrastructure and assets
- Climate change and its impact on Council services, infrastructure and assets
- Emergency management to meet community and statutory requirements
- Planning decisions being consistent with planning legislation.

Each risk is assessed using Council's Risk Management Framework which is consistent with Australian Risk Management Standard AS ISO 31000:2018 Risk Management – Guidelines. Controls and actions are documented to ensure, where possible, risks are being reduced or maintained at an acceptable level. Progress on actions identified in the risk register is reported quarterly to both the Executive Leadership Team and the Audit and Risk Management Committee.

Insurance

Council has continued to review its insurance profile, policies and cover. Council has placed particular effort into working with our brokers and insurers to make sure our insurance is consistent with Council's identified risk profile. Asset valuations were also reviewed and updated to further reflect true values.

Audit and Risk Management Committee

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

The Audit and Risk Management Committee Charter was approved by Council in August 2020 and includes changes associated with the implementation of the Local Government Act (2020). The committee met five times during the year and reviewed the following audit reports provided by Crowe Horwath and HLB Mann in the 2020-21 financial year:

- Road Management
- Fraud Health Check
- Payroll.

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

- COVID 19 Review
- Data Analytics.

Internal audit

All internal audit reports, including all findings and recommendations, are submitted to the Audit and Risk Management Committee. The Committee monitors the findings until the recommendations have been completed. In addition, internal auditors conduct a review of selected high-risk recommendations to provide the Committee and Council with a high level of assurance the recommendations have been satisfactorily completed.

Contracts

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

Reference	Contract	Date Awarded	Contractor
CQ6133 PA	Learning Seat Cloud Services	14/07/2020	Learning Seat Pty Ltd
CT6138 PA	IT Hardware Refresh Project	11/08/2020	Thomas Duryea Logicalis Pty Ltd
CQ6126	Lead Consultant Services Millgrove Cricket & Soccer Sporting Pavilion	14/08/2020	Grayspace Architects & Urban Designers Pty Ltd
CT6019	Chalet Road, Olinda - Road Construction	14/08/2020	Etheredge Mintern Pty Ltd
CT6087	McGregor Avenue, Healesville - Road Construction	21/08/2020	Foley Services Pty Ltd
CT6024	Lead Consultant for Oonah Belonging Place, Healesville	26/08/2020	The Trustee for Workshop Architecture Unit Trust
CT6071	Internal Audit Services	31/08/2020	The Trustee for Meyrick Webster Unit Trust
E6180	Warburton MTB Surface Water, Geotech and Groundwater Report	2/09/2020	GHD Pty Ltd
CT6122	Green Spine Shared Path Stage 3B	14/09/2020	LJM Construction (Aust) Pty Ltd
CT6088	Grey Gum Court & Anderson Road, Tecoma - Road Upgrade - Special Charge Scheme	15/09/2020	Dallum Constructions
CT6124	Seville Oval Redevelopment - Turf Supply & Installation	22/09/2020	Anco Turf
CT6150	Development of Environmental Effects Statement for Warburton Mountain Bike Destination	12/10/2020	Aecom Australia Pty Ltd
EOI6105 6164	Birmingham Rd / West Hill Dr, Mount Evelyn - Turning Lane & Associated Works	19/10/2020	Etheredge Mintern Pty Ltd
EOI6105 6162	Gruyere Rd, Gruyere - Road Rehabilitation Works	26/10/2020	Jotomex Civil Contracting
EOI6105 6163	Settlement Rd, Yarra Junction - Road Rehabilitation Works	2/11/2020	Bitu-Mill (Civil) Pty Ltd
EOI6105 6203	William Rd & Allenby Rd, Lilydale Road Construction	8/12/2020	Etheredge Mintern Pty Ltd
EOI5902 6111	Wandin North Netball Court Construction	11/12/2020	Scratchin the Surface
EOI5902 6115	Yarra Junction Tennis Court Redevelopment	11/12/2020	Stephen Brunskill Asphaltting Pty Ltd

Reference	Contract	Date Awarded	Contractor
EOI5902 6052	Selby Tennis Courts Resurfacing, Fencing, Drainage & Lighting	12/12/2020	Aste Tennis Courts Pty Ltd
EOI6105 6208	School Road, Menzies Creek - Car Park Construction	15/12/2020	Prestige Paving Pty Ltd
CQ6213	Ridgewalk - Ecological Assessment	22/12/2020	Biosis Pty Ltd
CT6165	Path Construction along Sheffield Rd from Taruna Rise to Mount Dandenong Tourist Rd, Montrose	23/12/2020	TDM Earthworks Pty Ltd
CT6144	Provision of Gym Equipment	24/12/2020	Technogym Australia Pty Ltd
CT6185 MAV	Provision of Telecommunication Services and Hardware	24/12/2020	Various Suppliers
CQ6151	Planning Heritage Advisory Service Panel	4/01/2021	The Trustee for the EP Unit Trust
			Extent Heritage Pty Limited
			GML Heritage Victoria Pty Ltd
			Lovell Chen
			Trevor Westmor
CQ6225	Pinks Reserve Stadium - Facade Improvements & Application of Heat Reflective Paint System for External Walls of Table Tennis Courts	14/01/2021	Ducon Building Solutions
CT6212 PA	School Crossing Supervisors (Temp Recruitment)	27/01/2021	Hoban Recruitment Pty Ltd
CT6239 MAV	Plant Machinery and Equipment	27/01/2021	Various Suppliers
CQ6233	Lilydale Community Garden Project	28/01/2021	Warrandale Industries Pty Ltd
CT6187 MAV	Open Cities CMS	9/02/2021	Seamless CMS Pty Ltd
CT6135	Construction of Belgrave Lake Playspace	23/02/2021	Warrandale Industries Pty Ltd
CT6192	Construction of Bellbird Street Reserve, Belgrave - Water Sensitive Urban Design (WSUD)	24/02/2021	Jotomex Civil Contracting
EOI6105 6204	Lyons Drive, Selby - Road Construction	24/02/2021	Streetworks Pty Ltd
CT6206	Construction of East Warburton Playspace	1/03/2021	Warrandale Industries Pty Ltd
EOI6105 6200	Warburton Water World Stage 2 Woods Point Road Widening	1/03/2021	Etheredge Minter Pty Ltd
CT6152	Lead Consultant for the Gary Tait Pavilion, Pinks Reserve	4/03/2021	Centrum Architects Pty Ltd
CT6235	Construction of Gateway Playspace	4/03/2021	Warrandale Industries Pty Ltd
CT6236	Construction of Wandana Playspace	4/03/2021	Warrandale Industries Pty Ltd

Reference	Contract	Date Awarded	Contractor
CT6238	Provision of Property Clean Ups, Demolitions and/or Building Works	23/03/2021	Bells Civil Excavations Pty Ltd
			Harris HMC Interiors Pty Ltd
			Yarra Ranges Excavations Pty Ltd
			Yarra Ranges Fire Management
CQ6261	Business Bounce Back Parklet Fabrication	25/03/2021	The Trustee for Event Studio's Australia Trust
CT6205	Design & Construction of Upwey Skate Park Redevelopment	26/03/2021	Grind Projects Pty Ltd
CT6210	Meeting Management System	30/03/2021	Civica Pty Ltd
CT6229	Belgrave Library Refurbishment	21/04/2021	Domain National
CT6249	Lead Consultant for Construction of a Basketball Court & Improvements to Kilsyth Sporting Complex, Pinks Reserve	3/05/2021	Mantric Architecture Pty Ltd
CT6733	Construction of Station Street Shared Use Path	4/05/2021	The Trustee for J & R Rainford Family Trust
E6758	Creative Communities - Performance and Workshop Program	5/05/2021	Various Suppliers
EOI6105 6256	Road Construction of Riley Road, Upwey	25/05/2021	Foley Services Pty Ltd
EOI6105 6220	McNicol Road, Belgrave South	17/06/2021	TDM Earthworks Pty Ltd
CT6264	Warburton Water World Stage 2 - Multi-purpose Court & Car Park	22/06/2021	The Trustee For Buruma Family Trust T/As Warrandale Industries Pty Ltd
EOI5902 6114	Upwey South Tennis Court Redevelopment	29/06/2021	Aste Tennis Courts Pty Ltd

Governance and Management Checklist

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

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

Governance and Management Items	Assessment
	<p>The Asset Plan needs to be adopted by 30 June 2022.</p> <p>This plan is to be developed over the next 10 months and will include community engagement in a deliberative manner.</p>
<p>5 Revenue and Rating Plan (plan under section 93 of the Act setting out the rating structure of Council to levy rates and charges)</p>	<p>Adopted in accordance with section 93 of the Act <input checked="" type="checkbox"/></p> <p>Date of adoption: 29 June 2021</p> <p>OR</p> <p>Not adopted in accordance with section 93 of the Act <input type="checkbox"/></p> <p>Reason for not adopting:</p>
<p>6 Annual budget (plan under section 94 of the Act setting out the services to be provided and initiatives to be undertaken during the budget year and the funding and other resources required)</p>	<p>Yarra Ranges Council Budget <input checked="" type="checkbox"/></p> <p>Adopted in accordance with section 94 of the Act</p> <p>Date of adoption: 29 June 2021</p> <p>Not adopted in accordance with section 94 of the Act <input type="checkbox"/></p> <p>Reason for not adopting:</p>
<p>7 Risk policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations)</p>	<p>Yarra Ranges Risk Policy <input checked="" type="checkbox"/></p> <p>Date of commencement of current policy: 29 June 2021</p> <p>OR</p> <p>No policy <input type="checkbox"/></p> <p>Reason for no policy:</p>
<p>8 Fraud policy (policy outlining Council's commitment and approach to minimising the risk of fraud)</p>	<p>Yarra Ranges Fraud Control Policy <input checked="" type="checkbox"/></p> <p>Date of commencement of current policy: 29 June 2021</p> <p>OR</p> <p>No policy <input type="checkbox"/></p> <p>Reason for no policy:</p>
<p>9 Municipal emergency management plan (plan under section 20 of the Emergency Management Act 1986 for emergency mitigation, response and recovery)</p>	<p>Prepared, maintained and successfully complied with an independent audit in accordance with section 20 of the Emergency Management Act 1986. <input checked="" type="checkbox"/></p> <p>Date of preparation: January 2020</p> <p>OR <input type="checkbox"/></p>

Governance and Management Items	Assessment
	<p>Not prepared and maintained in accordance with section 20 of the Emergency Management Act 1986</p> <p>Reason for not preparing a plan:</p>
<p>10 Procurement Policy (policy under section 108 of the Act outlining the principles, processes and procedures that will apply to the purchase of goods and services by the Council)</p>	<p>Adopted in accordance with section 108 of the Act <input type="checkbox"/></p> <p>Date of adoption:</p> <p>OR</p> <p>Not adopted in accordance with section 108 of the Act. Reason for not adopting a policy: <input checked="" type="checkbox"/></p> <p>Current Procurement Policy, adopted under the 1989 Act was reviewed and approved by Council on 9 March 2021.</p> <p>Procurement Policy inline with s108 to be adopted in accordance with the legislated timeline of 31 December 2021</p>
<p>11 Business continuity plan (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)</p>	<p>Plan</p> <p>Date of commencement of current plan: 3 October 2015</p> <p>Council is continuing to ensure that critical services are provided in line with State Government restrictions during the COVID-19 pandemic. <input checked="" type="checkbox"/></p> <p>Council has in place an information technology continuity plan. This plan is tested annually and incorporates the reestablishment of customer service functions within 24 hours.</p> <p>OR</p> <p>No plan <input type="checkbox"/></p> <p>Reason for no plan:</p>
<p>12 Disaster recovery plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)</p>	<p>Informal Technology Continuity Plan <input checked="" type="checkbox"/></p> <p>Operational: 20 August 2013</p> <p>Local storage facility has been contracted to provide data back-up, computer access and operational hot desks at their disaster recovery plan site. Full remote access by staff also available. This plan is tested annually and incorporates the reestablishment of customer service functions within 24 hours.</p> <p>OR</p> <p>No plan <input type="checkbox"/></p>

Governance and Management Items	Assessment
	Reason for no plan:
13 Risk management framework (framework outlining Council's approach to managing risks to the Council's operations)	<div> <div>Risk Framework</div> <div> <input checked="" type="checkbox"/> </div> </div> <div> Date of commencement of current framework: 25 August 2021 </div> <div> <div>OR</div> <div>No framework</div> <div> <input type="checkbox"/> </div> </div> <div>Reason for no framework:</div>
14 Audit and Risk Committee (see sections 53 and 54 of the Act)	<div> <div>Established in accordance with section 53 of the Act</div> <div> <input checked="" type="checkbox"/> </div> </div> <div> Date of establishment: 11 August 2021 OR </div> <div> Not established in accordance with section 53 of the Act </div> <div> <input type="checkbox"/> </div> <div>Reason for not establishing:</div>
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)	<div> <div>Engaged Crowe Australasia</div> <div> <input checked="" type="checkbox"/> </div> </div> <div> Date of engagement of current provider: 1 July 2020 to 30 June 2021. </div> <div> <div>OR</div> <div>Not engaged</div> <div> <input type="checkbox"/> </div> </div> <div>Reason for not engaging audit provider:</div>
16 Performance reporting framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the Act)	<div> <div>Local Government Performance Reporting Framework</div> <div> <input checked="" type="checkbox"/> </div> </div> <div> Date of operation of current framework: 1 July 2014 </div> <div> <div>OR</div> <div>No framework</div> <div> <input type="checkbox"/> </div> </div> <div>Reason for no framework:</div>
17 Council Plan report (report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first 6 months of the financial year)	<div> <div>2020 Progress Report on Council Plan</div> <div> <input checked="" type="checkbox"/> </div> </div> <div> Date of report: 23 February 2021 </div> <div> <div>OR</div> <div>No report</div> <div> <input type="checkbox"/> </div> </div> <div>Reason for no report:</div>

Governance and Management Items	Assessment
<p>18 Quarterly budget reports (quarterly reports to the Council under section 97 of the Act, comparing actual and budgeted results and an explanation of any material variations)</p>	<p>Statements presented to Council in accordance with section 138(1) of the Act <input checked="" type="checkbox"/></p> <p>Dates statements presented: 15 December 2020 (Qtr 1), 23 Feb 2021 (Qtr 2), 25 May 2021 (Qtr 3), 30 August 2021 (Qtr 4)</p> <p>OR</p> <p>No reports presented to Council in accordance with section 97(1) of the Act <input type="checkbox"/></p> <p>Reason for not presenting reports:</p>
<p>19 Risk reports (6-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)</p>	<p>Risk Reports <input checked="" type="checkbox"/></p> <p>Dates of reports: 17 August 2020, 30 November 2020, 22 February 2021, 31 May 2021</p> <p>OR</p> <p>No reports <input type="checkbox"/></p> <p>Reason for no reports:</p>
<p>20 Performance reports (6-monthly reports of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the Act)</p>	<p>Local Government Performance Reporting Framework - Reporting <input checked="" type="checkbox"/></p> <p>Date of reports: 10 February 2021 and 21 July 2021</p> <p>OR</p> <p>No reports <input type="checkbox"/></p> <p>Reason for no reports:</p>
<p>21 Annual report (annual report under sections 98 and 99 of the Act containing a report of operations and audited financial and performance statements)</p>	<p>Presented at a meeting of the Council in accordance with section 100 of the Act <input checked="" type="checkbox"/></p> <p>Date statements presented: 25 August 2020</p> <p>Date of Annual Report presented: 13 October 2020</p> <p>OR</p> <p>Not presented at a meeting of the Council in accordance with section 100 of the Act <input type="checkbox"/></p> <p>Reason for not presenting annual report:</p>
<p>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)</p>	<p>Reviewed and adopted in accordance with section 139 of the Act <input checked="" type="checkbox"/></p> <p>Date reviewed and adopted: 9 February 2021</p> <p>OR</p>

Governance and Management Items	Assessment
	<p>Not reviewed and adopted in accordance with section 139 of the Act <input type="checkbox"/></p> <p>Reason for not reviewing and adopting:</p>
<p>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)</p>	<p>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 28 July 2020. Section 11(7) requires this to be reviewed within 12 months of the Council Election held on 24 October 2020 and this Instrument has been scheduled for review following the commencement of sections 44-46 of the Act on 1 July 2021. <input checked="" type="checkbox"/></p> <p>A register of Delegations is kept in accordance with sections 11(8) and 47(7) of the Act.</p> <p>Date of review under section 11(7): 13 April 2021 (sealed by CEO on 20 April 2021); 25 May 2021 (sealed by CEO on 16 June 2021)</p> <p>OR</p> <p>Not reviewed in accordance with section 11(7) of the Act or register not kept in accordance with sections 11(8) and 47(7) of the Act <input type="checkbox"/></p> <p>Reason for no review or no register:</p>
<p>24 Meeting procedures (Governance Rules under section 60 of the Act governing the conduct of meetings of Council and delegated committees)</p>	<p>Governance Rules adopted in accordance with section 60 of the Act <input checked="" type="checkbox"/></p> <p>Date Governance Rules adopted: 25 August 2020</p> <p>OR</p> <p>No Governance Rules adopted in accordance with section 60 of the Act <input type="checkbox"/></p> <p>Reason for not adopting Governance Rules:</p>

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



Tammi Rose
Chief Executive Officer

Dated: 23 November 2021



Cr Fiona McAllister
Mayor

Dated: 23 November 2021

Local Government

Performance Reporting Framework Indicators

To ensure Council delivers high quality services, a list of key service indicators has been developed as part of the Local Government Performance Reporting Framework to increase transparency about Council's performance. Our results are listed below. Material variation commentaries have been provided as an explanation of the variance between 2017-18 and 2020-21 results.

Service / Indicator / Measure	Results 2017-18	Results 2018-19	Results 2019-20	Results 2020-21	Material Variation
Animal Management Timeliness Time taken to action animal requests <i>[Number of days between receipt and first response action for all animal management requests / Number of animal management requests]</i>	2.75 days	2.12 days	1.75 days	3.68 days	The contribution to the increase is relates to both the actual time taken to respond due to COVID-19 and staffing changes as well as the methodology for calculating Significant staffing changes have impacted response times as training is required for all new staff before they begin responding to animal management requests.
Service standard Animals reclaimed <i>[Number of animals reclaimed / Number of animals collected] x100</i>	54.02%	67.40%*	58.80%	61.46%	COVID-19 has briefly increased the number of animals registered as people embark on their pet journey whilst in lockdown. The use of social media has assisted the reuniting of owners with their pets.
Service standard Animals rehomed <i>[Number of animals rehomed / Number of animals collected]x100</i>	New indicator	New indicator	20.00%	20.49%	The results over the last two years have remained consistent. When the owner of a pet is not found, the animal shelter aims to find a new home for every animal they have in their care.
Service costs Cost of animal management service per population <i>[Direct cost of the animal management service / Municipal population]</i>	New indicator	New indicator	\$7.65	\$9.07	The cost of service has increased due to additional resources allocated to follow up outstanding animal registrations and temporary contractors backfilling while recruitment for new officers occurred.

Service / Indicator / Measure	Results 2017-18	Results 2018-19	Results 2019-20	Results 2020-21	Material Variation
Health and safety Animal management prosecutions <i>[Number of successful animal management prosecutions / Number of animal management prosecutions]x100</i>	<i>New indicator</i>	<i>New indicator</i>	100.00%	100.00%	Council continued to achieve 100% success in prosecutions, This was supported by improvement in processes. and in context of an 11% increase in dog attacks, resulting in more cases prosecuted.
Aquatic facilities Service standard Health inspection of aquatic facilities <i>[Number of authorised officer inspection of Council aquatic facilities / Number of aquatic facilities]</i>	0.29	0	1.00	0.43	Council's Health Officers undertake routine health inspections twice a year for each aquatic facility to supplement the standard inspections undertaken by the contractor. Due to the COVID-19 closure of all facilities, our standard practices were not undertaken, and the figures show a significant decline.
Utilisation Utilisation of aquatic facilities <i>[Number of visits to aquatic facilities / Municipal population]</i>	3.11	3.12	2.28	1.29	Utilisation has significantly declined in the last year due to numbers at both indoor and outdoor facilities were greatly reduced due to the COVID-19 restrictions. Indoor centres closed various times throughout the year due the imposed restrictions.
Service cost Cost of aquatic facilities <i>[Direct cost of the aquatic facilities less income received/Number of visits to aquatic facilities]</i>	<i>New indicator</i>	<i>New indicator</i>	\$3.84	\$7.50	The cost per visit to the seven aquatic facilities has increased as expected due lower visitation during the COVID-19 closure periods throughout the year. The lower-than-average summer temperatures also contributed to a shorter season for the outdoor pools reducing visitations.
Food safety Service standard Time taken to action food complaints	1.81 day	2.26 days	2.27 days	3.41 days	COVID-19 has influenced Council's ability to respond in a timely manner to food complaints resulting in a decline in the results.

