



# **Yarra Ranges Council**

## **Council Plan 2021-25**

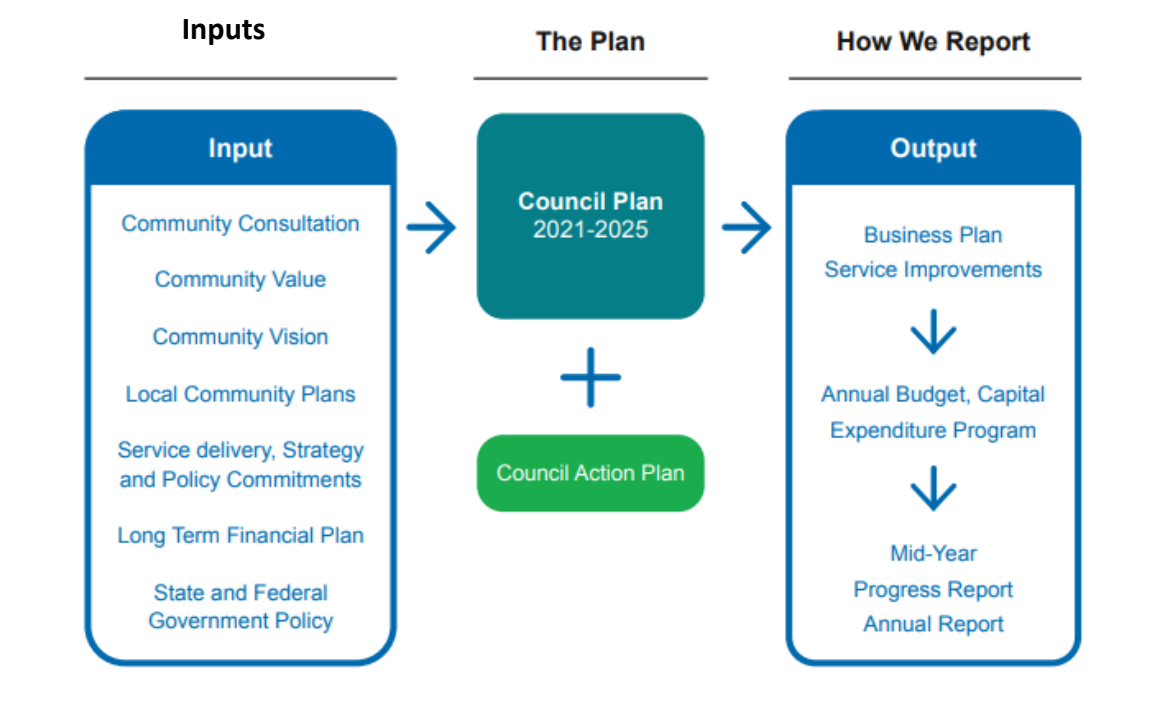
**DRAFT**

## What is a Council Plan?

The Council Plan is Council's key planning document for the four year electoral term. It describes the things that Council stands for, our objectives, the high priority 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 back to the community through the Annual Report and other performance reports.

## How the plan was developed?

The development of the Council Plan occurs collaboratively, between community, councillors and officers. Importantly, it is developed based on a review of the current environment, the major issues facing the Yarra Ranges and the current and emerging needs of our community captured through comprehensive community engagement processes. Fifty Community Panel members representing the Yarra Ranges community and the wider community contributed their ideas and priorities to develop this plan and their Community Vision. Their recommendations is incorporated, balanced against Council's financial position to then determine the content of the Council Plan and the actions for the next four years.



Yarra Ranges develops a four year plan with a separate Council Action Plan which is reviewed annually to ensure they continue to reflect the key issues and priorities identified by the community.

## *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.

## *Value of History*

We acknowledge that history shapes our identities, engages us as citizens, creates inclusive communities, is part of our economic well-being, teaches us to think critically and creatively, inspires leaders and is the foundation of our future generations.