Service / Indicator/ Measure	Results 2017-18	Results 2018-19	Results 2019-20	Results 2020-21	Material Variation
<i>[Number of days between receipt and first response action for all food complaints / Number of food complaints]</i>					Additionally, the business unit experienced resourcing constraints during the power outages across the municipality in the June 2021 storm event.
Food safety assessments <i>[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</i>	102.70%	101.69%	100.86%	84.84%	Council aims to inspect all Class 1 and Class 2 registered food premises during the 2020 calendar year. Due to significant lockdowns across the financial year in response to COVID-19 a number of inspections were not completed on time.
Service cost Cost of food safety service <i>[Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984]</i>	\$211.65	\$181.72	\$187.56	\$215.75	The economic impact of the COVID-19 pandemic has meant a reduction in the number of street traders and an increase in closures of fixed food premises. Therefore, the cost of the food safety service has increased due to the number of registered food premises declining and the Council cost of service remaining the same.
Health and safety Critical and major non-compliance outcome notifications <i>[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]</i>	100.00%	97.73%	88.64%	95.56%	The 2020 calendar results have improved as there were lower number of inspections of premises required, resulting on average in lower numbers of critical and major non-compliance notifications issued.

Service / Indicator/ Measure	Results 2017-18	Results 2018-19	Results 2019-20	Results 2020-21	Material Variation
<i>notifications about food premises] x100</i>					
Governance Transparency Council decisions made at meetings closed to the public <i>[Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public / Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors] x100</i>	1.28%	1.38%	1.40%	0.50%	<p>The improved results continue to demonstrate Council's commitment to open and transparent decision making.</p> <p>The confidential nature of the single decision made in a closed meeting during 20-21 was made by Council after the receipt of legal advice, with the decision relating to information that would prejudice the Council's position in commercial negotiations if prematurely released.</p>
Consultation and engagement Satisfaction with community consultation and engagement <i>Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement</i>	52	53	52	53	<p>The results have shown no significant change over the last four years.</p> <p>Council continues to place a strong focus on consulting and engaging with the community despite the limitations of social distancing restrictions on our ability to engage face to face with our community.</p> <p>In line with our revised engagement approach, there has been a greater focus on expanding our use of social media and other digital modes of communication to keep the community informed.</p>
Attendance Councillor attendance at Council meetings <i>[The sum of the number of</i>	87.30%	87.78%	79.89%	95.65%	<p>Results for 2020-21 show significant increase when compared to previous years.</p> <p>Councillors' attendance at meetings has been improved</p>

Service / Indicator / Measure	Results 2017-18	Results 2018-19	Results 2019-20	Results 2020-21	Material Variation
<i>Councillors who attended each ordinary and special Council meeting / (Number of ordinary and special Council meetings) × (Number of Councillors elected at the last Council general election)] x100</i>					due to the introduction of online meetings.
Service cost Cost of governance <i>[Direct cost of the governance service / Number of Councillors elected at the last Council general election]</i>	\$49,979.88	\$55,107.37	\$52,557.09	\$49,953.26	Councillor's expenses have declined over the past three years. Councillors have not claimed as much in expenses (i.e. travel and mileage) owing to the impact of the COVID-19 restrictions. No allowances were paid between 24 October and 17 November 2020 due to the general council election. Further, the level of allowances paid to councillors remained unchanged following the review required after the Council elections.
Satisfaction Satisfaction with Council decisions <i>[Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]</i>	54	56	53	56	Community satisfaction with Council's performance in making decisions in the interest of the community has slightly increased in 2021 and is broadly consistent compared to previous financial years. Council continues to place a strong focus on consulting and engaging with the community despite the limitations of social distancing restrictions on our ability to engage face to face with our community. In line with our revised engagement approach, there has been a greater focus on expanding our use of social media and other digital modes of communication to keep the community informed.
Libraries					This year's result has declined significantly as social distancing

Service / Indicator / Measure	Results 2017-18	Results 2018-19	Results 2019-20	Results 2020-21	Material Variation
Utilisation Physical library collection usage <i>[Number of physical library collection item loans / Number of physical library collection items]</i>	8.17	7.94	6.23	4.04	restrictions and library closures had a major impact on physical loans this year. Yarra Ranges physical loans were down by 18% compared to the previous financial year.
Resource standard Standard of library collection <i>[Number of library collection items purchased in the last 5 years / Number of library collection items] x100</i>	75.59%	73.30%	71.63%	79.76%	The percentage of the library collection recently purchased increased due to a backlog of orders following easing of COVID-19 restrictions and a methodical review process carried out to remove old items in preparation for the new Library Management System migration in November 2021.
Service cost Cost of library service per population <i>[Direct cost of the library service / Municipal population]</i>	<i>New indicator</i>	<i>New indicator</i>	\$18.61	\$18.81	The direct cost of library service is consistent with previous years.
Participation Active library members <i>[Number of active library members / Municipal population] x100</i>	11.22%	11.12%	10.84%	9.80%	The result continues to decline over the past four years. Physical active borrowers have been impacted by social distancing restrictions and library closures. The active borrowers of digital material have increased and those of physical items has decreased over the past three years.
Maternal and Child Health (MCH) Service standard Infant enrolment in the MCH service <i>[Number of infants enrolled in the MCH service (from birth notifications received) / Number</i>	100.79%	100.26%	100.45%	100.99%	Enrolment in the Maternal and Child Health service by families with newborns continues to be very high and the service has been maintained despite the pandemic. Council also provides services to residents from neighbouring councils which has resulted in a higher than 100% participation rate.

Service / Indicator/ Measure	Results 2017-18	Results 2018-19	Results 2019-20	Results 2020-21	Material Variation
<i>of birth notifications received] x100</i>					
Service cost Cost of the MCH service <i>[Cost of the MCH service/Hours worked by MCH nurses]</i>	\$85.97	\$85.72	\$86.79	\$68.48	Service delivery methods changed during lockdown to a mixture of face to face, online and phone services. This change along with an increase in the birth rate and subsequent increase in the number of hours of service therefore lowered the cost of service.
Participation Participation in MCH service <i>[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100</i>	76.10%	76.66%	75.49%	74.54%	Participation in MCH services has not significantly declined. Overall service participation has remained high which is a very positive result. There has been an increase in hours worked due to an increase in birth numbers and subsequent consultations conducted.
Participation in MCH service by Aboriginal children <i>[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100</i>	75.38%	76.10%	72.08%	74.81%	The results have fluctuated over the past four years. This year's increase demonstrates proactive work encouraging engagement in the service and greater recording of those that are of Aboriginal descent.
Satisfaction Participation in 4-week Key Age and Stage home visit <i>[Number of 4-week key age and stage visits / Number of birth notifications received] x100</i>	<i>New indicator</i>	<i>New indicator</i>	96.31%	94.08%	Overall, the results remain consistent over the past year. The temporary re-location of some clients with their newborns following the major storm event caused a slight decline in the results.

Service / Indicator / Measure	Results 2017-18	Results 2018-19	Results 2019-20	Results 2020-21	Material Variation
Roads Satisfaction of use Sealed local road requests <i>[Number of sealed local road requests / Kilometres of sealed local roads] x100</i>	102.63%	86.77%	87.07%	72.12%	The number of requests has remained consistent compared to last year. There are variations in some request types. Pothole requests are continuing a downward trend which is attributed to improved proactive maintenance and reduced traffic volumes due to COVID-19 travel restrictions. However, sweeping maintenance requests have increased by more than 50% which is, in part, due to the weather impacts.
Condition Sealed local roads below the intervention level <i>[Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100</i>	98.70%	99.48%	98.53%	98.16%	This result has remained high, and will improve, with ongoing refinement of the 5-year resealing program and aligning best practices with the asset condition assessments.
Service cost Cost of sealed local road reconstruction <i>[Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]</i>	\$67.02	\$96.73	\$102.39	\$87.79	This result has remained high, and will improve, with ongoing refinement of the 5-year resealing program and aligning best practices with the asset condition assessments.
Service cost Cost of sealed local road resealing <i>[Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]</i>	\$18.79	\$18.34	\$14.91	\$21.02	The cost of materials for road resealing, in particular asphalt, has continued to increase. Annual Supply contracts mean the increase is limited by CPI adjustments but there may be more pronounced changes when retendering is required.

Service / Indicator / Measure	Results 2017-18	Results 2018-19	Results 2019-20	Results 2020-21	Material Variation
Satisfaction Satisfaction with sealed roads <i>[Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]</i>	49	55	53	49	<p>There has been a decline in the results compared to last year. The lower result in the Yarra Valley and Upper Yarra region may be due to increased traffic congestion in Tourism areas as road are being resealed. Recent road works and lowering of speed limits on Department of Transport roads into the Valley and outstanding issues along Warburton HWY may also be contributing factors.</p> <p>It is important to note that 22% of sealed kilometres of roads within the municipality are managed by Department of Transport (previously known as VicRoads). The community satisfaction rating reflects both Council and Department of Transport roads.</p>
Statutory planning Timeliness Time taken to decide planning applications <i>[The median number of days between receipt of a planning application and a decision on the application]</i>	95	110	87	86	<p>Council's time taken to processing applications has remained consistent compared to last year. Council continues to develop process and systems improvements to ensure our statutory planning function of processing applications is done in an efficient and effective way.</p>
Service standard Planning applications decided within 60 days <i>[Number of planning application decisions made within 60 days / Number of planning application decisions made] x100</i>	51.28%	57.93%	67.62%	64.50%	<p>In 2020-2021 have remained consistent and continue to show improvements through internal process improvement initiatives. Council is committed to increasing the proportion of planning applications decided within required timeframes. There has been a slight decrease due to an overall increase in applications with no increase in staffing.</p>
Service cost					<p>The 12% increase of applications received during the Covid-19</p>

Service / Indicator / Measure	Results 2017-18	Results 2018-19	Results 2019-20	Results 2020-21	Material Variation
Cost of statutory planning service <i>[Direct cost of the statutory planning service / Number of planning applications received]</i>	\$2,742.93.	\$3,444.54	\$2,820.39	\$2,484.26	lockdown period without an increase of staff has resulted in an improvement to the cost of service measure.
Decision making Planning decisions upheld at VCAT <i>[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</i>	41.18%	42.42%	54.84%	88.00%	Our result has significantly increased during the last year. The volume of applications being decided by VCAT has slightly decreased in the last year to 25, with VCAT affirming 22 of Council's decision.
Waste collection Satisfaction Kerbside bin collection requests <i>[Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1000</i>	89.72	97.76	98.65	93.56	Figures have slightly decreased compared to last year. Increases in tenement numbers, the age of bins deteriorating continues to be key influencing factors.
Service Standard Kerbside collection missed bins <i>[Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000</i>	3.02	2.42	1.33	5.61	Partial empty and late put out has now been included in the categorisation as a missed collection by the contractor. This is reflective of the increase to this year's result. This category was previously included in the bin collection request calculations and has been moved to align with reporting in the sector.
Service Cost	\$133.02	\$135.63	\$138.35	\$141.89	The slight increase in cost is due to more bin numbers, higher material volume, contract CPI increase and the substantial increase in the EPA Landfill Levy.

Service / Indicator/ Measure	Results 2017-18	Results 2018-19	Results 2019-20	Results 2020-21	Material Variation
Cost of kerbside garbage collection services <i>[Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]</i>					
Cost of kerbside recyclables bin collection service <i>[Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]</i>	\$26.89	\$49.23	\$50.03	\$55.16	The cost has increased significantly due to our disposal cost nearly doubling compared to last year. The increased material volume, higher number of bins and contractual CPI increases were also contributing factors.
Service Outcome Kerbside collection waste diverted from landfill <i>[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100</i>	48.43%	49.15%	51.22%	50.56%	The diversion rate from landfill has been increasing over the past three years with a slight decrease this year. An increase of garden organic services occurred during the COVID-19 lockdown periods resulting in increased tonnages. The increase in volumes collected have been as a result of an increase in the number of properties serviced. This has also been impacted by the COVID-19 restrictions where there are more people at home which contributes to the increase in volumes.

Services Delivered in 2020-21

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

Connected and Healthy Communities		2020-21 Net Cost
Service	Description	Actual
		<u>Budget</u> Variance \$'000
1. Social planning and policy development	This service contributes to building strong and resilient communities by: -Planning, researching and developing relevant social policies and actions -Providing advice, referral and advocacy -Delivering selected community development projects	700
		734
		(34)
2. Primary health planning and coordination	Council's Health and Wellbeing Strategy guides this legislated requirement to promote good health and wellbeing. Using data about the health of our community Council works with its partners and the community to improve health. An advisory group overseeing the work is resourced by this service. The service has a primary prevention approach – keeping people well through Council's many roles in creating healthy communities and environments.	46
		70
		(24)
3. Food, health, and environment inspections and protection	This service works with owners, operators and applicants to ensure that appropriate health standards are achieved for the health and wellbeing of all.	543
		598
		(55)
4. Library services in partnership with Eastern Regional Library Corporation	Council works in partnership with Eastern Regional Libraries to enhance learning and cultural development in the municipality through the provision of library services.	3,833
		3,942
		(109)
		1,459

Connected and Healthy Communities		2020-21 Net Cost
Service	Description	Actual
		Budget
		Variance \$'000
5. Maternal and Child Health and immunisation services	Council provides a universal and enhanced Maternal and Child Health service to provide universal and targeted services for children and their families. Families can attend centres across the Yarra Ranges and receive services in their homes, or at other community locations.	1,750
		(291)
6. Youth mental health and counselling, participation and engagement	Council provides a range of universal and targeted services for young people and their families, enabling them to receive individual support and/or participate in a range of activities.	1,003
		1,429
		(426)
7. 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.	(200)
		1,523
		(1,723)
8. School crossing supervision	This service provides supervision for school crossings in both the morning and afternoon to improve community safety and encourage healthy habits of walking to school.	673
		713
		(40)
9. Animal management	This service seeks to manage animals, both domestic and farm to improve community safety.	(149)
		162
		(311)
10. Fire prevention and emergency management	This service works to build an empowered resilient community that can mitigate, prepare, respond and recover from emergencies. Includes funding received for natural disaster events in previous financial years.	5,275
		2,716
		2,559

Connected and Healthy Communities		2020-21
		Net Cost
Service	Description	Actual
		Budget
		Variance
		\$'000
11. Positive ageing services	This service provides a comprehensive range of in-home and community-based services, funded by Council, and through the Federal Government’s Commonwealth Home Support Program and State Government’s Home and Community Care Program for Younger People. These services assist eligible residents to maximise their independence to remain living at home, stay connected to their community and adapt to changing life circumstances. The majority of this program is externally funded by the Federal Government.	1,524
		1,064
		463
12. Supporting people with disabilities	This service works across the Council to improve access, equity and inclusion of people with a disability. Metro Access works to increase participation of people with a disability in the life of their community. The majority of this program is externally funded by the State Government.	331
		358
		(27)
13. 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.	2,029
		2,136
		(107)
14. Services and programs to increase participation in arts, culture and heritage	Council’s Creative Communities Strategy guides the use of 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.	1,432
		1,452
		(20)

Connected and Healthy Communities		2020-21
		Net Cost
Service	Description	Actual
		<u>Budget</u>
		Variance
		\$'000
15. Development of cultural facilities	Creative Communities is responsible for the development of the Cultural Plan which includes planning for the development of cultural facilities across the municipality. This includes engagement and consultation with community and funding bodies, involvement in the project planning and involvement in delivery of the project working with the Capital Works and Planning area.	2,246
		2,407
		(161)
16. General Local Laws compliance	This service provides Local Laws compliance for the safety and wellbeing of our communities.	78
		(277)
		355
17. Public transport advocacy	Council's Health profile indicates the impact of poor public transport on health and wellbeing. Council's advocacy for improved access to public transport is a key advocacy area.	38
		41
		(3)
18. Community support to reduce impact and prepare for climate change	This service provides support from the Yarra Ranges Environment Stewardship team for residents to take steps towards sustainable living and preparing for climate change, including education in schools.	25
		49
		(24)
19. Risk Management	This service provides risk management and insurance services to the organisation.	855
		952
		(97)
Connected and Healthy Communities Total		21,741
		21,816
		(75)

Quality Infrastructure and Liveable Places		2020-21 Net Cost
Service	Description	Actual Budget Variance \$'000
1. Maintenance and renewal of buildings	This service is responsible for maintenance of Council's buildings, facilities, public amenities and building security.	1,849 (112) 1,961
2. Management of facilities	This service manages lease and licence arrangements with sporting clubs, user groups and individuals for a range of Council facilities and properties, ensuring that the needs of occupants are provided for in a viable and sustainable way.	2,893 3,749 (856)
3. Road, footpath and bike path construction and maintenance	This service maintains and manages Council's civil infrastructure (roads, drainage, footpaths, etc.). The area also manages the implementation of the annual local road resurfacing program and provides after hours emergency response service.	9,258 8,687 571
4. Drainage works	This service delivers maintenance and repairs to Council's substantial drainage network.	2,445 2,347 98
5. Major Council building projects	This service is responsible for coordinating the design and development of major building assets for the Council.	852 622 230
6. Urban design including township and streetscape improvements	The service is responsible for developing and implementing proposals for township improvements across the municipality and supporting the development of high-quality infrastructure in the private environment through strategic and statutory planning processes.	(153) (14) (139)
7. Maintenance and redevelopment of sports fields, playspaces, parks and reserves	This service provides for the maintenance and redevelopment of Council's sports fields, playspaces, parks and reserves.	(164) (4,528) 4,364
		2,165

Quality Infrastructure and Liveable Places		2020-21 Net Cost
Service	Description	Actual Budget Variance \$'000
8. Aquatics facilities	This service provides for the maintenance for Council's aquatic facilities.	2,001
		164
9. Strategic land use policy development	This service continues to review and maintain Council's planning scheme and sets the direction for land use planning within Yarra Ranges. It includes structure planning, place planning, the Level Crossing Removals projects and the redevelopment of key sites including the Lilydale Quarry.	1,486
		1,758
		(272)
10. Statutory building services	Our building team ensures all buildings, both existing and proposed, comply with the Building Act and Regulations. They can also assist with information about pool fencing, maintenance of fire safety equipment, general and technical advice, property information, copies of plans, landslip certificates, building complaints and Council's consent applications.	1,456
		1,494
		(38)
11. Capital works and strategic asset management	This service contributes to the management of Council's capital works program and management of Council's infrastructure assets across all infrastructure categories.	3,805
		3,798
		7
12. Planning permits, approvals, and advice	This service assesses planning applications against the Yarra Ranges Planning scheme to ensure applications are consistent with Council's adopted direction protecting amenity, natural systems, agriculture whilst encouraging appropriate use and development.	2,237
		3,191
		(954)
Quality Infrastructure and Liveable Places Total		28,129
		22,993
		5,136

Protected and Enhanced Natural Environment		2020-21 Net Cost
Service	Description	Actual Budget Variance \$'000
1. Environmental education programs including a focus on schools	This service provides environmental education programs to our community, as well the Council's extensive school network.	65 83 (18)
2. Weed reduction & re-planting programs	Council has an active weed reduction and re-planting service, in addition to running an ongoing weed removal program called Weed Wipeout, to help residents remove and dispose of weeds on their property.	88 634 (546)
3. Biodiversity conservation	The Biodiversity Conservation Unit has responsibility for the protection and enhancement of the region's biodiversity values in line with National, State and Regional requirements. Conducts environmental assessments for planning permit applications (Council and community). Manages a system for biodiversity offsets, and provides advice to landholders to enhance biodiversity.	1,383 1,621 (238)
4. Support for Friends & Land Care groups	This service provides grants and support for 'Friends of' groups and Land Care groups across Council's parks, reserves and natural habitats.	119 63 56
5. Waste management services	This service provides waste services to over 60,000 general properties consisting of a weekly garbage collection, fortnightly recycling and green and hard waste collections for general properties only. We also provide services to over 2,800 commercial properties across the municipality which consists 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.	(634) - (634)
6. Maintenance of bushland and natural open space	This service provides for the maintenance of Council's bushland and natural open spaces.	10,641 10,074 567

Protected and Enhanced Natural Environment		2020-21 Net Cost
Service	Description	Actual Budget Variance \$'000
7. Maintenance and redevelopment of sports fields, playspaces, parks and reserves	This service provides for the maintenance and redevelopment of Council’s sports fields, playspaces, parks and reserves.	1,374
		1,625
		(251)
8. Environmental sustainability management	This service provides the management and administrative support for the environment and sustainability teams.	525
		761
		(236)
9. Organisational and Environmental Sustainability Management	This service provides support to the organisation through management of its long term financial planning for assets and capital works, waste and fleet management, environmental sustainability and service innovation and efficiency for the Environment and Infrastructure directorate.	209
		186
		23
10. Landfill Rehabilitation	This work typically involves reshaping, contouring and capping of the landfill, in association with ongoing management and regular monitoring of leachate, landfill gas and stormwater. This also includes the establishment of infrastructure to minimise and mitigate any potential onsite and offsite impacts to soil, ground and surface water and the atmosphere. The length of the process is indeterminable and may take many years, dependent on the nature of the site and material that was placed in the landfill and when the Environmental Protection Agency determines no further rehabilitation is required.	1,795
		1,005
		790
Protected and Enhanced Natural Environment Total		15,565
		16,052
		(487)

Vibrant Economy, Agriculture and Tourism		2020-21 Net Cost
		Actual Budget Variance \$'000
Service	Description	
1. Facilitate tourism development and regional marketing	This service offers work across the tourism sector – a key segment of the Yarra Ranges economy to promote and develop the benefits that flow from tourism. Advocacy on developing latent tourism potential through eco and heritage tourism seeks to develop our tourism offer and deliver benefits to local communities. Yarra Ranges Tourism is a major partner and the service manages Council's Partnership Agreement with the Board.	674
		581
		93
2. Agribusiness support and development	This service offers advice on planning applications, networking opportunities for agribusinesses and works with industry to advocate, for example for a recycled water pipeline to support local food production.	19
		19
		-
3. Business networks and sustainable business practices	Forums, industry networks, training programs and investment attraction are promoted by this service. Strong employment opportunities are vital to our communities and the service works to facilitate vibrant local economies through relationship brokerage and networking.	629
		765
		(136)
Vibrant Economy, Agriculture & Tourism Total		1,322
		1,365
		(43)

High Performing Organisation		2020-21 Net Cost
Service	Description	Actual Budget Variance \$'000
1. Community engagement and development programs	This service supports	514
	- Community engagement and place based Community Planning	444
	- Life long learning and building resilient organisations through the community grants program, community planning and community capacity building -Community skill development and working collaboratively with local community and local groups, networks, leaders and service organisations	70
2. Customer experience	This service leads the provision of front line service delivery of five geographically dispersed sites across the municipality. The 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.	4,195 4,334 (139)
3. Financial management and reporting	This service provides financial management and reporting functions for Council, including the preparation of the Budget, and the Annual Financial Statements.	1,419 1,424 (5)
4. Procurement, contracts, and tendering	This service provides best practice procurement support to the organisation including tendering and collaborative procurement initiatives.	615 811 (196)
5. Corporate planning and performance	This service provides business support to Councillors for the development and reporting of the Council Plan, in addition to business plans across the organisation. It also leads our Business Excellence Program, a program of coordinated process improvement and innovation aligned to the nationally recognised business excellence framework.	1,646 2,272 (626)
6. Information services	This service provides a range of different services and solutions related to the Information Management requirements of the Council including information technology; geographic information systems; records management; archives management; courier services; Freedom Of Information; information privacy and an Electronic Document Management System (EDMS).	7,548 8,846 (1,298)

High Performing Organisation		2020-21 Net Cost
Service	Description	Actual Budget Variance \$'000
7. Rating and valuation services	This service provides the generation of rate notices, management of the rates database including the fire services levy, and liaison and support of Council's Valuers.	723 843 (120)
8. Council governance and meeting procedures	This service provides leadership of Council's governance framework, including administration and operational support for Council and executive meetings, advice and guidance on legislative changes and requirements focusing on good governance initiatives. It also provides executive support to the CEO and Councillors ensuring a seamless approach to interactions within the organisation and the community.	2,528 2,639 (111)
9. Occupational health and safety	This service provides support to the organisation in meeting requirements under the Occupational Health and Safety Act. Protecting the health and safety of employees, Councillors, volunteers, contractors and visitors.	379 519 (140)
10. Human resources, employee relations and organisational development	This service provides leadership and coordination of Council's human resources, workplace relations, payroll, and organisational development functions.	2,581 3,499 (918)
11. Maintenance and renewal of plant and equipment to support services of the organisation	This service provides support to procuring procurement , servicing and disposal of vehicles and both large and small plant that the organisation's services require to undertake their business effectively.	2,095 2,554 (459)
12. Organisational and environmental sustainability management	This service provides support to the organisation through management of its long-term financial planning for assets and capital works, waste and fleet management, environmental sustainability and service innovation and efficiency for the Environment and Infrastructure directorate.	192 201 (9)
		4

High Performing Organisation		2020-21 Net Cost
Service	Description	Actual Budget Variance \$'000
13. Capital works and strategic asset management	This service contributes to the management of Council's capital works program and management of Council's infrastructure assets across all infrastructure categories.	-
		4
14. The digital	This service supports the 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.	766 1,123
		(357)
15. Risk management	This service provides risk management and insurance services to the organisation.	1,788 2,131
		(343)
High Performing Organisation Total		26,993 31,640
		(4,647)

Capital Works Projects 2020-21

The 2020-21 financial year saw Council undertake approximately \$57.0 million worth of works on 352 capital works projects across the municipality. These projects aim to address the diverse needs of communities within the municipality. The following is a summary of the program expenditure, highlighting some of the major projects undertaken this financial year.

Bridges

3 projects – \$0.2 million spent, including:

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

Buildings

37 projects - \$17.9 million spent, including:

- Carbon Management Improvements Upgrade (ongoing)
- Civic Centre Redevelopment (ongoing)
- Community Sports Pavilion, Esther Park, Mooroolbark (completed)

Carparks

5 projects - \$0.6 million spent, including:

- Carpark sealing and minor works projects throughout the municipality (ongoing)
- Morrison Reserve Carpark, Mount Evelyn (practical completion)
- Menzies Creek Primary School Carpark (nearing completion)

Community and Recreation

39 projects - \$4.4 million spent, including:

- Esther Park Synthetic Soccer Pitches (nearing completion)
- Yarra Junction Sports field Lighting Renewal (practical completion)
- Belgrave Lake Playspace Upgrade (ongoing)
- Kimberley Reserve Upgrade (practical completion)

Computers and Communication

3 projects - \$2.1 million spent, including:

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

Drainage

12 projects – \$1.1 million spent, including:

- Drainage Rehabilitation Program throughout the municipality (ongoing)
- Bellbird St, Belgrave Reserve WSUD (practical completion)
- Olinda-Monbulk Rd, Olinda Stormwater Works (practical completion)

Yarra Ranges Shire Council
Annual Financial Report 2020-21



Financial Report

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Guide to our Financial Report

Introduction

The Financial Statements are prepared in accordance with the requirements of the Local Government Act 1989, the Local Government (Planning and Reporting) Regulations 2014, Australian Accounting Standards and other authoritative pronouncements of the Australian Accounting Standards Board. In addition, the Department of Environment, Land, Water and Planning's model accounts are used to assist with standardised financial reporting for local government organisations in Victoria.

Yarra Ranges Shire Council is committed to accountability and transparency. This guide has been prepared to assist readers understand and analyse the Financial Report.

What is included in the Financial Report?

Council's Financial Report contains two sets of statements:

- Financial Statements and accompanying explanatory notes (page 7) and
- Performance Statement (page 58)

Each of these statements are prepared by Council officers, reviewed by Council's Audit and Risk Management Committee who make a recommendation to Council for certification, and audited by the Victorian Auditor-General.

Financial Statements

The Financial Statements report on how Council performed financially during the 2020 -21 year and the overall financial position at the end of the financial year (30 June 2021).

The Financial Statements include:

- Comprehensive Income Statement;
- Balance Sheet;
- Statement of Changes in Equity;
- Statement of Cash Flows;
- Statement of Capital Works;
- Notes to the Financial Statements.

Comprehensive Income Statement

The Comprehensive Income Statement itemises income earned and expenditure incurred in delivering Council's services during the year as well as other comprehensive income (including revaluation of assets and impairment losses on assets) to give the total comprehensive result for the year.

The operating expenses do not include capital purchases for the renewal or upgrade of Council assets. However, the operating result includes depreciation and amortisation which is a provision for the value of assets 'used up' during the year.

The statement is prepared on an accruals basis and includes both cash and non-cash items. All income and expenses for the year are reflected in the statement even though some revenue may not yet be received (such as interest on investments) and some expenses may not yet be paid (such as supplier invoices not yet paid for goods and services already received).

The key figure to assess Council's financial performance for the year is the operating surplus or deficit which is calculated by deducting the total expenditure for the year from the total income. It is important to note however, that the surplus result is not a "cash" surplus due to the recognition of non-cash items as explained above.

While Council is a not-for-profit organisation, it should on average generate a surplus in order to ensure future financial sustainability so as to provide ongoing services and infrastructure to its ratepayers.

Balance Sheet

The Balance Sheet is a snapshot of Council's financial position as at 30 June. It outlines what Council controls as assets (such as cash and investments), what it owes as liabilities (such as amounts owed to creditors) and the equity or net worth at the end of the year.

The assets and liabilities are separated into current and non-current sections. Current generally means those assets which will be received, or liabilities which will be paid, within the next 12 months. Non-current are all those assets and liabilities which are held for a longer term.

The net current assets or working capital is an important measure of Council's ability to meet its debts as and when they fall due.

The equity section of the Balance Sheet shows the reserves of the Council and the total of all the profits that have accumulated over the years. The total of the equity section represents the net financial worth of the Council.

Statement of Changes in Equity

The Statement of Changes in Equity summarises the change in Council's net financial worth during the financial year. Council's net worth can change as a result of a surplus or deficit as recorded in the Comprehensive Income Statement or a change in the net value of non-current assets resulting from a revaluation or an impairment of those assets.

Statement of Cash Flows

The Statement of Cash Flows shows all cash amounts received and all cash payments made during the year as well as the change in Council's bank balance during the year and the bank balance at the end of the year.

The cash flows are separated into three different types of activities:

- operating activities are those cash receipts and payments arising from delivering the various services of Council.

The net cash provided by operating activities is an important result in the statement, as it shows the ability of the Council to generate a cash surplus which can then be used to fund the purchase, construction or renewal of long term assets such as property and infrastructure and also repay borrowings. This on average should be a positive amount.

- investing activities are those cash receipts and payments arising from the purchase, renewal, upgrade, expansion and sale of Council's non-current assets.

- financing activities are those cash receipts and payments arising from the raising and repayment of borrowings.

Statement of Capital Works

The Statement of Capital Works details all amounts expended by Council on capital works. The statement does not include any maintenance costs or other non capital items and the value of assets contributed to Council.

The asset classes on the statement are classified based on the guide: *Local Government: Accounting for non-current physical assets under AASB 116*.

The statement also categorises the amount of capital works expenditure Council spends to renew, upgrade, expand or create new assets. This classification is important as each of these categories has a different impact on Council's future costs:

- **Renewal:** Expenditure on an existing asset which returns the service potential or the life of the asset up to that which it had originally. It periodically requires expenditure, relatively large (i.e. material) in value compared with the value of the components or sub-components of the asset being renewed. As it reinstates existing service potential, it has no impact on revenue, but may reduce future operating and maintenance expenditure if completed at the optimum time.

- **Upgrade:** Expenditure which enhances an existing asset to provide a higher level of service or expenditure that will increase the life of the asset beyond that which it had originally. Upgrade expenditure is discretionary and often does not result in additional revenue unless direct user charges apply. It will increase operating and maintenance expenditure in the future because of the increase in Council's asset base.

- **Expansion:** Expenditure which extends an existing asset, at the same standard as is currently enjoyed by residents, to a new group of users. It is discretionary expenditure which increases future operating and maintenance costs, because it increases Council's asset base, but may be associated with additional revenue from the new user group.

- **New assets expenditure:** Expenditure which creates a new asset that provides a new service that did not previously exist. New asset expenditure does not have any element of renewal, expansion or upgrade of existing assets. New capital expenditure may or may not result in additional revenue for Council and will result in an additional burden for future operation, maintenance and capital renewal.

Notes to the Financial Report

The notes to the Financial Report give greater detail to support the figures used in the five main statements and should be read in conjunction with the statements to get a clearer picture of Council's finances. The notes give the details behind the summary line items contained in the statements, showing what makes up each of the accumulated amounts. The disclosures relevant to the notes and explanations have been included under each note to provide greater context to the reader.

The notes also provide information on the rules and assumptions used to prepare the financial statements, advise the reader about any changes to the Australian Accounting Standards, policy, or legislation, which may affect the way the statements are prepared and disclose other information which cannot be incorporated into the statements and provide analysis if there has been a significant change from the previous year's comparative figures.

Performance Statement

The Performance Statement contains information about the performance of the Council for the financial year in relation to key strategic activities in the Council Plan and is a key section of the annual report whereby Council makes itself accountable to the community.

The Victorian Government has introduced a mandatory system of performance reporting for Councils which prescribes performance information to be included in Council's annual reports. This information is a mix of service and financial indicators.

Certification of Statements

The Certification of the financial statements is made by the person responsible for the financial management of Council, and is made separately in respect of each statement. The person must state whether in their opinion, the statements have met all the statutory and professional reporting requirements.

Two Councillors and the Chief Executive Officer also make a certification separately in respect of each statement. The Councillors and the Chief Executive Officer must state that in their opinion, the statements are fair and not misleading or inaccurate.

Independent Audit Reports

The Independent Audit Reports are the external and independent opinion of the Victorian Auditor-General and provide the reader with a totally independent view about Council's compliance with the statutory and professional requirements, as well as the fairness aspects of the statements. The Victorian Auditor-General issues two Audit Reports – a report on the Financial Statements and a separate report on the Performance Statement. Each of the Audit Reports are addressed to the Councillors of Yarra Ranges Shire Council.

Yarra Ranges Shire Council
Financial Statements
for the year ended 30 June 2021

Certification of the Financial Statements

In my opinion the accompanying financial statements have been prepared in accordance with the *Local Government Act 1989*, the *Local Government (Planning and Reporting) Regulations 2014*, Australian Accounting Standards and other mandatory professional reporting requirements.



Allison Southwell
Principal Accounting Officer
B Comm, CPA
23 November 2021
Lilydale

In our opinion the accompanying financial statements present fairly the financial transactions of Yarra Ranges Shire Council for the year ended 30 June 2021 and the financial position of Council as at that date.

As at the date of signing, we are not aware of any circumstances which would render any particulars in the financial statements to be misleading or inaccurate.

We have been authorised by Council and by the *Local Government (Planning and Reporting) Regulations 2014* to certify the financial statements in their final form.



Fiona McAllister
Councillor
23 November 2021
Lilydale



Richard Higgins
Councillor
23 November 2021
Lilydale



Tammi Rose
Chief Executive Officer
23 November 2021
Lilydale

Independent Auditor's Report

To the Councillors of Yarra Ranges Shire Council

Opinion	<p>I have audited the financial report of Yarra Ranges Shire Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • balance sheet as at 30 June 2021 • comprehensive income statement for the year then ended • statement of changes in equity for the year then ended • statement of cashflows for the year then ended • statement of capital works for the year then ended • notes to the financial statements, including significant accounting policies • certification of the financial statements. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2021 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the <i>Local Government Act 1989</i> and applicable Australian Accounting Standards.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the financial report	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Local Government Act 1989</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

Auditor's responsibilities for the audit of the financial report

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Councillors
- conclude on the appropriateness of the Councillors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE
25 November 2021



Sanchu Chummar

as delegate for the Auditor-General of Victoria

Yarra Ranges Shire Council
Comprehensive Income Statement
for the year ended 30 June 2021

	Note	2021 \$'000	2020 \$'000
Income			
Rates and charges	3.1	147,263	145,930
Statutory fees and fines	3.2	2,386	2,618
User fees	3.3	5,727	6,685
Grants – operating	3.4	35,881	30,624
Grants – capital	3.4	15,236	13,193
Contributions – monetary	3.5	2,445	2,801
Contributions – non-monetary	3.5	4,112	1,297
Other income	3.6	2,161	2,154
Share of net surplus of associates accounted for by the equity method	6.3	261	240
Total income		215,472	205,542
Expenses			
Employee costs	4.1	(71,916)	(63,173)
Materials and services	4.2	(78,835)	(82,196)
Depreciation	4.3	(28,786)	(29,650)
Amortisation - intangible assets	4.4	(152)	(452)
Amortisation - right of use assets	4.5	(594)	(503)
Bad and doubtful debts	4.6	(205)	(116)
Borrowing costs	4.7	(595)	(773)
Finance costs - leases	4.8	(112)	(108)
Other expenses	4.9	(9,188)	(7,600)
Net loss on disposal of property, plant and equipment and infrastructure	4.10	(1,662)	(7,846)
Total expenses		(192,045)	(192,417)
Surplus for the year		23,427	13,125
Other comprehensive income			
Items that will not be reclassified to surplus or deficit:			
Net asset revaluation increment	6.2	21,463	2,144
Total comprehensive result		44,890	15,269

The above Comprehensive Income Statement should be read with the accompanying notes.

Yarra Ranges Shire Council

Balance Sheet

as at 30 June 2021

		2021	2020
	Note	\$'000	\$'000
ASSETS			
Current assets			
Cash and cash equivalents	5.1	65,561	50,660
Trade and other receivables	5.1	34,470	30,562
Other assets	5.2	5,418	6,250
Total current assets		105,449	87,472
Non-current assets			
Trade and other receivables	5.1	1,365	1,476
Investments in associates, joint arrangements and subsidiaries	6.3	5,400	5,139
Property, infrastructure and plant and equipment	6.2	1,136,841	1,085,197
Right-of-use assets	5.8	1,668	1,594
Intangible assets	5.2	155	307
Total non-current assets		1,145,429	1,093,713
Total assets		1,250,878	1,181,185
LIABILITIES			
Current liabilities			
Trade and other payables	5.3	14,249	13,227
Trust funds and deposits	5.3	2,428	2,736
Unearned income	5.3	39,573	14,918
Provisions	5.5	19,252	17,432
Interest-bearing liabilities	5.4	3,838	3,653
Lease Liabilities	5.8	451	470
Total current liabilities		79,791	52,436
Non-current liabilities			
Provisions	5.5	5,843	4,676
Interest-bearing liabilities	5.4	6,295	10,133
Lease Liabilities	5.8	1,297	1,177
Total non-current liabilities		13,435	15,986
Total liabilities		93,226	68,422
Net assets		1,157,652	1,112,763
EQUITY			
Accumulated surplus		568,229	546,621
Reserves	9.1	589,423	566,141
Total equity		1,157,652	1,112,762

The above Balance Sheet should be read with the accompanying notes.

Statement of Changes in Equity

for the year ended 30 June 2021

	Note	Total \$'000	Accumulated Surplus \$'000	Asset Revaluation Reserve \$'000	Other Reserves \$'000
2021					
Balance at beginning of the financial year		1,112,762	546,621	557,255	8,886
Surplus for the year		23,427	23,427	-	-
Net asset revaluation increment	6.2	21,463	-	21,463	-
Transfers to other reserves	9.1	-	(2,936)	-	2,936
Transfers from other reserves	9.1	-	1,117	-	(1,117)
Balance at end of the financial year		1,157,652	568,229	578,718	10,705
		Total \$'000	Accumulated Surplus \$'000	Asset Revaluation Reserve \$'000	Other Reserves \$'000
2020					
Balance at beginning of the financial year		1,112,506	546,425	555,111	10,970
Impact of change in accounting policy - AASB 15	10	(2,900)	(2,900)		
Revenue from Contracts with Customers					
Impact of change in accounting policy - AASB 1058	10	(12,113)	(12,113)		
Income of Not-for-Profit Entities					
Prior period adjustments				-	-
* Adjusted balance at the beginning of the financial year		1,097,493	531,412	555,111	10,970
Surplus for the year		13,125	13,125	-	-
Net asset revaluation increment	6.2	2,144		2,144	-
Transfers to other reserves	9.1	-	(1,750)	-	1,750
Transfers from other reserves	9.1	-	3,834	-	(3,834)
Balance at end of the financial year		1,112,762	546,621	557,255	8,886

The above Statement of Changes in Equity should be read with the accompanying notes.

Yarra Ranges Shire Council

Statement of Capital Works

for the year ended 30 June 2021

	2021	2020
	\$'000	\$'000
Property		
Land	1,971	-
Total land	1,971	-
Buildings	15,808	16,763
Building improvements	2,119	1,939
Total buildings	17,927	18,702
Total property	19,898	18,702
Plant and equipment		
Plant, machinery and equipment	1,799	3,005
Fixtures, fittings and furniture	4	20
Computers and telecommunications	2,149	1,298
Total plant and equipment	3,952	4,323
Infrastructure		
Roads	12,555	10,463
Bridges	171	154
Footpaths and cycle ways	4,328	3,005
Drainage	1,137	1,411
Recreational, leisure and community facilities	4,445	6,418
Parks, open space and streetscape	4,576	9,826
Off street car parks	601	1,043
Other infrastructure	5,320	5,070
Total infrastructure	33,133	37,390
Total capital works expenditure	56,983	60,415
Represented by:		
New asset expenditure	11,618	12,698
Asset renewal expenditure	21,014	27,974
Asset expansion expenditure	7,566	4,569
Asset upgrade expenditure	16,785	15,174
Total capital works expenditure	56,983	60,415

The above Statement of Capital Works should be read with the accompanying notes.

Yarra Ranges Shire Council

Statement of Cash Flows

for the year ended 30 June 2021

	Note	2021 Inflows (Outflows) \$'000	2020 Inflows (Outflows) \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Rates and charges		146,274	142,704
Statutory fees and fines		2,321	2,420
User fees (inclusive of GST)		5,345	7,005
Grants - operating (inclusive of GST)		38,060	32,508
Grants - capital (inclusive of GST)		36,337	9,159
Contributions (inclusive of GST)		2,798	2,606
Interest received		172	727
Trust funds and deposits received		673	(1,056)
Trust funds and deposits paid		(944)	1,591
Other receipts (inclusive of GST)		2,680	1,599
Net GST refund		12,104	14,627
Materials and Services (inclusive of GST)		(83,218)	(95,079)
Employee costs		(75,051)	(61,527)
Short-term, low value and variable lease payments		-	(309)
Other payments		(9,951)	(8,025)
Net cash provided by operating activities	9.2	77,600	48,950
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for property, infrastructure, plant and equipment		(58,193)	(62,211)
Proceeds from sale of property, infrastructure, plant and equipment		426	858
Net cash used in investing activities		(57,767)	(61,353)
CASH FLOWS FROM FINANCING ACTIVITIES			
Finance costs		(602)	(780)
Repayment of borrowings		(3,654)	(3,475)
Interest paid - lease liability		(112)	(108)
Repayment of lease liabilities		(564)	(450)
Net cash used in financing activities		(4,932)	(4,813)
Net increase in cash and cash equivalents		14,901	(17,216)
Cash and cash equivalents at beginning of the financial year		50,660	67,876
Cash and cash equivalents at the end of the financial year		65,561	50,660
Financing arrangements	5.6	1,900	1,900
Restrictions on cash assets	5.1	2,450	2,758

The above Statement of Cash Flows should be read with the accompanying notes.