### Table of Contents

What is a Council Plan? .....	2
How the plan was developed? .....	2
Acknowledgement of Country .....	3
Value of History .....	3
Message from the Mayor and Councillors.....	4
Message from the CEO .....	6
Yarra Ranges Community Values Statement.....	10
Yarra Ranges Community Vision 2036 .....	11
Our Organisation .....	15
Community Values .....	16
Council's Planning .....	17
Council's Approach.....	18
About Yarra Ranges .....	19
What we want to achieve.....	22
Our Strategic Direction .....	23
How we will achieve what is most important .....	24
<b>Connected and Healthy Communities .....</b>	<b>25</b>
<b>Quality Infrastructure and Liveable Places .....</b>	<b>29</b>
<b>Protected and Enhanced Natural Environment.....</b>	<b>32</b>
<b>Vibrant Economy, Agriculture and Tourism .....</b>	<b>35</b>
<b>High Performing Organisation.....</b>	<b>37</b>
Corporate Action Plan .....	40
Copies and further Information .....	40

## *Message from the Mayor and Councillors*

What a year... a global pandemic and constant adjustment to deal with the challenges of COVID-19 and deep levels of stress this created for many; the profound impact of halts on trading for our local businesses; and, more recently, the devastating storms that hit our community on June 9<sup>th</sup>. And the year ahead is clearly throwing similar challenges at us and helping individual and business resilience is very front of mind.

The recovery from these storms is only just beginning and of course our recovery from the pandemic is still ahead of us as we work to find ways to make it easier for our community to get vaccinated and stay well. We've been working in many ways to support our communities adjust to the changes and challenges of the last 12 months and will continue to invest your money to do this in the years ahead.

This Council Plan sets our focus, our major initiatives and our goals for supporting and delivering for the communities of Yarra Ranges for the next 4 years. A key area of focus will be to support and enable our local economy and businesses to survive and bounce back. Other specific areas of focus include:

- Improving mental health outcomes for the community, strengthen social connections and advocate for equitable and accessible mental health services throughout Yarra Ranges.
- Becoming a world-class trails and eco-tourism destination which includes the delivery of projects like the Warburton Mountain Bike Destination, the Yarra Valley Trail and RidgeWalk.
- Sourcing renewable energy generated by Council and extending benefits to the community through advocacy and securing funding to deliver our Solar Farm project.
- Continuing our focus on our townships and suburbs being great places to live and work through integrated place planning for our priority activity centres and town centres.
- Building community resilience by working together on effective emergency planning and preparedness, with a focus on bushfire and including the development of a firestick program.
- Improving Aboriginal health and wellbeing by supporting Oonah Health and Community Services Aboriginal Corporation to establish an integrated Aboriginal health facility.
- Implementing the myriad of important legislative changes well and in ways that make Yarra Ranges Council more inclusive and high performing with a noteworthy focus on *Gender Equality Act 2020* and the *Local Government Act*
- Preparing and implementing a Biodiversity Plan that will provide renewed environmental focus for Council, the community and our partners.

The vision for this and all the other work we do in delivering 120+ services is to create and support connected and healthy communities; quality infrastructure and liveable places; a protected and enhanced natural environment; a vibrant economy, agriculture and tourism industry and; a high performing organisation. Even with all the curve balls thrown to us in the last year and the need to

deliver services very differently or do completely new things, we never lose sight of our role in doing the things most important to you all and doing them well.

For all of us around the Council table – even if it has been a virtual one – we bring the voices of the communities from across Yarra Ranges to this Council Plan, the insights from each of our wards and a strong commitment to continuing to improve the quality of life for all in our community. This Council Plan is our commitment to you and talks to the priorities that you have identified in so many ways and the things most important to delivery or achieve. And of course, the conversation and consultation doesn't stop here and we will be asking for your feedback on strategies, projects and just everyday to tell us what we could do differently or better or even what we are doing well.

The next 4 years will be critical for our community as we recover, rebuild and reconnect in communities and towns and as a municipality. This is at the heart of this Council Plan and every decision we make. We know everyone's journey has been different, that priorities are different and ever changing and that our role in making the right decisions at the right time has never been more important. This Council Plan is our promise to you on what is most important and how we will continue to do the work for you that matters the most.

Stay safe and well.

**Councillor Fiona McAllister**  
**Mayor Yarra Ranges Council 2021**

For a more detailed list of the activities Council will undertake over the coming four years please refer to the 2021-25 Council Action Plan at [yarraranges.vic.gov.au](http://yarraranges.vic.gov.au).

Visit [shaping.yarraranges.vic.gov.au](http://shaping.yarraranges.vic.gov.au) to see what engagements are currently open, and always remember that you can call us on 1300 368 333 if you need a hand.

## *Message from the CEO's*

Welcome to the Council Plan 2021-25.