Notes to the Financial Statements

for the year ended 30 June 2021

Introduction

Yarra Ranges Shire Council was established by an Order of the Governor in Council on 15 December 1994 and is a body corporate. Council's main office is located at 15 Anderson Street, Lilydale.

Statement of compliance

These financial statements are general purpose financial statements that consist of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and notes accompanying these financial statements. The general purpose financial report complies with Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board, the Local Government Act 1989 and the Local Government (Planning and Reporting) Regulations 2014.

Significant accounting policies

Basis of accounting

The accrual basis of accounting has been used in the preparation of these financial statements, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated judgements are based on professional judgement derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of Australian Accounting Standards that have significant effects on the financial statements and estimates relate to:

- the fair value of land, buildings, infrastructure, plant and equipment (refer to note 6.2);
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to note 6.2);
- the determination of employee provisions (refer to note 5.5);
- the determination of landfill provisions (refer to note 5.5); and
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of *AASB 15 Revenue from Contracts with Customers* or *AASB 1058 Income of Not-for-Profit Entities* (refer to Note 3)
- the determination, in accordance with *AASB 16 Leases*, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.8)
- other areas requiring judgements.

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

Unless otherwise stated, all amounts have been rounded to the nearest thousand dollars.

Impact of Covid-19

On 16 March 2020 a state of emergency was declared in Victoria due to the global pandemic COVID-19 virus, known as coronavirus. A state of disaster was subsequently declared on 2 August 2020. While the impacts of the pandemic have abated somewhat through the 2020-21 year, Council has noted the following significant impacts on its financial operations:

• Additional revenue

- Additional \$8.5m funding for the Working for Victoria Program, employing approximately an additional 160 staff members throughout the 2020/21 Financial Year.
- Additional \$0.3m for other Infrastructure projects including Footpaths, Sports Reserves and Men's Shed.

• Additional costs

- Working for Victoria funding is offset with increase in Employee Benefits of \$7.0m related expenditure covering the wages and on-costs for new staff
- Council also experienced an increase in additional Community Support costs for programmes (\$0.6m) and additional Waste Management costs (\$0.5m)
- Council established a \$4m Covid Recovery Fund for targeted support to sections of the community most impacted by the pandemic

Notes to the Financial Statements

for the year ended 30 June 2021

Note 1. Performance against budget

The performance against budget notes compare Council's financial plan, expressed through its annual budget, with actual performance. The *Local Government (Planning and Reporting) Regulations 2014* requires explanation of any material variances. Council has adopted a materiality threshold of ten per cent or a variance of \$500,000. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

The Budget was based on assumptions that were relevant at the time of adoption of the Budget. Council sets guidelines and parameters for revenue and expense targets in this budget in order to meet Council's planning and financial performance targets for both the short and long-term.

These notes are prepared to meet the requirements of the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

1.1 Income and Expenditure

	Budget 2020-21 \$'000	Actual 2020-21 \$'000	Favourable / (Unfavourable) Variance \$'000	Favourable / (Unfavourable) Variance %	Ref
Income					
Rates and charges	146,053	147,263	1,210	0.8%	1
Statutory fees and fines	3,152	2,386	(766)	(24.3%)	2
User fees	5,874	5,727	(147)	(2.5%)	
Grants operating – recurrent	18,945	24,291	5,346	28.2%	3
Grants operating – non-recurrent	370	11,590	11,220	3032.4%	4
Grants capital – recurrent	7,099	6,233	(866)	(12.2%)	5
Grants capital – non-recurrent	14,726	9,003	(5,723)	(38.9%)	6
Contributions – monetary	2,177	2,445	268	12.3%	7
Contributions – non-monetary	2,500	4,112	1,612	64.5%	8
Other income	1,338	2,161	823	61.5%	9
Share of surplus of associates accounted for by the equity method	-	261	261	0	
Total income	202,234	215,472	13,238	6.5%	
Expenses					
Employee costs	69,322	71,916	(2,594)	(3.7%)	10
Materials and services	79,742	78,835	907	1.1%	11
Bad and doubtful debts	312	205	107	34.3%	12
Depreciation	29,444	28,786	658	2.2%	13
Amortisation - Intangible assets	525	152	373	71.1%	14
Amortisation - Right of use assets	1,738	594	1,144	65.8%	15
Finance costs	1,087	595	492	45.3%	16
Finance costs - Leases	116	112	4	3.4%	
Net loss on disposal of property, plant and equipment and infrastructure	2,050	1,662	388	18.9%	17
Other expenses	8,268	9,188	(920)	(11.1%)	
Total expenses	192,604	192,045	559	0.3%	
Surplus for the year	9,630	23,427	13,797	143.3%	

The budget figures above have been reclassified from the line item categories of the 2020-21 adopted budget to align with current year actuals that are in a prescribed format.

Yarra Ranges Shire Council

Notes to the Financial Statements

for the year ended 30 June 2021

Note 1. Performance against budget (continued)

(a) Explanation of material variances - Income and Expenditure

The ongoing state of emergency declared in Victoria on 16 March 2020 due to the global pandemic COVID-19 virus continued to impact Yarra Ranges Council and ratepayers within the municipality in the 2020-21 financial year. Along with a number of storms causing significant damage and disruption to services. The following significant impacts on its financial operations:

Ref	Commentary
1	Rates and charges
	The favourable variance to budget is due to Council's decision for unbudgeted interest to be charged on unpaid rates balances prior to 2020-21, offset in part by lower than anticipated income received for general rates and waste management charges.
2	Statutory fees and fines
	Similar to the previous year, Council's income from statutory fees and fines were significantly lower than anticipated due to restrictions in place for COVID. This negatively impacted on revenue received from parking infringements, planning applications and scheme amendments due to reduced level of activity. In addition, due to the devastating economic impact that COVID had on the community, Council extended the due date for outstanding rates and expanded the provision of hardship assessment to include businesses. As a result, legal prosecution activity on outstanding rates were reduced in 2020-21. This resulted in a reduction of income received from rates legal cost recovery (offset by saving on legal fees in materials and services).
3	Grants operating – recurrent
	Council received 50% of 2021-22 Victorian Grants Commission allocation, which was not allowed for in the Budget.
4	Grants operating – non-recurrent
	External funding for unbudgeted expenditure on disaster recovery and responses including the State supported Working for Victoria program and reparation costs for storm damage.
5	Grants capital – recurrent
	Decreased grant funding for Roads for the Community Initiative.
6	Grants capital – non-recurrent
	Lower than anticipated grant recognition (\$5.7m) due to a number of grant funded projects being delayed in delivery. This includes Pinks Reserve Netball Court Covers (\$2.4m), Warbuton Community Recreation Precinct Project (\$1.5m) and the Yarra Valley Trail (\$1.4m).
7	Contributions – monetary
	Higher than anticipated contributions received for public open space, developer contributions for Chirnside Park, Indigenous Firestick project and the Museum of Lilydale Gift Fund.
8	Contributions – non-monetary
	Assets contributed to Council include roads of \$1.60m, drains of \$2.64m and other assets of \$0.05m including footpaths kerb & channel,
9	Other Income
	Largely driven by unbudgeted income relating to the Level Crossing Removal Project.
10	Employee costs
	Yarra Ranges adopted the Working for Victoria initiative as part of the Victorian Government's \$1.7 billion Economic Survival Package. The Working for Victoria Fund is designed to connect workers with new opportunities that will help our community and contribute to Victoria's ability to respond to the pandemic. Council incurred \$6.95m worth of unbudgeted employee costs implementing this initiative, funded by the Victorian State shown in the financials under Grants operating - non-recurrent. These unbudgeted costs were offset in part by underspends in the same period due to unfilled vacancies and temporary work arrangements.

Yarra Ranges Shire Council

Notes to the Financial Statements

for the year ended 30 June 2021

Note 1. Performance against budget (continued)

(a) Explanation of material variances - Income and Expenditure (continued)

11	Materials and services	Materials and services costs were lower than budget primarily due to COVID restrictions impacting the provision of services throughout the municipality. Some of the key underspends compared to budget occurred in repairs and maintenance costs (\$2.2m), providing community program and activities (\$4.8m), waste disposal (\$0.8m), home support/community care funding (\$1.4m) and legal costs (\$0.5m). These underspends were offset in part by additional costs incurred including storm events (\$1.9m), tree reparation (\$1.4m), leasing costs (\$1.4m), footpath maintenance (\$1.1m), agency staff (\$0.7m), additional cleaning services (\$0.8m) and software maintenance costs (\$0.5m).
12	Bad and doubtful debts	Lower than anticipated bad debt predominantly due to lower write-offs (\$0.2m). Offset in part by higher infringements debts (\$0.1m).
13	Depreciation	The result of a higher work-in-progress balance as capital work programs including plant and equipment incurred delays throughout the year.
14	Amortisation - Intangible assets	Lower than anticipated additions for intangible assets due to the organisation wide Enterprise Systems (YRConnect) project being delayed due to COVID.
15	Amortisation - Right of use assets	Lower than budget due to expected significant leased asset not proceeding in 2020-21 - it is anticipated that this will be online in the following year.
16	Finance costs	The finance cost budget was based on an expectation of increased borrowing of \$22.5m. This was not required to be borrowed due to receipt of unbudgeted capital grant funding to deliver projects in 2021-22 and carry forward of \$20.6m worth of capital works to 2021-22.
17	Net loss on disposal of property, plant and equipment and infrastructure	Lower than expected activity in disposal of assets

Yarra Ranges Shire Council

Notes to the Financial Statements

for the year ended 30 June 2021

Note 1. Performance against budget (continued)

1.2 Capital Works

	Budget 2020-21 \$'000	Actual 2020-21 \$'000	Favourable / (Unfavourable) Variance \$'000	Favourable / (Unfavourable) Variance %	Ref
Property					
Land	-	1,971	(1,971)	0.0%	1
Total land	-	1,971	(1,971)	0.0%	
Buildings	26,033	15,808	10,225	39.3%	2
Building improvements	3,256	2,119	1,137	34.9%	3
Total buildings	29,289	17,927	11,362	38.8%	
Total property	29,289	19,898	9,391	32.1%	
Plant and equipment					
Plant, machinery and equipment	2,730	1,799	931	34.1%	4
Fixtures, fittings and furniture	24	4	20	83.3%	5
Computers and telecommunications	1,455	2,149	(694)	(47.7%)	6
Total plant and equipment	4,209	3,952	257	6.1%	
Infrastructure					
Roads	14,728	12,555	2,173	14.8%	7
Bridges	279	171	108	38.7%	8
Footpaths and cycleways	5,001	4,328	673	13.5%	9
Drainage	1,236	1,137	99	8.0%	
Recreational, leisure and community facilities	3,889	4,445	(556)	(14.3%)	10
Parks, open space and streetscape	10,428	4,576	5,852	56.1%	11
Off street car parks	647	601	46	7.1%	
Other infrastructure	5,820	5,320	500	8.6%	
Total infrastructure	42,028	33,133	8,895	21.2%	
Total capital works expenditure	75,526	56,983	18,543	24.6%	
Represented by:					
New asset expenditure	15,962	11,618	4,344	27.2%	
Asset renewal expenditure	29,175	21,014	8,161	28.0%	
Asset expansion expenditure	8,210	7,566	644	7.8%	
Asset upgrade expenditure	22,179	16,785	5,394	24.3%	
Total capital works expenditure	75,526	56,983	18,543	24.6%	

Yarra Ranges Shire Council

Notes to the Financial Statements

for the year ended 30 June 2021

Note 1. Performance against budget (continued)

(i) Explanation of material variances - Capital works

Capital works overview

The budget of \$75.5m for capital works adopted on 23 June 2020 was comprised of \$67.4m for new works and \$8.1m for carried forward works from 2019-2020. The actual carried forward figure for capital works from 2019-20 to 2020-21 amounted to \$10.2m. Council carried forward a total of \$20.6m from 2020-21 to 2021-22

Ref	Commentary
1 Land	
	Land purchase for the Chirnside Park Major Activity Centre Development Contributions Plan recognised in Council Budget in prior years. Delays resulted in finalisation of purchase in 2020-21.
2 Building	
	Includes carry forward of the budget to 2021-22 to deliver projects including the Civic Centre Redevelopment (\$5.8m); Pinks Reserve Netball Court Covers (\$2.4m); Community Sports Pavilion, Millgrove (\$1.0m); Pinks Reserve Stadium Improvements (\$0.5m); Oonah Belonging Place, Healesville (\$0.3m); and Belgrave Community Library (\$0.2m).
3 Building improvements	
	A slowdown in the Building Minor Works Program resulted from facility closures due to COVID-19 lockdowns (\$0.6m) in addition to carry forward of the Lilydale Operations Centre Amenities Renewal Project (\$0.5m).
4 Plant, machinery and equipment	
	Lower vehicle usage due to COVID-19 lockdowns resulted in a reduced requirement to replace vehicles. In addition, some purchases have been delayed due to a supply shortage within this industry. The COVID-19 restrictions affected both the vehicle supply and manufacturing sectors causing delivery delays.
5 Fixtures, fittings and furniture	
	Furniture for public halls not purchased in 2020-21 due to reduced usage resulting from COVID-19 lockdowns.
6 Computers and telecommunications	
	Decision to purchase computer equipment (determined as the best value option) rather than lease as originally recognised in budget.
7 Roads	
	Smith St, Healesville Road Upgrade will now be delivered in 2021-22 (\$1m). A slowdown in the road resurfacing program resulted from COVID-19 lockdowns and storm events (\$0.7m). A number of projects being delivered under the Roads for the Community Initiative will continue into 2021-22 (\$0.5m).
8 Bridges	
	Due to carry forward of Cement Creek Bridge project to 2021-22.
9 Footpaths and cycleways	
	Due to Manchester Rd, Mooroolbark (\$0.2m), Burwood Hwy, Belgrave (\$0.2m) and Mc Nicol Rd, Tecoma (\$0.2m) projects continuing in 2021-22. Savings achieved for Sheffield Rd, Montrose (\$0.1m).
10 Recreational, leisure and community facilities	
	Expenditure on projects not captured in the budget including \$0.8m for the Esther Park Soccer Pitches (late carry forward from 2019-20) offset by carry forward for Elizabeth Bridge Reserve Ground (\$0.2m) and Seville Recreation Reserve Oval 1 Ground Reconstruction (\$0.1m)
11 Parks, open space and streetscape	
	Due to carry forward of the budget to 2021-22 to deliver projects including the Yarra Valley Trail \$3.4m; Warburton Community Recreation Precinct \$0.9m; Ridgewalk \$0.5m; Olinda Creek Trail \$0.1m

Notes to the Financial Statements

for the year ended 30 June 2021

Note 2. Analysis of Council results by program

Note 2.1 (a) Directorates / programs

Council delivers its services and carries out its activities through the following directorates and programs:

The Office of the CEO and Corporate Services

The Office of the Chief Executive Officer (CEO) works closely with Council advocating on behalf of the municipality on issues of community importance and ensuring that the Council's affairs are transparent, effective and aligned to the Council vision and needs of the community. This office is responsible for Transformation, Digital & Data, Organisational Strategy, Advocacy, Corporate Planning and Performance and the Civic Centre Redevelopment.

The Corporate Services directorate provides services relating to a number of the internal functions and activities of the organisation. This directorate is responsible for People and Culture (including Human Resources, Payroll, Organisational Development and Workplace Relations), Financial Services (including Finance, Procurement, Risk, Governance and Rating Services) and Information Services (including Information Technology, Enterprise Systems and Information Management). This directorate also includes the Customer, Communications & Engagement teams, who operate Council's Contact Centre, Community Links front counter support, Customer feedback and support services, Community Engagement activities, as well as internal and external Communications.

Environment and Infrastructure

The Environment and Infrastructure directorate is responsible for Infrastructure Services, Recreation, Projects and Parks, Sustainable Environment and Facilities, and Assets and Capital Programming. Key services include the management and maintenance of Council's facilities, infrastructure and parks, strategic asset management, waste management, protection and enhancement of natural assets within the municipality and management of Council's capital works program.

Communities

The Communities directorate has responsibility for providing Community Support Services (including early years services, family and children services, immunisation, youth services, aged and home care services), Community Wellbeing (including Community Safety, Emergency Management and Environment Health) and Creative Communities (including operation and management of Council's cultural facilities and cultural development).

Planning, Design and Development

The Planning, Design and Development directorate has responsibility for providing Planning and Building Services (including Council's Statutory Planning and Building and Development Compliance services), Design and Place (including Strategic Planning), Economic Development and Attraction and Strategic Projects.

Organisational Finance

The Organisational Finance area comprises items of revenue and expenditure that are attributable to Council as a whole rather than individual groups. The major components are income from rates and charges, general purpose grants, loan financing costs and depreciation.

Natural Disasters

The Natural Disasters includes storm, flood and fire events in Yarra Ranges. The focus of this function is to carry out the restoration works for Council assets affected by natural disasters. The major components are expenditure incurred for restoration works and reimbursement of such expenditure under State Government's Natural Disaster Financial Assistance scheme.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 2.1 Analysis of Council results by program (continued)

Note 2.1 (b) Summary of income, expenses and assets by directorates / program

Income and expenses have been attributed to the directorates / programs as set out below:

	Income	Expenses	Surplus / (Deficit)	Grants (included in income)	Total Assets
	\$'000	\$'000	\$'000	\$'000	\$'000
2021					
Office of the CEO and Corporate Services	9,257	36,905	(27,648)	8,939	112,337
Environment and Infrastructure	20,180	79,240	(59,059)	17,252	1,052,701
Communities	15,410	32,456	(17,047)	11,262	81,304
Planning, Design and Development	3,530	10,070	(6,541)	75	4,537
Organisational Finance	166,962	31,288	135,674	13,454	
Natural Disasters	134	2,086	(1,953)	134	-
Total	215,472	192,045	23,427	51,117	1,250,879
	Income	Expenses	Surplus / (Deficit)	Grants (included in income)	Total Assets
	\$'000	\$'000	\$'000	\$'000	\$'000
2020					
Office of the CEO and Corporate Services	1,633	25,629	(23,996)	1,008	106,078
Environment and Infrastructure	20,518	82,320	(61,802)	13,987	994,048
Communities	16,111	33,433	(17,322)	10,864	76,774
Planning, Design and Development	3,043	8,874	(5,831)	90	4,284
Organisational Finance	161,773	42,004	119,769	15,404	-
Natural Disasters	2,464	157	2,307	2,464	-
Total	205,542	192,417	13,125	43,817	1,181,184

Notes to the Financial Statements

for the year ended 30 June 2021

Note 3. Funding for the delivery of our services

	2021 \$'000	2020 \$'000
3.1 Rates and charges		
Council uses Capital Improved Value (CIV) as the basis of valuation of all properties within the municipal district. The CIV of a property is the total market value of the land, buildings and any other improvements.		
The valuation base used to calculate general rates for 2020-21 was \$43,859,830,500 (2019-20 \$42,622,600,000). The 2020-21 general rate in the CIV dollar was \$0.002894 (2019-20 \$0.002894). There was no change from prior year rate, which was within 6 decimal points as 2019-2020		
General rates	128,864	125,309
Covid-19 rates waiver	(3,255)	-
Waste management charge	19,599	18,341
Supplementary rates and rate adjustments	567	612
Interest on rates	1,488	1,265
Special rates and charges	-	403
Total rates and charges	147,263	145,930

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2021 and the valuation will be applied to the rating year commencing 1 July 2021.

Annual rates and charges are recognised as revenues when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

A 2% rate increase was applied in 2020-2021, which was rebated as recognition of the impact of the Covid19 pandemic, effectively maintaining rates at 2019-2020 prices.

Note 3.2 Statutory fees and fines

Infringements and costs	325	505
Town planning fees	1,595	1,568
Court recoveries	223	396
Other	243	149
Total statutory fees and fines	2,386	2,618

Statutory fees and fines (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

Council's income from statutory fees and fines were significantly lower than anticipated due to restrictions in place for Covid-19. This negatively impacted on revenue received from parking infringements and planning applications and scheme amendments due to reduced level of activity. In addition, due to the devastating economic impact that Covid-19 had on the community, there is an increased number of rate payers on hardship arrangements. This resulted in a reduction of income received from rates legal cost recovery (offset by saving on legal fees in materials and services).

Notes to the Financial Statements

for the year ended 30 June 2021

Note 3. Funding for the delivery of our services (continued)

	2021	2020
	\$'000	\$'000
Note 3.3 User fees		
Registration and other permits	1,209	1,810
Child care / children's programs	1,047	1,092
Animal control	1,276	1,234
Aged and health services	866	807
Leisure centre and recreation	241	614
Other fees and charges	513	615
Building services	575	513
Total user fees	5,727	6,685

User fees by timing of revenue recognition

User fees recognised over time	-	-
User fees recognised at a point in time	5,727	6685
Total user fees	5,727	6,685

User fees are recognised as revenue at a point in time, or over time, when (or as) the performance obligation is satisfied. Recognition is based on the underlying contractual terms.

Council's recreational, cultural and community facilities were closed temporarily during 2021, and many services reduced or modified due to Covid-19.

Due to social restrictions in place and the closure of schools as a result of Covid-19, the uptake of child care services were reduced in 2020-2021.

Note 3.4 Funding from other levels of government

Grants were received in respect of the following:

Summary of grants

Commonwealth funded grants	30,334	26,587
State funded grants	20,783	17,230
Total grants	51,117	43,817

(a) Operating grants

Recurrent - Commonwealth Government

Financial assistance grants *	13,448	15,404
Aged care	2,857	3,127
Family and children	2,362	2,138

Notes to the Financial Statements

for the year ended 30 June 2021

Note 3. Funding for the delivery of our services (continued)

Note 3.4 Funding from other levels of government (continued)

	2021	2020
	\$'000	\$'000
Recurrent - State Government		
Aged care	746	1,189
Maternal and child health	2,090	1,904
School crossing supervisors	634	667
Family and children	808	692
Community safety	619	439
Environmental planning	591	258
Community health	16	27
Recreation	120	120
Total recurrent operating grants	24,291	25,965
* Council received 50% of its 2021-22 Victorian Grants Commission allocation in 2020-21 and 50% of its 2020-21 Victorian Grants Commission allocation in 2019-20.		
Non-recurrent - Commonwealth Government		
Family and children	8	9
Environmental planning	-	30
Non-recurrent - State Government		
Environmental planning	1,481	434
Community safety	35	53
Working for Victoria	8,551	950
Family and children	619	394
Natural disaster events	653	2,464
Community health	119	119
Recreation	124	88
Economic and community development	-	90
Aged care	-	28
Total non-recurrent operating grants	11,590	4,659
Total operating grants	35,881	30,624
(b) Capital grants		
Recurrent - Commonwealth Government		
Roads to recovery	2,146	2,146
Roads for the community initiative	4,087	2,241
Total recurrent capital grants	6,233	4,387

Notes to the Financial Statements

for the year ended 30 June 2021

Note 3. Funding for the delivery of our services (continued)

Note 3.4 Funding from other levels of government (continued)

	2021 \$'000	2020 \$'000
Non-recurrent - Commonwealth Government		
Buildings	2,601	535
Recreation, leisure and community	907	803
Footpaths and cycleways	1,386	-
Off street carpark	114	-
Parks open space and streetscape	-	-
Roads	418	154
Non-recurrent - State Government		
Buildings	851	-
Drainage	323	32
Roads	73	-
Off street carpark	78	72
Recreation, leisure and community	1,971	7,177
Parks, open space and streetscape	281	33
Total non-recurrent capital grants	9,003	8,806
Total capital grants	15,236	13,193
Total grants	51,117	43,817
(c) Unspent grants received on condition that they be spent in a specific manner		
Operating		
Balance at start of year	2,008	4,023
Transferred to liabilities under AASB 15	-	(2,900)
Received during the financial year and remained unspent at balance date	2,502	1,845
Received in prior years and spent during the financial year	(1,587)	(960)
Balance at year end	2,923	2,008
Capital		
Balance at start of year	-	12,113
Transferred to liabilities under AASB 1058	-	(12,113)
Received during the financial year and remained unspent at balance date	-	-
Received in prior years and spent during the financial year	-	-
Balance at year end	-	-

Grant income is recognised at the point in time when the council satisfies its performance obligations as specified in the underlying agreement.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 3. Funding for the delivery of our services (continued)

	2021	2020
	\$'000	\$'000
Note 3.5 Contributions		
Monetary	2,445	2,801
Non-monetary	4,112	1,297
Total contributions	6,557	4,098
Contributions - monetary		
Contributions monetary - resort and recreation fees	2,077	1,750
Contributions monetary - operating	363	517
Contributions monetary - capital	5	534
Total contributions - monetary	2,445	2,801
Contributions - non-monetary		
Contributions of non monetary assets were received in relation to the following asset classes:		
Recreational and community facilities	-	191
Building	-	-
Drains	2,595	222
Roads	1,339	830
Footpaths	3	30
Land under roads	175	12
Kerb and Channel	-	12
Total contributions - non-monetary	4,112	1,297
Monetary and non-monetary contributions are recognised as revenue when Council obtains control over the contributed asset.		
Note 3.6 Other income		
Interest	162	665
Rent	1,081	817
Cost recovery and reimbursements	918	672
Other	-	-
Total other income	2,161	2,154

Interest is recognised as it is earned.

Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 4. The cost of delivering services

	2021	2020
	\$'000	\$'000
Note 4.1 Employee costs		
Wages and salaries	62,705	54,957
Superannuation	6,224	5,513
Other employee costs	1,521	1,365
WorkCover	350	974
Fringe benefits tax	1,116	364
Total employee costs	71,916	63,173

(b) Superannuation

Council made contributions to the following funds:

Defined benefit fund

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	235	266
Accumulation funds		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	3,280	2,979
Employer contributions - other funds	2,709	2,268
Total accumulation funds	5,989	5,247
Employer contributions payable at reporting date	200	177

Refer to Note 9.3 for further information relating to Council's superannuation obligations.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 4. The cost of delivering services (continued)

	2021 \$'000	2020 \$'000
Note 4.2 Materials and services		
Major contracts payments *	33,273	31,968
Other contract payments	22,674	25,408
Office administration	5,089	5,910
Consultants	3,296	4,355
Utilities	2,306	2,823
Building maintenance	5,142	5,031
Information technology	4,128	3,903
Community seminars and programs	575	699
General maintenance	1,942	1,708
Other materials and services	410	391
Total materials and services	78,835	82,196
* Major contract payments		
Garbage collection and disposal	9,038	8,733
Contracted services for programmed maintenance	7,218	7,033
General recycling service	3,589	3,144
Green waste collection and disposal	3,410	2,867
Hard waste service	1,911	1,933
Trees reactive maintenance	4,430	4,586
Aquatic facility management	1,657	1,621
Insurance	1,434	1,452
Building Maintenance – minor works	586	599
Total major contract payments	33,273	31,968
Note 4.3 Depreciation		
Infrastructure	18,435	18,081
Property	8,444	9,583
Plant and equipment	1,907	1,986
Total depreciation	28,786	29,650
Refer to note 6.2 for a more detailed breakdown of depreciation charges		
Note 4.4 Amortisation - Intangible assets		
Intangible assets	152	452
Total Amortisation - Intangible assets	152	452

Notes to the Financial Statements

for the year ended 30 June 2021

Note 4. The cost of delivering services (continued)

	2021 \$'000	2020 \$'000
Note 4.5 Amortisation - Right of use assets		
Property	380	366
Vehicles	150	73
Information technology	64	64
Total Amortisation - Right of use assets	594	503
Note 4.6 Bad and doubtful debts		
Other debtors	205	116
Total bad and doubtful debts	205	116
Movement in provision for doubtful debts		
Balance at the beginning of the year	286	414
New provisions recognised during the year	6	(90)
Amounts already provided for and written off as uncollectible	-	(38)
Amounts provided for but recovered during the year	-	-
Balance at end of year (Refer Note 5.1 trade and other receivables)	292	286
Provision for doubtful debts is recognised based on expected credit loss model. This model considers both historic and forward looking information in determining the level of impairment. Bad debts are written off when identified.		
Note 4.7 Borrowing costs		
Interest – borrowings	595	773
Total borrowing costs	595	773
Borrowing costs are recognised as an expense in the period in which they are incurred. Borrowing costs include interest on bank overdrafts and interest on borrowings.		
Note 4.8 Finance Costs - Leases		
Interest - Lease Liabilities	112	108
Total finance costs	112	108
Note 4.9 Other expenses		
Council contributions and grants	8,307	6,677
Operating lease rentals	406	371
Councillors allowances	362	382
Councillors other expenses and reimbursements	21	67
Auditors remuneration - internal	33	46
Auditors remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	59	57
Total other expenses	9,188	7,600

Notes to the Financial Statements

for the year ended 30 June 2021

Note 4. The cost of delivering services (continued)

	2021 \$'000	2020 \$'000
Note 4.10 Net gain / (loss) on disposal of property, infrastructure and plant and equipment		
(a) Assets held for sale		
Proceeds from sale of assets held for sale	-	21
Written down value of assets held for sale	-	(14)
Total net loss on disposal of assets held for sale	-	7
Loss on sale of an asset is recognised when the control of the asset has passed to the buyer.		
(b) Property, infrastructure and plant and equipment		
Proceeds from sale of assets	453	836
Written down value of assets disposed	(2,115)	(8,689)
Total net loss on disposal of property, plant and equipment and infrastructure	(1,662)	(7,853)
Loss on sale of an asset is recognised when the control of the asset has passed to the buyer.		
Total net loss on disposal of property, plant and equipment and infrastructure	(1,662)	(7,846)

Notes to the Financial Statements

for the year ended 30 June 2021

Note 5 Our financial position

	Note	2021 \$'000	2020 \$'000
Note 5.1 Financial assets			
Cash and cash equivalents			
Deposits at call		7,500	31,000
Cash at bank		58,057	19,656
Cash on hand		4	4
Total cash and cash equivalents		65,561	50,660
Council's cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:			
Trust funds and deposits	5.3 (b)	2,428	2,736
Museum of Lilydale Gift Fund		22	22
Total restricted funds		2,450	2,758
Total unrestricted cash and cash equivalents		63,111	47,902
Intended allocations			
Although not externally restricted the following amounts have been allocated for specific purposes by Council:			
- Cash held to fund carried forward capital works		12,734	10,177
- Funding received in advance held to deliver capital projects		32,859	10,289
- Development of recreational land	9.1	10,705	8,886
- Government grants	3.4	2,923	2,008
at balance date			
Total funds subject to intended allocations		59,221	31,360

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of 90 days or less, net of outstanding bank overdrafts.

Other financial assets include bank term-deposits with original maturity of over 90 days.

Other financial assets are valued at fair value, at balance date. Term deposits are measured at original cost. Any unrealised gains and losses on holdings at balance date are recognised as either revenue or expense.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 5 Our financial position (continued)

Note 5.1 Financial assets (continued)

	Note	2021 \$'000	2020 \$'000
(c) Trade and other receivables			
Current			
<i>Statutory receivables</i>			
Rates debtors		25,971	24,192
Less: provision for doubtful debts - rates debtors		(113)	(111)
Special rate and charges		381	404
Environmental upgrade agreement receivables		752	807
Net GST receivables		1,747	2,017
Infringement debtors		1,141	1,326
Less: Provision for doubtful debts - infringements		(59)	(77)
<i>Non statutory receivables</i>			
Other debtors		4,752	2,102
Less: provision for doubtful debts - other debtors		(102)	(98)
Total current trade and other receivables		34,470	30,562
Non-current			
<i>Statutory receivables</i>			
Special rates and charges		1,365	1,476
Total non-current trade and other receivables		1,365	1,476
Total trade and other receivables		35,835	32,038
Short term and long term receivables are carried at invoice amount. Overdue Rate receivables incur interest at 10%. A provision for doubtful debts is recognised based on an expected credit loss model. This model considers both historic and forward looking information in determining the level of impairment.			
d) Ageing of other debtors			
The ageing of Council's other debtors was:			
Current (not yet overdue)		1,198	224
Past due by up to 30 days		1,598	105
Past due between 31 and 180 days		368	221
Past due between 181 and 365 days		36	129
Past due by more than 1 year		1,552	1,423
Total other trade and other receivables		4,752	2,102
e) Ageing of individually impaired trade and other receivables			
At balance date, other debtors representing financial assets with a nominal value of \$101,665 (2020: \$98,251) were impaired. The amount of the provision raised against these debtors was \$101,665 (2020 \$98,251). The individually impaired debtors relate to other debtors and have been impaired based on expected credit loss model. The ageing of trade and other receivables that have been individually determined as impaired at reporting date was:			
Past due between 31 and 180 days		15	68
Past due between 181 and 365 days		-	-
Past due by more than 1 year		87	30
Total impairment of trade and other receivables		102	98

Notes to the Financial Statements

for the year ended 30 June 2021

Note 5 Our financial position (continued)

	Note	2021 \$'000	2020 \$'000
Note 5.2 Non-financial assets			
(a) Other assets			
Accrued income		3,267	4,181
Prepayments		2,151	2,069
Total other assets		5,418	6,250
(b) Intangible assets - software			
Gross carrying amount			
Balance at 1 July		4,457	4,401
Additions		-	56
Balance at 30 June		4,457	4,457
Accumulated amortisation and impairment			
Balance at 1 July		(4,150)	(3,698)
Amortisation expense		(152)	(452)
Balance at 30 June		(4,302)	(4,150)
Net book value at the end of the year		155	307

Intangible assets with finite lives are amortised as an expense on a systematic basis over the asset's useful life. Amortisation is calculated on a straight line basis, at a rate that allocates the asset value, less any estimated residual value over its estimated useful life. Estimates of the remaining useful lives and amortisation method are reviewed at least annually, and adjustments made where appropriate.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 5 Our financial position (continued)

	2021 \$'000	2020 \$'000
Note 5.3 Payables		
(a) Trade and other payables		
Trade payables	2,159	8,708
Accrued expenses	10,565	3,227
Prepaid income	1,515	1,275
Loan interest accrued	10	17
Total trade and other payables	14,249	13,227
(b) Trust funds and deposits		
Refundable deposits	1,612	1,473
Retention amounts	76	242
Fire services property levy	(11)	214
Environmental upgrade agreement payables	751	807
Total trust funds and deposits	2,428	2,736
(c) Unearned income		
Grants received in advance - operating	6,714	4,629
Grants received in advance - capital	32,859	10,289
Total unearned income	39,573	14,918

Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited. Trust funds that are forfeited, resulting in council gaining control of the funds, are recognised as revenue at the time of forfeit.

Purpose and nature of items:

Refundable deposits - Deposits are taken by Council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits and the use of civic facilities.

Fire services property levy - Council is the collection agent for the Fire Services Levy on behalf of the State Government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the State Government in line with that process.

Retention amounts - Council has a contractual right to retain certain amounts until a contractor has met certain requirements or a related warrant or defect period has elapsed. Subject to the satisfactory completion of the contractual obligations, or the elapsing of time, these amounts will be paid to the relevant contractor in line with Council's contractual obligations.

Unearned Income - This reflects the possibility that revenue recognition for grants received in advance (where there are sufficiently specific performance obligations) may be deferred under *AASB 1058 Income of Not-for-Profit Entities*.

Environmental Upgrade Agreements (EUA) - EUA is an agreement between a property owner, a bank and local government that facilitates a building upgrade to improve energy efficiency. The Local Government Act 1989 allows Council to enter into an EUA with business or commercial property owners to finance environmental upgrades, such as solar power or water efficiency, and repay the loan through their council rates. Councils do not provide any funding but levy an environmental upgrade charge on the owner/occupier and administer the payment of the charge in line with the agreement. The funds collected by council are transferred to Sustainable Melbourne Fund, the lending body.

During 2020-21, Council entered into EUAs with 2 business organisations and \$751k were outstanding as receivable, as shown under Note 5.1(c), and payable as shown in the above Note 5.3 (b) as at 30 June 2021.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 5 Our financial position (continued)

At the end of June 2021, there were 7 EUA charges in operation and no outstanding EUAs had fallen due and not paid.

	2021 \$'000	2020 \$'000
Note 5.4 Interest-bearing liabilities		
Current		
Borrowings – secured	3,838	3,653
Total current interest-bearing loans and borrowings	3,838	3,653
Non-current		
Borrowings – secured	6,295	10,133
Total non-current interest-bearing loans and borrowings	6,295	10,133
Total interest-bearing loans and borrowings	10,133	13,786
Borrowings are secured against rate income.		
The maturity profile for Council's borrowings is:		
Not later than one year	3,838	3,653
Later than one year and not later than five years	6,295	10,133
Later than five years	-	-
Total interest-bearing loans and borrowings	10,133	13,786
Aggregate carrying amount of interest-bearing loans and borrowings:		
Current	3,838	3,653
Non-current	6,295	10,133
Total interest-bearing loans and borrowings	10,133	13,786

Borrowings are initially measured at fair value, being the cost of the interest bearing liabilities, net of transaction costs. The measurement basis subsequent to initial recognition depends on whether the Council has categorised its interest-bearing liabilities as either financial liabilities designated at fair value through the profit and loss, or financial liabilities at amortised cost. Any difference between the initial recognised amount and the redemption value is recognised in net result over the period of the borrowing using the effective interest method.

The classification depends on the nature and purpose of the interest bearing liabilities. Council determines the classification of its interest bearing liabilities at initial recognition.

Yarra Ranges Shire Council

Notes to the Financial Statements

for the year ended 30 June 2021

Note 5 Our financial position (continued)

	Employee \$'000	Landfill restoration \$'000	Special rates and charges \$'000	Other \$'000	Total \$'000
Note 5.5 Provisions					
2021					
Balance at the beginning of the financial year	17,724	3,948	430	6	22,108
Additional provisions	3,471	2,382	-	-	5,853
Amounts used	(2,081)	(657)	-	-	(2,738)
Increase / (decrease) in the discounted amount arising because of time and effect of any change in discount rate	(53)	(26)	-	-	(79)
Balance at the end of the financial year	19,061	5,647	430	6	25,144
2020					
Balance at the beginning of the financial year	16,355	4,049	570	6	20,980
Additional provisions	2,732	732	-	-	3,464
Amounts used	(1,474)	(900)	(140)	-	(2,514)
Increase in the discounted amount arising because of time and effect of any change in discount rate	111	67	-	-	178
Balance at the end of the financial year	17,724	3,948	430	6	22,108
				2021 \$'000	2020 \$'000
(a) Employee provisions					
Current provisions expected to be settled within 12 months					
Annual leave				6,419	5,019
Long service leave				1,094	1,028
Other entitlements				114	164
Total current employee provisions expected to be settled within 12 months				7,627	6,211
Current provisions expected to be settled after 12 months					
Annual leave				27	509
Long service leave				9,843	9,255
Total current employee provisions expected to be settled after 12 months				9,870	9,764
Total current employee provisions				17,497	15,975
Non-current					
Long service leave				1,565	1,749
Other entitlements				-	-
Total non-current employee provisions				1,565	1,749
Aggregate carrying amount of employee provisions					
Current				17,497	15,975
Non-current				1,565	1,749
Total employee provisions				19,062	17,724

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.

Wages and salaries and annual leave

Liabilities for wages and salaries, including non-monetary benefits and annual leave expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits in respect of employee services up to the reporting date, classified as current liabilities and measured at their nominal values.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Yarra Ranges Shire Council

Notes to the Financial Statements

for the year ended 30 June 2021

Note 5 Our financial position (continued)

Note 5.5 Provisions (continued)

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits.

Current Liability - unconditional LSL representing 7 years or more of service is disclosed as a current liability even when Council does not expect to settle the liability within 12 months as it will not have the unconditional right to defer settlement of the entitlement should an employee take leave within 12 months.

Non-current liability - conditional LSL that has been accrued, where an employee is yet to reach 7 years, is disclosed as a non-current liability. There is an unconditional right to defer settlement of the entitlement until the employee has completed the requisite years of service. This non-current LSL liability is measured at present value.

The following assumptions were adopted in measuring the present value of employee provisions:

	2021 \$'000	2020 \$'000
Weighted average increase in employee costs	2.00%	2.00%
Weighted average discount rates	1.49%	0.87%

(b) Landfill restoration

Coldstream landfill has been closed to the receipt of refuse since May 2004, and Healesville landfill has been closed since 1998.

Rehabilitation plans and specifications have been approved by the EPA. Restoration work has commenced and is expected to be completed in the next few years.

The costs are expected to be in the order of \$5.63m, however this will be dependent on the availability of suitable cover material and the management and treatment of the landfill gas.

In addition to the above two landfill sites, Council continues to monitor the closed landfill sites at Lysterfield, Wesburn and Mt Evelyn. The ongoing monitoring charges for these have been factored into the calculation of the provision for landfill restoration.

	2021 \$'000	2020 \$'000
Landfill restoration		
Current	1,663	1,361
Non-current	3,966	2,587
Total landfill restoration	5,629	3,948

Council is obligated to restore landfill sites at Coldstream and Healesville to a particular standard under the Environment Protection Authority (EPA) Licences 'HS 1264 – Coldstream' and 'ES112 for Healesville'. The provision for landfill remediation has been calculated based on the present value of the expected cost of works to be undertaken. The expected cost of works has been estimated based on current understanding of work required to reinstate the site to a suitable standard. Accordingly, the estimation of the provision required is dependent on the accuracy of the work required, forecast timing of the work and related costs.