After the last year and a half, it can be hard to think about the future – let alone plan for it. The impact of the pandemic and the recent storms across the region have been colossal on our community members, and both will be big factors in Council's ongoing planning and service delivery for years to come.

This four-year Council Plan sets out what our goals are over coming years – what we want to do and why, and what the benefits will be for those who live and work in this beautiful part of the world.

In the next four years, we have a number of things we'd like to achieve, across a number of categories, including:

### **Connected and Healthy Communities**

We want to make sure communities are safe, resilient, healthy, inclusive and socially well-connected. Quality services should be accessible to everyone. We'll be implementing priority actions from strategies, like our upcoming Health and Wellbeing Plan and our Healthy and Active Ageing Plan, to ensure that our spaces are age-friendly and help promote good health. We'll update our Aquatics Strategy to plan the provision of our aquatic facilities and advocate for better public transport connections.

### **Quality Infrastructure and Liveable Places**

We want to make sure our facilities and infrastructure meet the current and future needs of the community. Places should be well-planned hubs of activity that foster wellbeing, creativity and innovation. We'll look at how we plan social infrastructure, welcoming community assets and space, responding to the needs of the community and ensuring they're well-maintained for future generations. As one example, we'll work to revitalise Lilydale through several major projects and initiatives and review our housing strategy to make sure our communities are well-designed, provide choice and vibrant neighbourhood character.

### **Protected and Enhanced Natural Environment**

We want to leave a healthier environment for future generations.

To do this, we'll implement actions in our Liveable Climate Plan, rolling out more renewable energy in our facilities, improve amenity and access in our parks and reserves and pursue innovative waste processing technology to make our bin collections as sustainable as possible. We're going to support environmental volunteer groups and prepare a Biodiversity Plan to ensure that plants, animals and ecologies in Yarra Ranges are supported and retained.

### **Vibrant Economy, Agriculture and Tourism**

We want to make sure our tourism, agriculture, health and other industries are leading, dynamic and thriving, with strong investment and attraction to underpin sustainable economic growth.

We'll review our Economic Development Strategy and Investment Attraction Plan, to help create more local jobs and drive local investment. We'll work with our partners in Yarra Ranges Tourism to support sustainable eco-tourism and develop a cultural and creative brand for the region. We're going to deliver improvements to our recreational trails and continue development of new trails, to not only support good health and social needs in our community, but drive more tourism and economic benefit to the region.

### **High Performing Organisation**

We want to be an innovative, responsive organisation that listens and delivers quality, value-for-money services to our community. We will continue to strive for excellence in all corners of our organisation, set new aspirations and reinvigorate our ways of working to ensure we achieve the best outcomes for our community.

We will continue to embed the principles of diversity and inclusion in our workforce, roll out more meaningful and inclusive community engagement to build community trust and participation and streamline our processes for the benefit of community members and staff alike.

We will increase the community's access to our information and performance, strengthen our advocacy to other levels of Government about important community issues and always adapt and refine our services to best meet the needs of the community, while supporting our workforce at every step.

For a more detailed list refer to the 2021-25 Council Action Plan at [yarraranges.vic.gov.au](http://yarraranges.vic.gov.au).

### **Gender equity**

Creating a gender equitable and inclusive Yarra Ranges is essential to ensuring that our resources, power and opportunities are equitably distributed and all community members and employees have fair and equal opportunities.

Under the *Gender Equality Act 2020* all Council's are now required to take positive action towards achieving gender equality. At Yarra Ranges Council this will support us to build on the last five years of positive action – we welcome this Act and look forward to ensuring our workplace is both gender equitable and inclusive.

In this Council Plan, you'll find more detail about how we hope to work towards and achieve these goals. As with any important undertaking, we can't do this alone. We'll be working with community, environment and sporting groups, other levels of government and our community members on many of these projects. There will be many opportunities for collaboration, engagement and for our residents to influence programs, projects and services.

In the meantime, you can stay up to date on our activities and our community engagements at [shaping.yarraranges.vic.gov.au](http://shaping.yarraranges.vic.gov.au)

Finally, ensuring our organisation remains financially sustainable will be one of our greatest challenges in the years ahead. As the geographically largest metropolitan council with 55 townships spread over 2500km<sup>2</sup>, it remains a challenge to balance the needs and desires of diverse urban and regional communities with prudent financial management. As we look to recover and rebuild from the pandemic as well as the June 2021 severe storms, finding new and better ways to ensure the

services we provide and the assets we know our community value so greatly, is more critical than ever. And to do this, we need to work along side our community, and focus on strengthening our partnerships with service agencies and other levels of government. And where we can we need to create new partnerships that enhance outcomes.