The following key assumptions were adopted in measuring the present value of landfill provisions:

Weighted average increase in costs	2.00%	2.00%
Weighted average discount rates	1.49%	0.87%

(c) Other provisions

Current

Special rates and charges	86	90
Other	6	6
Total current other provisions	92	96

Non-current

Special rates and charges	312	340
Total non-current other provisions	312	340
Total other provisions	404	436

Summary of provisions

Current	19,252	17,432
Non-current	5,843	4,676
Total provisions	25,095	22,108

Notes to the Financial Statements

for the year ended 30 June 2021

Note 5 Our financial position (continued)

	2021 \$'000	2020 \$'000
Note 5.6 Financing arrangements		
Bank overdraft	1,500	1,500
Credit card facilities	400	400
Total facilities	1,900	1,900
Used facilities	71	38
Unused facilities	1,829	1,862

	Not later than 1 year \$'000	Later than 1 year and not later than 2 years \$'000	Later than 2 years and not later than 5 years \$'000	Later than 5 years \$'000	Total \$'000
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Note 5.7 Commitments

Council has entered into the following commitments. Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and presented inclusive of the GST payable.

2021**Operating**

Waste Management	11,409	11,408	2,852	-	25,670
Buildings maintenance	8,508	-	-	-	8,508
Open space management	4,770	587	345	-	5,702
Consultancies	15,120	1,209	402	-	16,731
Other	-	-	-	-	-
Cleaning contracts for council buildings	-	-	-	-	-
Total operating commitments	39,808	13,204	3,599	-	56,611

Capital

Buildings	14,655	2,000	1,499	-	18,154
Roads	4,761	355	-	-	5,116
Other	28,733	4,708	2,032	3	35,476
Total capital commitments	48,149	7,063	3,531	3	58,746
Total commitments	87,957	20,267	7,130	3	115,357

2020**Operating**

Waste management	13,605	13,271	14,318	-	41,194
Buildings maintenance	3,437	1,604	330	110	5,481
Open space management	5,804	4,932	-	-	10,736
Consultancies	2,439	1,025	406	86	3,956
Cleaning contracts to Council buildings	1,520	258	-	-	1,778
Total operating commitments	26,805	21,090	15,054	196	63,145

Capital

Buildings	18,295	5,152	-	-	23,447
Roads	7,814	8,088	-	-	15,902
Other	4,548	4,108	2,225	1,420	12,301
Total capital commitments	30,657	17,348	2,225	1,420	51,650
Total commitments	57,462	38,438	17,279	1,616	114,795

Notes to the Financial Statements

for the year ended 30 June 2021

Note 5 Our financial position (continued)

Note 5.8 Leases

At inception of a contract, all entities would assess whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To identify whether a contract conveys the right to control the use of an identified asset, it is necessary to assess whether:

- The contract involves the use of an identified asset;
- The customer has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- The customer has the right to direct the use of the asset.

This policy is applied to contracts entered into, or changed, on or after 1 July 2019.

As a lessee, Council recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- any lease payments made at or before the commencement date less any lease incentives received; plus
- any initial direct costs incurred; and
- an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, an appropriate incremental borrowing rate. Generally, Council uses an appropriate incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following:

- Fixed payments
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable under a residual value guarantee; and
- The exercise price under a purchase option that Council is reasonably certain to exercise, lease payments in an optional renewal period if Council is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless Council is reasonably certain not to terminate early.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Council has elected to apply the temporary option available under AASB 16 Leases which allows not-for-profit entities to not measure right-of-use assets at initial recognition at fair value in respect of leases that have significantly below-market terms. There are no significant leases of this nature.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 5 Our financial position (continued)

Note 5.8 Leases (continued)

Right-of-Use Assets

	Property	Vehicles	Other, etc.	Total
	\$'000	\$'000	\$'000	\$'000
Balance at 1 July 2019	1,366	389	230	1,985
Additions	112	-	-	112
Amortisation charge	(366)	(73)	(64)	(503)
Balance at 30 June 2020	1,112	316	166	1,594

	\$'000	\$'000	\$'000	\$'000
Balance at 1 July 2020	1,112	316	166	1,594
Additions	29	638	-	667
Amortisation charge	(380)	(150)	(63)	(593)
Balance at 30 June 2021	761	804	103	1,668

Lease Liabilities

	Property	Vehicles	Other, etc.	Total
	\$'000	\$'000	\$'000	\$'000
Balance at 1 July 2020	1,147	328	172	1,647
Additions	29	638	-	667
Lease payments	(371)	(131)	(62)	(564)
Balance at 30 June 2021	805	835	110	1,750

Lease Liabilities

	2021	2020
	\$'000	\$'000
Maturity analysis - contractual undiscounted cash flows		
Less than one year	451	470
One to five years	1,001	837
More than five years	296	340
Total undiscounted lease liabilities as at 30 June:	1,748	1,647

Lease liabilities included in the Balance Sheet at 30 June:

Current	451	470
Non-current	1,297	1,177
Total lease liabilities	1,748	1,647

Notes to the Financial Statements

for the year ended 30 June 2021

Note 5 Our financial position (continued)

Note 5.8 Leases (continued)

Non-cancellable lease commitments - Short-term and low-value leases

Short-term and low value leases

Council has elected not to recognise right-of-use assets and lease liabilities for short-term leases of machinery that have a lease term of 12 months or less and leases of low-value assets (individual assets worth less than existing capitalisation thresholds for a like asset up to a maximum of \$10,000), including IT equipment. Council recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

	2021	2020
Expenses relating to:	\$'000	\$'000
Short-term leases	163	292
Leases of low value assets	601	17
Total	764	309

Non-cancellable lease commitments - Short-term and low-value leases

Commitments for minimum lease payments for short-term and low-value leases are payable as follows:

Payable:

Within one year	194	307
Later than one year but not later than five years	115	41
Later than five years	41	78
Total lease commitments	350	426

Notes to the Financial Statements

for the year ended 30 June 2021

Note 6 Assets we manage

	2021	2020
	\$'000	\$'000
Note 6.1 Non-current assets classified as held for sale		
Plant and equipment	-	-
Total non-current assets classified as held for sale	-	-

A non-current asset classified as held for sale is measured at the lower of its carrying amount and fair value less costs of disposal, and are not subject to depreciation. Non-current assets, disposal groups, related liabilities and assets are treated as current and classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset's sale is expected to be completed within 12 months from the date of classification.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 6 Assets we manage (continued)

Note 6.2 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment

	At cost/fair value 30 June 2020	Acquisitions	Contributions	Revaluation	Depreciation	Disposal	Transfers	At cost/fair value 30 June 2021
Property	549,569	6,874	176	21,461	(8,444)	(732)	3,726	572,630
Plant and equipment	14,029	-	-	-	(1,907)	(182)	-	11,940
Infrastructure	481,876	1,268	3,937	-	(18,435)	(1,200)	2,957	470,400
Work in progress	39,723	48,840	-	-	-	-	(6,691)	81,872
Total	1,085,197	56,982	4,113	21,461	(28,786)	(2,114)	(8)	1,136,842

Summary of Work in Progress (WIP)

	Opening WIP 1 July 2020	Additions	Transfers	project expenditure reclassification	Closing WIP 30 June 2021
Property	8,562	13,872	(3,087)	-	19,347
Plant and equipment	976	4,472	-	-	5,448
Infrastructure	30,185	30,496	(3,604)	-	57,077
Total	39,723	48,840	(6,691)	-	81,872

Notes to the Financial Statements

for the year ended 30 June 2021

Note 6 Assets we manage (continued)

Note 6.2 Property, infrastructure, plant and equipment (continued)

Note	Opening balance			Movements in fair value						Movements in accumulated depreciation						Closing balance		
	At cost / fair value 1 July 2020	Accumulated depreciation at 1 July 2020	Written down value at 1 July 2020	Acquisition of assets	Contributed assets	Revaluation increments / value of assets decrements	Cost / fair value of assets disposed	Transfers	Total	Depreciation and amortisation	Revaluation increments / decrements	Accumulated depreciation of disposals	Transfers	Impairment losses recognised in operating result	Total	At cost / fair value 30 June 2021	Accumulated depreciation at 30 June 2021	Written down value at 30 June 2021
	\$'000	\$'000	\$'000	\$'000		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000			\$'000	\$'000	\$'000	\$'000
Land and Buildings at Fair Value																		
Land																		
Land - specialised	313,829	-	313,829	1,971	135	13,383	-	-	15,488	-	-	-	-	-	-	329,317	-	329,317
Land - non specialised	32,132	-	32,132	-	-	-	-	-	-	-	-	-	-	-	-	32,132	-	32,132
Land - other controlled	26,023	-	26,023	-	-	-	-	-	-	-	-	-	-	-	-	26,023	-	26,023
Land improvements	6,677	(3,948)	2,729	-	41	-	-	-	41	(241)	-	-	-	-	(241)	6,718	(4,189)	2,529
Total land	378,661	(3,948)	374,713	1,971	176	13,383	-	-	15,529	(241)	-	-	-	-	(241)	394,190	(4,189)	390,001
Buildings																		
Heritage buildings	5,432	(130)	5,302	-	-	4	-	-	4	(129)	259	-	-	-	130	5,436	-	5,436
Buildings - specialised	167,199	(5,609)	161,590	4,901	-	(7,430)	(927)	8,502	5,045	(7,590)	13,004	195	-	-	5,609	172,244	-	172,244
Buildings - non specialised	5,675	(2,222)	3,453	-	-	(77)	-	(4,776)	(4,853)	(98)	2,320	-	-	-	2,222	822	-	822
Building improvements	5,125	(1,828)	3,297	2	-	-	-	-	2	(325)	-	-	-	-	(325)	5,127	(2,153)	2,974
Leasehold improvements	1,819	(605)	1,214	-	-	-	-	-	-	(61)	-	-	-	-	(61)	1,819	(666)	1,153
Total buildings	185,250	(10,394)	174,856	4,903	-	(7,503)	(927)	3,726	198	(8,203)	15,583	195	-	-	7,575	185,448	(2,819)	182,629
Work in progress	8,562	-	8,562	13,872	-	-	-	(3,087)	10,785	-	-	-	-	-	-	19,347	-	19,347
Total land and buildings	572,473	(14,342)	558,131	20,746	176	5,880	(927)	639	26,512	(8,444)	15,582	195	-	-	7,334	598,985	(7,008)	591,977
Plant and equipment at cost																		
Plant, machinery and equipment	16,401	(7,932)	8,469	-	-	-	(618)	-	(618)	(1,477)	-	438	-	-	(1,039)	15,783	(8,971)	6,812
Fixtures, fittings and furniture	3,098	(2,043)	1,055	-	-	-	(4)	-	(4)	(188)	-	2	-	-	(186)	3,094	(2,229)	865
Computers and telecomms	3,257	(2,617)	640	-	-	-	-	-	-	(242)	-	-	-	-	(242)	3,257	(2,859)	398
Work in progress	976	-	976	4,472	-	-	-	-	4,472	-	-	-	-	-	-	5,448	-	5,448
Total plant and equipment	23,732	(12,592)	11,140	4,472	-	-	(622)	-	3,850	(1,907)	-	440	-	-	(1,467)	27,582	(14,059)	13,523
Infrastructure at fair value																		
Roads (See note below*)	388,465	(175,202)	213,263	982	1,339	-	(1,722)	255	854	(8,220)	-	1,179	-	-	(7,041)	389,319	(182,243)	207,074
Footpaths and cycleways	82,486	(47,080)	35,406	156	3	-	(260)	136	35	(1,623)	-	182	-	-	(1,441)	82,521	(48,521)	34,000
Drainage	233,636	(103,338)	130,298	0	2,595	-	(855)	329	2,069	(2,887)	-	496	-	-	(2,391)	235,705	(105,729)	129,976
Bridges	35,311	(16,997)	18,314	-	-	-	(169)	-	(169)	(476)	-	43	-	-	(433)	35,142	(17,430)	17,711
Recreational, leisure and Community	90,727	(46,264)	44,463	130	-	-	(721)	2,150	1,559	(3,064)	-	655	-	-	(2,409)	92,286	(48,673)	43,613
Parks, open space and streetscapes	28,298	(13,360)	14,938	-	-	-	(163)	88	(75)	(1,074)	-	135	-	-	(939)	28,223	(14,299)	13,923
Off street car parks	28,484	(9,523)	18,961	-	-	-	-	-	-	(677)	-	-	-	-	(677)	28,484	(10,200)	18,283
Other Infrastructure	13,258	(7,025)	6,233	-	-	-	-	-	-	(414)	-	-	-	-	(414)	13,258	(7,439)	5,819
Work in progress	30,185	-	30,185	30,496	-	-	-	(3,604)	26,892	-	-	-	-	-	-	57,077	-	57,077
Total infrastructure	930,850	(418,789)	512,061	31,764	3,937	-	(3,890)	(647)	31,164	(18,435)	-	2,690	-	-	(15,745)	962,014	(434,534)	527,476
Other																		
Other	3,865	-	3,865	-	-	-	-	-	-	-	-	-	-	-	-	3,865	-	3,865
Total other	3,865	-	3,865	-	-	-	-	-	-	-	-	-	-	-	-	3,865	-	3,865
Total	1,530,920	(445,723)	1,085,197	56,982	4,113	5,880	(5,439)	(8)	61,526	(28,786)	15,582	3,325	-	-	(9,878)	1,592,446	(455,601)	1,136,841

Notes to the Financial Statements

for the year ended 30 June 2021

Note 6 Assets we manage (continued)

Note 6.2 Property, infrastructure, plant and equipment (continued)

Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date.

In accordance with Council's policy, the threshold limits detailed in the below table have been applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

Asset recognition thresholds and depreciation periods

Major depreciation periods and threshold limits are listed below and are consistent with the prior year unless otherwise stated:

Asset category	Useful lives	Asset threshold limit (\$)
Property		
Land	-	5,000
Land improvements	10-50	1,000
Buildings	50	5,000
Building and leasehold improvements	5-30	1,000 - 5,000
Plant and equipment		
Light plant and equipment	6-10	1,500
Heavy plant and equipment	12	1,500
Motor vehicles	6-8	1,500
Fixtures, fittings and furniture	5-10	1,000
Computers and telecommunication	3-5	1,000
Infrastructure		
Road sub base	100 - 125	5,000
Road base	100 - 135	5,000
Road surface	12-60	5,000
Road treatments	12-30	5,000
Road kerb and channel	50	1,000
Road inventory	30	1,000
Footpaths and cycleways	25-50	1,000
Drainage	50-100	1,000
Bridges	30-120	5,000
Recreational, leisure and community facilities	5-50	1,000
Parks, open space and streetscape	10-50	500
Off street car parks	15-120	1,000
Other infrastructure	25-50	1,000
Intangible assets		
Software	5	10,000
Other		
Art work	-	5,000

Yarra Ranges Shire Council

Notes to the Financial Statements

for the year ended 30 June 2021

Note 6 Assets we manage (continued)

Note 6.2 Property, infrastructure, plant and equipment (continued)

Land under roads

AASB 1051 - Land Under Roads provides four options (as below) to recognise Land Under Roads:

- (i) recognise all land under roads at fair value (preferred option)
- (ii) recognise all land under roads at (deemed) cost
- (iii) recognise land under roads acquired after 1 July 2008 at fair value
- (iv) recognise land under roads acquired after 1 July 2008 at (deemed) cost

Council has elected to use the option to recognise land under roads acquired after 1 July 2008 at (deemed) cost, which is calculated based on the site value of the municipality per m² discounted by 90% for englobo (undeveloped and / or unserved) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services.

Depreciation and amortisation of property, infrastructure, plant and equipment and intangibles

Buildings, land improvements, plant and equipment, infrastructure and other assets having limited useful lives are systematically depreciated over their useful lives to Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives are made on a regular basis with major asset classes reassessed annually. Depreciation rates are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and a separate depreciation rate is determined for each component.

Land and road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life.

Straight line depreciation is charged based on the residual useful life as determined each year.

Repairs and maintenance

Routine maintenance, repair costs and minor renewal costs are expensed as incurred. Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold, the costs are capitalised and depreciated. The carrying value of the replaced asset is expensed.

Leasehold improvements

Leasehold improvements are recognised at cost and are amortised over the unexpired period of the lease or the estimated useful life of the improvement, whichever is the shorter. At balance date, leasehold improvements are amortised over a 30 year period.

Valuation of land and buildings

The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the Comprehensive Income Statement.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserved) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the Comprehensive Income Statement.

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

Valuation of Council's land and building has been conducted in June 2021 by Council's qualified independent valuer - Herron Todd White Ltd (Chris Johnson, API Membership Number 62481). Details of Council's land and buildings, information about the fair value hierarchy as at 30 June 2021 and the date of the latest valuation is detailed in the following table.

	Level 1	Level 2	Level 3	Date of
	\$'000	\$'000	\$'000	Valuation
Property				
Land	-	32,132		06/21
Specialised land	-	-	355,340	06/21
Land improvements	-	-	2,529	06/16
Heritage buildings	-	-	5,436	06/21
Buildings	-	822	172,244	06/21
Building improvements	-	-	2,974	N/A
Leasehold improvements	-	-	1,153	N/A
Total	-	32,954	539,676	

Yarra Ranges Shire Council

Notes to the Financial Statements

for the year ended 30 June 2021

Note 6 Assets we manage (continued)

Note 6.2 Property, infrastructure, plant and equipment (continued)

Valuation of infrastructure

Council's footpath and cycleways assets were valued at June 2020. Council's Roads assets were valued at June 2019. A valuation of Council's other infrastructure assets was conducted as set out below at fair value based on replacement cost (Greenfields approach) less accumulated depreciation as at the date of valuation. Details of Council's infrastructure, information about the fair value hierarchy as at 30 June 2021 and the date of the current valuation is detailed in the following table:

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Date of Valuation
Roads			207,074	06/19
Footpaths and cycleways			34,000	06/20
Drainage			129,976	06/16
Bridges			17,711	06/16
Recreational, leisure and community			43,613	06/18
Parks, open space and streetscapes			13,923	06/16
Off street car parks			18,283	06/16
Other infrastructure			5,819	06/16
Total	-	-	470,398	

Description of significant unobservable inputs into level 3 valuations:

Specialised land and land under roads is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 5% and 95%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$1 and \$1,442 per square metre.

Specialised buildings are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement cost is calculated on a square metre basis and ranges from \$5 and \$9,024 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 1 year to 50 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

Infrastructure assets are valued based on the depreciated replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 5 years to 135 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

Reconciliation of specialised land

	2021 \$'000	2020 \$'000
Land under roads	255	200
Parks and reserves	355,085	339,652
Total specialised land	355,340	339,852

Valuation of Art Work

Council's Art Work assets, included in the asset class 'Other', have been valued as at 30 June 2019. The valuation was conducted by Simon Storey Valuers.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 6 Assets we manage (continued)

	Note	2021 \$'000	2020 \$'000
Note 6.3 Investments in associates, joint arrangements and subsidiaries			
Investments in Associates accounted for using the equity method are:			
Eastern Regional Library Corporation		5,400	5,139
Total investment in associates		5,400	5,139
On 1 July 1996 the Eastern Regional Library Corporation (ERL) commenced operations. Yarra Ranges Shire Council recognises its interest in the net assets of the ERL as an investment in accordance with AASB 128 'Investments in Associates'. In 2021 Council's interest was 38.72% of net assets (2020 38.72%). This is based on the audited statements of the ERL.			
Fair Value in Council's investment in Eastern Regional Library		5,400	5,139
Council's share of accumulated surplus / (deficit)			
Council's share of accumulated surplus at start of year		5,139	4,899
Reported surplus for year		261	240
Council's share of accumulated surplus at end of year		5,400	5,139
Movement in carrying value of specific investment:			
Carrying value of investment at start of year		5,139	4,899
Share of surplus for year		261	240
Carrying value of investment at end of year		5,400	5,139
Council's share of expenditure commitments:			
Lease commitments		72	117
Total commitments		72	117

Associates are all entities over which Council has significant influence but not control or joint control. Council's investment in associates is accounted for by the equity method as Council has the ability to influence rather than control the operation of the entity. The investment is initially recorded at the cost of acquisition and adjusted thereafter for post-acquisition changes in Council's share of the net assets of the entity. Council's share of the financial result of the entity is recognised in the Comprehensive Income Statement.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 7. People and relationships

Note 7.1 Council and key management remuneration

(a) Related parties

Subsidiaries and Associates

Interests in subsidiaries and associates are detailed in note 6.3.

(b) Key management personnel

Details of persons holding the position of Councillor or other members of key management personnel at any time during the year are:

Councillors

Fiona McAllister	1 July 2020 to 24 October 2020. 14 November 2020 – 30 June 2021, Mayor
David Eastham	14 November 2020 – 30 June 2021, Deputy Mayor
Richard Higgins	1 July 2020 to 24 October 2020, Mayor. 14 November 2020 to 30 June 2021
Len Cox	1 July 2020 to 24 October 2020. 14 November 2020 to 30 June 2021
Jim Child	1 July 2020 to 24 October 2020. 14 November 2020 to 30 June 2021
Tim Heenan	1 July 2020 to 24 October 2020. 14 November 2020 to 30 June 2021
Sophie Todorov	14 November 2020 – 30 June 2021
Cathrine Burnett-Wake	14 November 2020 – 30 June 2021
Johanna Skelton	14 November 2020 – 30 June 2021
Tony Stevenson	1 July 2020 to 24 October 2020, Mayor
Noel Cliff	1 July 2020 to 24 October 2020
Terry Avery	1 July 2020 to 24 October 2020
Mike Clarke	1 July 2020 to 18 October 2020
Chief Executive Officer	1 July 2020 to 30 June 2021
Director Corporate Services	1 July 2020 to 30 June 2021
Director Communities	1 July 2020 to 30 June 2021
Director Planning, Design and Development	1 July 2020 to 30 June 2021
Director Environment and Infrastructure	1 July 2020 to 30 June 2021

	2021	2020
	No	No
Total Number of Councillors	13	9
Total of Chief Executive Officer and other Key Management Personnel (See note below *)	5	6
Total key management personnel	18	15

* In 2019-20, Council created an additional directorate to better serve the community. The directorate of Social and Economic Development was split and directorates of Communities and Planning, Design and Development were created.