I encourage you to read through this plan and think about how you'd like to get involved in coming years. We'll need your thoughts, ideas and feedback along the way, and all the while as an organisation, we will continue to work hard on delivering for our community.

**Tammi Rose,**  
**CEO of Yarra Ranges**

DRAFT



# Our Councillors

Yarra Ranges Council has nine councillors elected by residents to govern the municipality. The municipality is divided into nine wards and one councillor is elected to represent each ward. The Mayor of Yarra Ranges is chosen each year in November by the councillors for a twelve-month term.



**Mayor**  
**Cr. Fiona McAllister**

Ryrie Ward Councillor  
0408 349 640  
CrFionaMcAllister@yarraranges.vic.gov.au



**Deputy Mayor**  
**Cr. David Eastham**

Chandler Ward Councillor  
0437 962 053  
CrDavidEastham@yarraranges.vic.gov.au



**Councillor**  
**Tim Heenan**

Billanook Ward Councillor  
03 9736 2956  
CrTimHeenan@yarraranges.vic.gov.au



**Councillor**  
**Richard Higgins**

Chimside Ward Councillor  
0429 151 489  
CrRichardHiggins@yarraranges.vic.gov.au



**Councillor**  
**Sophie Todorov**

Melba Ward Councillor  
0438 166 090  
CrSophieTodorov@yarraranges.vic.gov.au



**Councillor**  
**Johanna Skelton**

Lyster Ward Councillor  
0437 938 075  
CrJohannaSkelton@yarraranges.vic.gov.au



**Councillor**  
**Jim Child**

O'Shannassy Ward Councillor  
0408 079 227  
CrJimChild@yarraranges.vic.gov.au



**Councillor**  
**Cathrine Burnett-Wake**

Streeton Ward Councillor  
0437 967 826  
CrCathrineBurnett-Wake@yarraranges.vic.gov.au



**Councillor**  
**Len Cox OAM**

Walling Ward Councillor  
03 9761 9356  
CrLenCox@yarraranges.vic.gov.au

This Community Values Statement was drawn from the responses received from more than 1,700 Yarra Ranges community members who shared their values with us in 2016.

Their combined responses have created the first Yarra Ranges Community Values Statement.

## *Yarra Ranges Community Values Statement*

**We value** our families, friends and neighbours, our close knit communities and the support we freely give to each other in our towns. We value the way we help each other in times of need and how we work together to make our communities safe and friendly places to settle into and raise our families.

**We value** fresh air, clean rivers and streams, valley views and mountain vistas. We value the diverse and unique natural environment we live in, the many native plants and animals that inhabit it and the opportunities we have to 'go bush' in our backyard. We value our active spaces and our healthy lifestyle and how it sustains us in both mind and body.

**We value** our close connection to place. We value the spiritual connection the traditional custodians of our land have to place in Yarra Ranges, and our role in respecting these places, learning about them and preserving them for future generations.

**We value** our vibrant culture and our opportunities for creative expression. We value being able to paint, draw, dance and sing; and we value being able to share and celebrate our creativity with each other through festivals, markets, performances and other events.

**We value** our "best of both worlds" location where we can access nearby services while living in a peaceful and natural environment. We value the support available to people of all abilities and life circumstances, and that no one ever need feel isolated or unable to be part of our diverse and inclusive community.

**We value** our many wonderful attractions, and that we live somewhere special that others come to visit. We value our highly productive communities, our internationally recognised high quality produce and the opportunities we have to buy local and support our local businesses.

Yarra Ranges Council recognises the Community Values Statement and will ensure that these values remain at the forefront of all council decision making and inform council planning for the future.

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

## *Yarra Ranges Community Vision 2036*

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

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

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

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

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

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

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

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

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

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

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

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

## *Our challenges*

There are a number of complex issues facing Council which have informed the development of this Council Plan. These have been identified by the community, staff and Councillors and present an ongoing challenge. Some of the key issues are:

### **Community**

- the social and psychological impact of isolation due to Covid-19 restrictions
- addressing the disadvantage, stigma, stereotyping, prejudice and violence experienced on the basis of gender, age, ability, cultural identity, religion or sexual orientation
- economic hardship on businesses and residents impacted by the pandemic and severe storms
- the different needs, expectations and identities of our suburbs and rural communities
- appropriately planning for future growth that considers the impact of increased infill development across the municipality
- 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 a number of our services

### **Service delivery**

- the impact of the Covid-19 pandemic to change and adapt to emerging community needs
- the large geographic size of Yarra Ranges means it is more costly to deliver services, and there are means 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 particular challenges associated with the geographic spread and topography of the area
- Reforms introduced by State Government to improve services in areas of Age Care and Waste
- 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 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).