(c) Remuneration of key management personnel

Total remuneration of key management personnel was as follows:

Short-term benefits	1,855	1,616
Post-employment benefits	167	146
Termination benefits	-	-
Long-term benefits	22	29
Total (See note below *)	2,044	1,791

* In 2019-20, Council created an additional directorate to better serve the community. The directorate of Social and Economic Development was split and directorates of Communities and Planning, Design and Development were created.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 7. People and relationships (continued)

Note 7.1 Council and key management remuneration (continued)

(c) Remuneration of key management personnel continued

The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:

	2021 No	2020 No
\$10,000 - \$19,999	4	-
\$20,000 - \$29,999	4	-
\$30,000 - \$39,999	3	7
\$50,000 - \$59,999	-	1
\$60,000 - \$69,999	1	1
\$70,000 - \$79,999	-	1
\$80,000 - \$89,999	-	1
\$90,000 - \$99,999	1	-
\$150,000 - \$159,999	-	1
\$130,000 - \$139,999	-	1
\$160,000 - \$169,999	-	2
\$290,000 - \$299,999	-	1
\$300,000 - \$309,999	4	1
\$400,000 - \$409,999	1	-
Total	18	17

(d) Senior officers remuneration

A Senior Officer, other than a key management personnel, is an officer of Council who:

- a) has management responsibilities and reports directly to the Chief Executive; or
- b) whose total annual remuneration exceeds \$151,000 (2020: \$151,000)

The number of Senior Officers, other than the key management personnel, are shown below in their relevant income bands:

Income range	2021 No	2020 No
\$150,000 - \$159,999	1	9
\$160,000 - \$169,999	2	6
\$170,000 - \$179,999	4	3
\$180,000 - \$189,999	5	2
\$190,000 - \$199,999	2	4
\$200,000 - \$209,999	1	-
\$210,000 - \$219,999	3	-
Total	18	24

	2021 \$'000	2020 \$'000
Total remuneration for the reporting year for senior officers included above, amounted to (see note below *)	3,369	4,050

* This includes \$261k (\$130k in 2019-20) paid to senior officers, identified as key management personnel, when they acted as Directors for the period as specified in the note 7(b) above.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 7. People and relationships (continued)

Note 7.2 Related party disclosures

(a) Transactions with related parties

No transactions other than remuneration payments or the reimbursement of approved expenses were entered into by Council with related parties.

(b) Outstanding balances with related parties

There were no outstanding balances with related parties.

(c) Loans to/from related parties

No loan transactions were entered by Council with related parties.

(d) Commitments to/from related parties

There were no commitments in existence at balance date that have been made, guaranteed or secured by the council to a related party other than those related to the employment contracts of Key Management Personnel.

Yarra Ranges Shire Council

Notes to the Financial Statements

for the year ended 30 June 2021

Note 8. Managing uncertainties

Note 8.1 Contingent assets and liabilities

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed by way of a note and, if quantifiable, are measured at nominal value.

(a) Contingent assets

Subdivisions

There are 2 major subdivisions and other developments underway as at 30 June 2021, from which Council will receive certain assets. The maintenance of these assets will become Council's responsibility once control has passed to Council.

(b) Contingent liabilities

Defined benefits superannuation fund

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme to ensure that the liabilities of the fund are covered by the assets of the fund. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists. At this point in time it is not known if additional contributions will be required, their timing or potential amount.

Insurance

As a local authority with ownership of numerous parks, reserves, roads and other land holdings, Council regularly receives claims and demands allegedly arising from incidents which occur on land belonging to Council. There are 16 outstanding claims as at 30 June 2021 against Council in this regard currently lodged with our liability insurer. Council carries \$600 million of public liability insurance and had a deductible of \$50,000 in 2020-21. The accumulated deductible liabilities are \$460,000 as the maximum liability of Council in any single claim is the extent of its outstanding (unpaid) deductible. The primary insurer is MAV Insurance. There are no claims of which Council is aware which would fall outside the terms of Council's policy.

Bank guarantees

The amount disclosed for financial guarantee in this note is the outstanding amount of the underlying loan that is guaranteed by the Council, not the fair value of the financial guarantee. As at 30 June 2021, Council has provided bank guarantees for community groups totalling \$17,419 (2020: \$21,172). The bank guarantees are secured via a mortgage over Council rates. At balance date Council has received assurances from the clubs that they are continuing to meet all repayments in accordance with the requirements of the loan agreement.

Community organisation	Financial institution	Purpose	Original loan amount	Amount outstanding 30 June 2021	Year loan commenced
Montrose Football Club	Bendigo Bank	Assist with development of club	25,000	17,419	2014-2015
			25,000	17,419	

Financial guarantee contracts are not recognised as a liability in the Balance Sheet unless the lender has exercised their right to call on the guarantee or Council has other reasons to believe that it is probable that the right will be exercised.

Eastern Regional Waste Management Group – Provision for Rehabilitation of Narre Warren Landfill

Yarra Ranges Shire Council is a member of the Narre Warren Landfill User Group (NWUG) which has created a provision for the site rehabilitation at Narre Warren landfill. Yarra Ranges Shire Council has shared responsibility with the other members of the NWUG for the rehabilitation works. If costs exceed the provision, additional funding may be required as a contribution from the member councils of the former Eastern Regional Waste Management Group (Least Waste) who managed the works on behalf of NWUG. As of 30 June 2021, NWUG held \$1,641,314.65 (2020: \$1,715,274.55) in trust for future liabilities. If this amount is insufficient to cover the liability, Council's share of the additional liability will be limited to 3.68% no change from last year. The landfill rehabilitation works were completed in prior years and have been handed back to City Of Casey. City of Casey manage the ongoing rehabilitation and works required from the Provisional fund. There was no financial contribution made for the 2020-21 financial year.

Extreme Weather Event June 2021

Yarra Ranges community experienced a Severe Weather Event Wednesday 9 June 2021. Assessments indicate that the largest impact has been on hills communities, particularly Mount Dandenong, Kalorama, Olinda, Monbulk and Mount Evelyn. Flood impacts in the Yarra Valley and upper Yarra Valley are also evident. Extensive damage to dwellings, trees blocking roads, fallen powerlines, ongoing power and telecommunications outages along with the impact on the community, is still being assessed. A longer-term recovery plan is being developed and shall be recognised in 2022 Financial Statements, where appropriate.

Council has reviewed its obligations in relation to AASB137. In undertaking this review Council has determined that it is not in a position to be able to calculate its liability to "make good", as we have not completed full assessments of the same and do not as yet have an indication of the level of support that may be provided by Commonwealth and State Governments. Council is unable to commit fully to a recovery work programme as at balance date, until further details are known.

Note 8.2 Change in accounting standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2021 reporting period. As at 30 June 2021 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2022 that are expected to impact Council.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 8. Managing uncertainties (continued)

Note 8.3 Financial instruments

(a) Objectives and policies

Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in the notes of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

(b) Market risk

Market risk is the risk that the fair value or future cash flows of our financial instruments will fluctuate because of changes in market prices. Council's exposure to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Our interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes us to fair value interest rate risk. Council does not hold any interest bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating interest rates (on call investment account).

Investment of surplus funds is made with approved financial institutions under the Local Government Act 1989. Council manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment product,
- monitoring of return on investment,
- benchmarking of returns and comparison with budget.

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk, from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have an impact on Council's year end result.

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council has exposure to credit risk on some financial assets included in the Balance Sheet. Particularly significant areas of credit risk exist in relation to outstanding fees and fines as well as receivables from sporting clubs and associations.

To help manage this risk Council:

- has a policy for establishing credit limits for the entities we deal with;
- may require collateral where appropriate; and
- only invests surplus funds with financial institutions which have a recognised credit rating specified in our investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with Council's financial assets is minimal because the main rates debtors are secured by charges over the rateable property.

There are no material financial assets which are individually determined to be impaired.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 8. Managing uncertainties (continued)

Note 8.3 Financial instruments (continued)

(c) Credit risk (continued)

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when Council provides a guarantee for another party. Details of our contingent liabilities are disclosed in Note 8.1 (b).

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.

(d) Liquidity risk

Liquidity risk includes the risk that, as a result of council's operational liquidity requirements it will not have sufficient funds to settle a transaction when required or will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

- has a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- has readily accessible standby facilities and other funding arrangements in place;
- has a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitors budget to actual performance on a regular basis; and
- sets limits on borrowings in line with its borrowing strategy specified in the Long Term Financial Plan.

Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed in the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 8.1 (b), and is deemed insignificant based on prior periods data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period. However, Council has changed its rating strategy to meet the rate cap and presents challenges to liquidity in future years.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at Note 5.4.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

(e) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are "reasonably possible" over the next 12 months:

A parallel shift of +1% and -0.5% in market rates (AUD) from year-end cash rates of 1% as published by the Reserve Bank of Australia.

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

8.4 Fair value measurement

Fair value hierarchy

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy. They are measured at amortised cost.

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair value measurement, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

AASB 13 defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Fair value under AASB 13 is an exit price regardless of whether that price is directly observable or estimated using another valuation technique.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities;

Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and

Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 8. Managing uncertainties (continued)

Note 8.4 Fair value measurement (continued)

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. At balance date, Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use on an asset result in changes to the permissible or practical highest and best use of the asset. Further details regarding the fair value hierarchy are disclosed at Note 6.2 Property, infrastructure, plant and equipment.

In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis, ranging from 2 to 5 years. Art works are revalued every five years. The valuation is performed either by experienced council officers or independent experts.

Where the assets are revalued, the revaluation increments are credited directly to the asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation reserve for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

Impairment of assets

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

Note 8.5 Natural disasters

Since 2018-2019 Yarra Ranges has been affected by storms and floods which have resulted in an increase in expenditure, particularly contractors and materials and services.

	2021	2020
	\$'000	\$'000
Expenditure incurred is as follows:		
Contractors	1,914	146
Employee costs	48	11
General materials and services	52	-
Total natural disaster events	2,014	157

Grant funding assistance received for natural disaster events are disclosed in note 3.4.

Yarra Ranges community experienced a Severe Weather Event Wednesday 9 June 2021. Assessments indicate that the largest impact has been on hills communities, particularly Mount Dandenong, Kalorama, Olinda, Monbulk and Mount Evelyn. Flood impacts in the Yarra Valley and upper Yarra Valley are also evident. Extensive damage to dwellings, trees blocking roads, fallen powerlines, ongoing power and telecommunications outages along with the impact on the community, is still being assessed. A longer-term recovery plan is being developed and shall be recognised in 2022 Financial Statements, where appropriate.

Note 8.6 Events occurring after balance date

The Covid-19 pandemic has had a significant impact on the operations of Council. In line with government restrictions, Council closed a number of facilities and reduced service delivery. The financial impact of these closures has been reflected in the results for 2020-2021 and appropriate commentary appears throughout the annual financial and performance statements. In response to the challenges facing our community, Council has provided relief and support including accelerating payments to suppliers, extending payment dates, suspending charging of penalty interest for overdue rates for those facing hardship, expanding the eligibility criteria of ratepayers to access its Hardship Policy and rental relief for some businesses and organisations renting a Council building. We do not believe that these measures will have a material effect on Council's overall financial sustainability going forward.

During June 2021 the Government restrictions continued and our facilities oscillated between planning for a return to normal service delivery and on going lockdowns. In June 2021 the government reported on a fourth wave and announced further circuit breaker restrictions. Those restrictions have again impacted on our service delivery and resulted in the temporary closure of some facilities such as Community Links, libraries, playgrounds and cultural venues. Services deemed as non-essential have been pared back to a bare minimum, and these include mowing sports fields, roadsides and parks. Other activities including new plantings, mulching of garden beds, road sealing and footpath replacements will be stopped until stage four restrictions are eased.

Due to the significant uncertainty surrounding the ongoing Covid-19 waves and the government's response to this, it is not possible to estimate the full impact on Council's operations, financial position and cashflows at this point in time. We do not consider it practicable to provide a quantitative or qualitative estimate of the potential impact of the Covid-19 second wave at this time.

Council will continue to monitor the non-financial and financial impacts of Covid-19 on its operations, and has put in place various mitigation strategies, including discretionary savings and freezing of recruitment of non-essential vacant positions to ensure we will remain a going concern.

The financial statements have been prepared based upon conditions existing as at 30 June 2021, and considering those events occurring subsequent to that date that provide evidence of conditions that existed at the end of the reporting period.

As the fourth circuit breaker wave of Covid-19 occurred from 30 June 2021 its impact is considered an event that is indicative of conditions that arose after the reporting period, and as such, no adjustments have been made to the financial statement balances as at 30 June 2021 for any further impacts.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 9. Other matters

Note 9.1 Reserves

	Balance at beginning of reporting period	Increment (decrement)	Balance at end of reporting period
	\$'000	\$'000	\$'000
(a) Asset revaluation reserve			
2021			
Property			
Land	273,510	13,383	286,893
Land improvements	1,716	-	1,716
Buildings	51,064	8,080	59,144
Total property	326,290	21,463	347,753
Infrastructure			
Roads	114,364	-	114,364
Footpaths and cycleways	13,954	-	13,954
Drainage	58,254	-	58,254
Recreational, leisure and community facilities	18,609	-	18,609
Parks, open space and streetscape	2,110	-	2,110
Off-street car parks	12,277	-	12,277
Other infrastructure	1,985	-	1,985
Bridges	7,461	-	7,461
Total infrastructure	229,014	-	229,014
Total other	1,951	-	1,951
Total asset revaluation reserve	557,255	21,463	578,718
2020			
Property			
Land	273,510		273,510
Land improvements	1,716	-	1,716
Buildings	51,064		51,064
Total property	326,290	-	326,290
Infrastructure			
Roads	114,364		114,364
Footpaths	11,810	2,144	13,954
Drainage	58,254	-	58,254
Recreational, leisure and community facilities	18,609	-	18,609
Parks, open space and streetscape	2,110	-	2,110
Off-street car parks	12,277	-	12,277
Other infrastructure	1,985	-	1,985
Bridges	7,461	-	7,461
Total infrastructure	226,870	2,144	229,014
Total other	1,951		1,951
Total asset revaluation reserve	555,111	2,144	557,255

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 9. Other matters (continued)

Note 9.1 Reserves (continued)

	Balance at beginning of reporting period \$'000	Transfer from accumulated surplus \$'000	Transfer to accumulated surplus \$'000	Balance at end of reporting period \$'000
(b) Other reserves				
2021				
Public open space / development of recreational land	8,886	2,936	(1,117)	10,705
Total other reserves	8,886	2,936	(1,117)	10,705

2020

Public open space / development of recreational land	10,970	1,750	(3,834)	8,886
Total other reserves	10,970	1,750	(3,834)	8,886

The Public Open Space Reserve was established to control contributions received from developers that will, upon completion of developments, be utilised to develop recreation and other facilities for residents in the respective development areas.

	2021 \$'000	2020 \$'000
Summary of reserves		
Asset revaluation reserve	578,718	557,255
Other reserves	10,705	8,886
Total reserves	589,423	566,141

Note 9.2 Reconciliation of cash flows from operating activities to surplus / (deficit)

	2021 \$'000	2020 \$'000
Surplus / (deficit) for the period	23,427	13,125
Depreciation and amortisation	29,533	30,605
Loss on disposal of property, plant and equipment and infrastructure	1,662	7,846
Contributions – non-monetary assets	(4,112)	(1,297)
Write-offs of property, plant & equipment	9	-
Project expenditure reclassification	-	2,725
Finance costs	707	881
Bad debts written off	205	116
Movement in investment in Eastern Regional Library Corporation	(261)	(240)
<u>Change in assets and liabilities:</u>		
Increase / (decrease) in trade and other payables	26,895	(1,967)
(Increase) / decrease in trade and other receivables	(3,982)	(971)
(Increase) / decrease in other assets	839	(3,572)
Increase / (decrease) in trust funds	(307)	571
Increase / (decrease) in provisions	2,985	1,128
Net cash provided by operating activities	77,600	48,950

Notes to the Financial Statements

for the year ended 30 June 2021

Note 9. Other matters (continued)

Note 9.3 Superannuation

Council makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (Vision Super), 'the Fund'. This fund has two categories of membership, accumulation and defined benefit, each of which is funded differently.

Council also makes employer superannuation contributions to various other funds of employees' choice. Obligations for contribution to these funds are recognised as an expense in the Comprehensive Income Statement when they are due.

Accumulation

The Fund's accumulation category, Vision My Super/Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2021, this was 9.5% as required under Superannuation Guarantee legislation).

Defined benefits fund

Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Yarra Ranges Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119 Employee Benefits.

Funding arrangements

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary.

A triennial actuarial review for the Defined Benefit category as at 30 June 2020 was conducted and completed by the due date of 31 December 2020. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 104.6%. To determine the VBI, the Fund Actuary used the following long-term assumptions:

Net investment returns 5.6% pa

Salary inflation 2.5% pa for two years and 2.75% pa thereafter

Price inflation (CPI) 2% pa

As at 30 June 2021, an interim actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefit category.

Vision Super has advised that the VBI at June 2021 quarter end was 109.7%.

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2020 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

Regular contributions

On the basis of the results of the 2020 triennial actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2021, this rate was 9.5% of members' salaries (9.5% in 2019/2020). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2020 triennial valuation.

In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97%.

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Yarra Ranges Council) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up.

Notes to the Financial Statements

for the year ended 30 June 2021

Note 9. Other matters (continued)

Note 9.3 Superannuation (continued)

If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

2020 interim actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. A full investigation was conducted as at 30 June 2020.

The Fund's actuarial investigations identified the following for the Defined Benefit category of which Council is a contributing employer:

	2020	2019
	\$m	\$m
A VBI surplus	\$100.00	\$151.30
A total service liability surplus	\$200.00	\$233.40
A discounted accrued benefits surplus	\$217.80	\$256.70

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2020.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2020.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2020.

Council was notified of the 30 June 2020 VBI during August 2020 (2019: August 2019).

2021 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2021 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2021.

Superannuation contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2021 are detailed below:

Scheme	Type of Scheme	Rate	2021 \$'000	2020 \$'000
Vision super	Defined benefit	9.5%	235	266
Vision super	Accumulation fund	9.5%	3,280	2,979
Other funds	Accumulation fund	9.5%	2,709	2,268
			6,224	5,513

Notes to the Financial Statements

for the year ended 30 June 2021

Note 10. Change in accounting policy

AASB 1059 Service Concession Arrangements: Grantors (AASB 1059) (applies 2020/21 for LG

Council has adopted AASB 1059 Service Concession Arrangements: Grantors , from 1 July 2020. This has not resulted in changes in accounting policies and adjustments to the amounts recognised in the financial statements.

AASB 2018-7 Amendments to Australian Accounting Standards - Definition of Material (applies

Council has adopted AASB 2018-7 Amendments to Australian Accounting Standards - Definition of Material, from 1 July 2020

AASB 2019-1 Amendments to Australian Accounting Standards - References to the Conceptual Framework (applies 2020/21 for LG Sector)

Council has adopted AASB 2019-1 Amendments to Australian Accounting Standards - References to the Conceptual Framework from 1 July 2020

These standards did not have any significant impact on Council.

Performance Statement

For the year ended 30 June 2021

Description of municipality - About Yarra Ranges Council

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

The 159,955 residents live in over 55 suburbs, townships and small communities. Yarra Ranges has about 70 per cent of its population living in approximately 3 per cent of the total land area. The remaining population is mostly distributed throughout rural areas. It has a young population, with 19 per cent aged between 5 and 19 years and has a growing ageing population, with the number of people aged over 65 expected to increase by 32% between 2020 and 2030. Yarra Ranges is still attracting couples with children, who are looking for a lifestyle choice in one of the 5,990 new dwellings expected to be built over the next ten years.

Yarra Ranges' economy is home to 13,665 businesses employing 41,700 people. Manufacturing and construction are the most valuable sectors, yielding \$5.6 billion in regional output. Rental, Hire and Real Estate Services and Agriculture are also strong contributors with an output generating \$2.5 billion in the last year. Retail, construction, education and training, health care and social assistance, and manufacturing industries are the key industry sectors and employ more than 56 per cent of people who work in Yarra Ranges.

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

Performance Statement

Sustainable Capacity Indicators

For the year ended 30 June 2021

Indicator	Results 2018	Results 2019	Results 2020	Results 2021	Material Variation
Population					
<i>Expenses per head of municipal population</i>	\$1,119.38	\$1,122.10	\$1,206.66	\$1,200.62	Expenses per head of population is slightly lower than the previous year due to lower total expenses across the organisation but showing a gradual increase year-on-year over the last four years.
[Total expenses / Municipal population]					
<i>Infrastructure per head of municipal population</i>	\$4,310.49	\$4,369.84	\$4,474.54	\$4,669.06	Increased spending on infrastructure maintenance (due to lower asset renewals) and increased waste management services resulted in the increased ratio year-on-year.
[Value of infrastructure / Municipal population]					
<i>Population density per length of road</i>	88.04	88.71	89.79	90.89	The rate of population growth is higher than any additional road length within the municipality in the period.
[Municipal population / Kilometres of local roads]					
Own-source revenue					
<i>Own-source revenue per head of municipal population</i>	\$959.52	\$976.56	\$988.49	\$986.51	Council has managed to maintain consistent own-source revenue per head of municipal population as the previous year.
[Own-source revenue / Municipal population]					
Recurrent grants					
<i>Recurrent grants per head of municipal population</i>	\$184.05	\$171.53	\$190.34	\$190.83	Council has managed to maintain consistent recurrent grants per head of municipal population as the previous year.
[Recurrent grants / Municipal population]					
Disadvantage					

<i>Relative socio-economic disadvantage</i>	8	8	8	8	Yarra Ranges is ranked in the top 20% of the SEIFA index suggesting low levels of disadvantage, but at a more localised level, it has several pockets of high levels of disadvantage.
[Index of Relative Socio-economic Disadvantage by decile]					
Efficiency					
<i>Workforce turnover</i>	15.96%	12.31%	10.97%	10.53%	Continued focus on leadership development and organisational culture continued downward trend.
[Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100					
When including Working For Victoria contracts, the workforce turnover figure would be 19.87% for the last financial year.					

Definitions

"adjusted underlying revenue" means total income other than—

- (a) non-recurrent grants used to fund capital expenditure
- (b) non-monetary asset contributions
- (c) contributions to fund capital expenditure from sources other than those referred to in paragraphs (a) and (b).

"infrastructure" means non-current property, plant and equipment excluding land.

"local road" means a sealed or unsealed road for which Council is the responsible road authority under the *Road Management Act 2004*.

"material variation" is the quantitative threshold set by Yarra Ranges Shire Council and adopted for the 2016-17 results and based its comparable commentary using this threshold.

"population" means the resident population estimated by Council based on the ABS ERP as at 25 March 2020.

"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of Council (including government grants).

"relative socio-economic disadvantage", in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA.

"SEIFA" means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet website decile.

"unrestricted cash" means all cash and cash equivalents other than restricted cash.

Service Performance Indicators

for the year ended 30 June 2021

Indicator	Results 2018	Results 2019	Results 2020	Results 2021	Material Variation
Animal management					Council continued to achieve 100% success in prosecutions this year, supported by process improvement. During the last year Council experienced an 11% increase in dog attacks, resulting in more cases prosecuted.
Health and safety					
Animal management prosecutions	New indicator	New indicator	100.00%	100.00%	
[Number of successful animal management prosecutions / Number of animal management prosecutions]x100					
Aquatic facilities					Utilisation has significantly declined in the last year due imposed COVID-19 restrictions. Indoor centres closed various times throughout the year due the imposed restrictions.
Utilisation					
Utilisation of aquatic facilities	3.11	3.12	2.28	1.29	
[Number of visits to aquatic facilities / Municipal population]					
Food safety					The 2020 calendar result has improved. Due to COVID-19 the number of inspections were reduced as premises were closed or had ceased trading.
Health and safety					
Critical and major non-compliance outcome notifications	100.00%	97.73%	88.64%	97.67%	
[Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about food premises] x100					
Governance					Community satisfaction with Council's performance in making decisions in the interest of the community has increased in 2021 and is broadly consistent compared to previous financial years. Council continues to place a strong focus on consulting and engaging with the community despite the limitations of social distancing restrictions on our ability to
Satisfaction					
Satisfaction with Council decisions	54	56	53	56	
[Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]					

Indicator	Results 2018	Results 2019	Results 2020	Results 2021	Material Variation
					engage face to face with our community. In line with our revised engagement approach, there has been a greater focus on expanding our use of social media and other digital modes of communication to keep the community informed.
Libraries					The result has continued to decline over the past four years.
<i>Participation</i>					Physical active borrowers have been impacted by social distancing restrictions and library closures. The active borrowers of digital material have increased and those of physical items has decreased over the past three years.
<i>Active library borrower</i>	11.22%	11.12%	10.84%	9.80%	
[The sum of the number of active library borrowers in the last 3 financial years / The sum of the population in the last 3 financial years] x100					
Maternal and child health					The use of the MCH service during the last year has continue with only a slight decline the last year. The modified service delivery model has enabled the service to continue and reach clients throughout the various Covid-19 lockdown periods
<i>Participation</i>					
<i>Participation in the MCH service</i>	76.10%	76.66%	75.49%	74.54%	
[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100					
<i>Participation</i>					The results have fluctuated over the past four years. This year's increase demonstrates proactive work encouraging engagement in the service and greater recording of those that are of Aboriginal descent.
<i>Participation in the MCH service by Aboriginal children</i>	75.38%	76.10%	72.08%	74.81%	
[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					
Roads					There has a decline in the results compared to last year. The lower result in the Yarra Valley and Upper Yarra region may be due to increased traffic congestion in Tourism areas as road are
<i>Satisfaction</i>					
<i>Satisfaction with sealed local roads</i>	49	55	53	49	

Indicator	Results 2018	Results 2019	Results 2020	Results 2021	Material Variation
[Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]					being resealed. Recent road works and lowering of speed limits on Department of Transport roads into the Valley and outstanding issues along Warburton HWY may also be contributing factors. It is important to note that 22% of sealed kilometres of roads within the municipality are managed by Department of Transport (previously known as VicRoads). The community satisfaction rating reflects both Council and Department of Transport roads.
Statutory Planning					Our result has significantly increased during the last year.
<i>Decision making</i>					
<i>Council planning decisions upheld at VCAT</i>	41.18%	42.42%	54.84%	88.00%	The volume of applications being decided by VCAT has slightly decreased in the last year to 25, with VCAT affirming 22 of Council's decision.
[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					
Waste Collection					The diversion rate from landfill has been increasing over the past three years with a slight decrease this year. An increase of garden organic services occurred during the Covid-19 lockdown periods resulting in increased tonnages. The increase in volumes collected have been as a result of an increase in the number of properties serviced. This has also been impacted by the Covid-19 restrictions where there are more people at home which contributes to the increase in volumes.
<i>Waste diversion</i>					
<i>Kerbside collection waste diverted from landfill</i>	48.43%	49.15%	51.22%	50.56%	
[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100					

Definitions

"Aboriginal child" means a child who is an Aboriginal person.

"Aboriginal person" has the same meaning as in the Aboriginal Heritage Act 2006.

"active library borrower" means a Yarra Ranges member of the Eastern Regional Library who has borrowed a physical from the library in the last 12 months

"Annual Report" means an annual report prepared by a Council under sections 131, 132 and 133 of the Act.

"critical non-compliance outcome notification" means a notification received by Council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to Council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health. In Yarra Ranges a critical non-compliance will be followed up within 48 hours.

"food premises" has the same meaning as in the *Food Act 1984*

"local road" means a sealed or unsealed road for which Council is the responsible road authority under the *Road Management Act 2004*.

"major non-compliance outcome notification" means a notification received by a council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to Council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken. In Yarra Ranges a major non-compliance will be followed up within 90 days.

"MCH" means the Maternal and Child Health Service provided by Council to support the health and development of children within the municipality from birth until school age.

"population" means the resident population estimated by Council based on the ABS ERP as at 30 March 2021.

Performance Statement

Financial Performance Indicators

for the year ended 30 June 2021

		Results				Forecasts			
Indicator	2018	2019	2020	2021	2022	2023	2024	2025	Material Variation
Efficiency									
Revenue level									
Average rate per property assessment	New in 2020	New in 2020	\$1,906.71	\$1,896.24	\$0.00	\$0.00	\$0.00	\$0.00	The increase in average rate per property assessment is in line with the State imposed rate cap. Council has elected to exclude forecast data from this report due to uncertainty in future rate cap increases. Council will report forecasting commencing in the 2022/23 reporting period.
[General rates and Municipal charges / Number of property assessments]									
Expenditure level									
Expenses per property assessment	\$2,687.29	\$2,723.35	\$2,915.41	\$2,886.16	\$0.00	\$0.00	\$0.00	\$0.00	This ratio is in line with previous years. Council has elected to exclude forecast data from this report due to uncertainty in future rate cap increases. Council will report forecasting commencing in the 2022/23 reporting period.
[Total expenses / Number of property assessments]									
Liquidity									
Working capital	254.11%	255.31%	166.82%	132.16%	165.70%	155.20%	133.28%	117.17%	A reduction in the ratio 2020 vs 2021 due to a higher cash balance as a result of delays in the capital work programme, more than offset by higher grant revenue received in advance.
Current assets compared to current liabilities									
[Current assets / Current liabilities] x100									
Unrestricted cash									
Unrestricted cash compared to current liabilities	81.01%	82.07%	33.07%	82.17%	106.42%	97.45%	75.74%	62.26%	A higher cash balance in 2021 as a result of delays in the capital work programme is more than offset by

Indicator	Results				Forecasts				Material Variation
	2018	2019	2020	2021	2022	2023	2024	2025	
[Unrestricted cash / Current liabilities] x100									higher grant revenue received in advance.
Obligations									
<i>Asset renewal and upgrade</i>									Lower asset renewal expenditure due to delays as a result of COVID lockdown.
<i>Asset renewal compared to depreciation</i>	New in 2020	New in 2020	145.52%	131.30%	181.17%	242.43%	257.80%	244.53%	
[Asset renewal and asset upgrade expenditure / Asset depreciation] x100									
<i>Loans and borrowings</i>									High revenue collection including interest on outstanding rates and delays in the capital work programme has meant Council has not needed to draw down further debt.
<i>Loans and borrowings compared to rates</i>	15.25%	12.25%	9.47%	6.88%	27.72%	38.46%	38.99%	45.80%	
[Interest bearing loans and borrowings / Rate revenue] x100									
<i>Loans and borrowings repayments compared to rates</i>	3.15%	3.02%	2.92%	2.89%	4.00%	5.12%	6.26%	7.18%	High revenue collection including interest on outstanding rates and delays in the capital work programme has meant Council has not needed to draw down on any further debt funding.
[Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100									
<i>Indebtedness</i>									Ratio reduced year-on-year due to a reduction of non-current interest-bearing loans.
<i>Non-current liabilities compared to own source revenue</i>	14.49%	11.85%	10.14%	8.51%	24.21%	33.02%	34.19%	39.65%	
[Non-current liabilities / Own									

Indicator	Results				Forecasts				Material Variation
	2018	2019	2020	2021	2022	2023	2024	2025	
source revenue] x100									
Operating position									
Adjusted underlying result									Ratio higher than previous year due to higher non-recurrent grant revenue
Adjusted underlying surplus (or deficit)	5.73%	5.60%	0.38%	5.09%	-0.03%	2.83%	4.62%	3.49%	
[Adjusted underlying surplus (deficit)/ Adjusted underlying revenue] x100									
Stability									
Rates concentration									2021 has a lower ratio to 2020 due to a higher level of non-recurrent grant income received in 2021, making the ratio smaller.
Rates compared to adjusted underlying revenue	72.40%	74.94%	75.34%	72.81%	77.91%	80.14%	80.77%	80.54%	
[Rate revenue / Adjusted underlying revenue] x100									
Rates effort									A higher capital improved valuation across the municipality in 2021 contributed to a slightly lower Rates Effort ratio.
Rates compared to property values	0.41%	0.34%	0.34%	0.33%	0.00%	0.00%	0.00%	0.00%	
[Rate revenue / Capital improved value of rateable properties in the municipality] x100									Council has elected to exclude forecast data from this report due to uncertainty in future rate cap increases. Council will report forecasting commencing in the 2022/23 reporting period.

Indicator	Results 2018	Results 2019	Results 2020
Animal management			

<i>Health and safety</i>			
<i>Animal management prosecutions</i>	21	15	Retired in 2020
[Number of successful animal management prosecutions]			
Efficiency			
<i>Revenue Level</i>			
<i>Average residential rate per residential property assessment</i>	\$1,944.50*	\$2,053.29	Retired in 2020
[Residential rate revenue / Number of residential property assessments]			
Obligations			
<i>Asset Renewal</i>			
<i>Asset renewal compared to depreciation</i>	64.67%	108.48%	Retired in 2020
[Asset renewal expense / Asset depreciation] x100			

Definitions

“adjusted underlying revenue” means total income other than:

- (a) non-recurrent grants used to fund capital expenditure
- (b) non-monetary asset contributions
- (c) contributions to fund capital expenditure from sources other than those referred to above.

“adjusted underlying surplus (or deficit)” means adjusted underlying revenue less total expenditure.

“asset renewal expenditure” means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability.

“current assets” has the same meaning as in the AAS.

“current liabilities” has the same meaning as in the AAS.

“non-current assets” means all assets other than current assets.

“non-current liabilities” means all liabilities other than current liabilities.

“non-recurrent grant” means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council’s Strategic Resource Plan.

“own-source revenue” means adjusted underlying revenue other than revenue that is not under the control of council (including government grants).

“population” mean the resident population estimate by council.

“rate revenue” means revenue from the general rates, municipal charges, service rates and service charges.

“recurrent grants” means a grant other than a non-recurrent grant.

“residential rates” means revenue from general rates, municipal charges, service rates and service charges levied on residential properties.

“restricted cash” means cash and cash equivalents, within the meaning of the AAS, that are not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year.

“unrestricted cash” means all cash and cash equivalents other than restricted cash.

Other Information

For the year ended 30 June 2021

Basis for preparation

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the Local Government Act 1989 and Local Government (Planning and Reporting) Regulations 2014 (as per the transitional provisions of the Local Government Act 2020).

Where applicable the results in the Performance Statement have been prepared on an accounting basis consistent with those reported in the Financial Statements. The other results are based on information drawn from Council information systems or from third parties (e.g. Australian Bureau of Statistics).

The Performance Statement presents the actual results for the year ended 30 June 2021 and for the prescribed financial performance indicators and measures. The *Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variations in the results in the Performance Statement. Yarra Ranges Shire Council has determined a materiality threshold relevant to each indicator which was approved by the Audit and Risk Management Committee for the 2020-21 year.

The forecast figures included in the Performance Statement are those adopted by Council in its Budget 2021-25 adopted on 30 June 2021. The Budget includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The Budget 2021-25 is available on **Council's website**, www.yarraranges.vic.gov.au.

Yarra Ranges Shire Council

Performance Statement

For the year ended 30 June 2021

Certification of the Performance Statements

In my opinion, the accompanying performance statement has been prepared in accordance with the Local Government Act 1989 and the Local Government (Planning and Reporting) Regulations 2014 (as per the transitional provisions of the Local Government Act 2020).



Allison Southwell

Principal Accounting Officer
BComm CPA
23 November 2021

In our opinion, the accompanying performance statement of the (council name) for the year ended 30 June 2021 presents fairly the results of council's performance in accordance with the Local Government Act 1989 and the Local Government (Planning and Reporting) Regulations 2014 (as per the transitional provisions of the Local Government Act 2020).

The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.

We have been authorised by the council and by the Local Government (Planning and Reporting) Regulations 2014 to certify this performance statement in its final form.



Cr Fiona McAllister

Mayor
23 November 2021



Cr Richard Higgins

23 November 2021



Tammi Rose

Chief Executive Officer
23 November 2021

Glossary

Amortisation	The systematic allocation of the depreciable amount of an intangible asset over its useful life.
ABW	ABW stands for Activity Based Working environment, which provides employees with the flexibility to choose a place in the office where it is most suitable for them to complete their work tasks.
Best Value	Best on offer services that meet the needs of the community, encouraged by State Government legislation which requires all Councils to review all services on an ongoing basis.
Business Excellence Framework	The Business Excellence Framework is an integrated leadership and management system that describes the elements essential to sustainable organisational excellence. Yarra Ranges has adopted this framework to form the Business Excellence Program.
Business Excellence Program	A program adapted from the Business Excellence Framework which aims to make Yarra Ranges a high performing organisation through a systems approach, increasing our customer focus and by building a culture of continuous improvement.
Capital Expenditure	The expenditure on items which are expected to produce future economic benefits for Council, with a useful life in excess of 12 months.
Capitalisation	The process whereby expenditure is charged to an account in the Statement of Financial Position rather than to an expense account.
Chief Executive Officer	The head of the organisation.
Council Plan 2017-21	Strategic document that sets Council's direction for four years, identifying key objectives, strategies and actions to be undertaken.
Current Assets	Assets where Council expects to receive the future economic benefit within the next 12 months unless the asset is restricted from being exchanged or used to settle a liability for at least 12 months after the reporting date.
Current Liabilities	Liabilities where Council expects to fulfil its obligation within the next 12 months unless the Council does not have an unconditional right to defer settlement of the liability for at least 12 months after reporting date.
Depreciation	The process of allocating the value of a non-current physical asset over its useful life having regard to any residual value remaining at the end of that economic life.
Enterprise Agreement	A formal agreement on pay and conditions established jointly by employers and employees in an individual workplace.
Gain/ (Loss) on Disposal	The gross proceeds of sale less the carrying amount of the asset at the time of disposal and expenses directly incurred in disposing of that asset.
Grants – non-recurrent income	Grant income received for a 'one off' specific purpose, generally for a particular project.
Grants – recurrent income	Grant income received on a regular basis (i.e. quarterly, annually) and granted to Council by another entity for specific or general purposes.
Gross Regional Product	Gross regional product (GRP) is a monetary measure of the market value of all final goods and services produced in a region in a period of time (quarterly or yearly).
Income Statement	Measures Council's operating performance over the year and shows if a profit or loss has been made in delivering services.
Infrastructure	Physical assets of Council or of another entity that contribute to meeting the public's need for access to major economic and social facilities and services.

Key Performance Indicator	A significant measure used on its own, or in combination with other key performance indicators, to monitor how well a business is achieving its quantifiable objectives.
Liabilities	Future sacrifices of service potential or economic benefits that Council is currently obliged to make to other entities as a result of past transactions or other past events.
Municipal Association of Victoria	A body established to protect the interests, rights and privileges of local government.
Net assets	The difference between total assets and total liabilities, which represents Council's net worth. Net assets are also equal to total equity.
Non-current assets	Assets where the future economic benefit is not expected to be received within the next 12 months or where the asset is restricted from being exchanged or used to settle a liability for at least 12 months after the reporting date.
Occupational Health and Safety	The process by which Council creates a safe environment for its employees, the community, contractors, and visitors.
Operating Leases	A lease under which the lessor effectively retains substantially all the risks and benefits incidental to ownership of the leased asset.
Rate capping	In 2015, a system to cap rates was introduced to limit the amount of revenue increases a council can levy through rates. All of Victoria's 79 councils have been operating under rate caps since 1 July 2016. Each year the Minister for Local Government sets a cap on rate increases based on that period's Consumer Price Index (CPI) and advice from the Essential Services Commission (ESC).
SafetyMAP	Safety Management Achievement Program – an audit tool provided by WorkSafe Victoria used to undertake an independent audit and review of our health and safety management system.
Surplus (deficit)	Represents the difference between total revenues, expenses, net gain (loss) on disposal of property, plant and equipment, infrastructure and share of net profits (losses) of associates and joint ventures accounted for by the equity method.
Sustainability	Meeting the needs of the present community without compromising the ability of future generations to meet their own needs.
tCO2e	CO2e is the shorthand for carbon dioxide equivalents. It is the standard unit in carbon accounting to quantify greenhouse gas emissions, emissions reductions and carbon credits, expressed in tons (t).
Wards	The geographical area of Yarra Ranges Council is broken into nine electoral divisions named wards. Each ward has one elected representative.

Abbreviations

AASB - Australian Accounting Standards Board

ABS - Australian Bureau of Statistics

ABW - Activity Based Working Environment

CEO - Chief Executive Officer

CIV - Capital Improved Value

CPA - Certified Practising Accountants

Cr - Councillor

DAC - Disability Advisory Committee

EA - Enterprise Agreement

EAP - Employee Assistance Program

EFT - Equivalent full time

ETC - Eastern Transport Coalition

ERG - Eastern Region Group

FOI - Freedom of Information

GRP - Gross Regional Product

IBAC - Independent Broadbased Anti-corruption Commission

LGBTIQ - Lesbian, Gay, Bisexual, Trans and Gender Diverse, Intersex, Queer

MAV - Municipal Association of Victoria

OAM - Medal of Order of Australia

OHS - Occupational Health and Safety

SEIFA - Socio-Economic Indexes for Areas

tCO₂e - tons of carbon dioxide equivalents




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Website: yarraranges.vic.gov.au

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 Watch our YouTube Channel
youtube.com/user/yarrarangescouncil

 Subscribe to e Newsletter
yarraranges.vic.gov.au/subscribe

Community Links

Lilydale
15 Anderson Street

Healesville
110 River Street

Monbulk
21 Main Road

Yarra Junction
2442-2444 Warburton Highway

Upwey
40 Main Street

**This document is available
in text format online at
yarraranges.vic.gov.au**

National Relay Service

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

1300 555 727 - for callers using Speech
to Speech relay

9658 9461-TTY

Translation and Interpreting Service

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

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**