# Our Executive 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 a group of directors, forms Council's Executive Team.



**Tammi Rose**  
Chief Executive Officer



**Mark Varmalis**  
Director of Environment  
and Infrastructure



**Andrew Hilson**  
Director of Corporate Services



**Jane Price**  
Director of Communities



**Kath McClusky**  
Director of Planning, Design  
and Development



**Jane Sinnamon**  
Director Recovery

## Our Organisation

### Our Vision

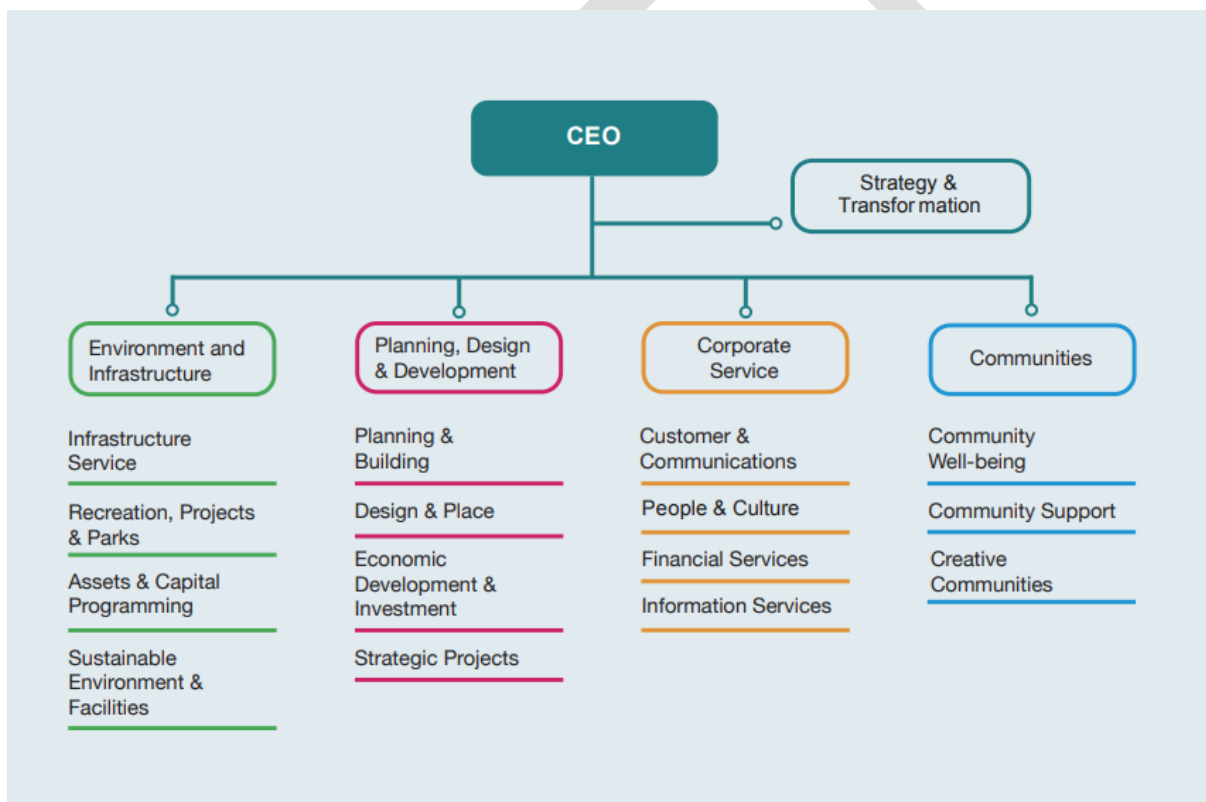
Whether you live here or visit, you will see how much we value our natural beauty, how connected our communities are, and how balanced growth makes this the best place in the world.

### Our Commitment

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

### Our Organisational Structure

Our organisational structure is designed to most effectively deliver quality services to our community. It supports our focus on innovation and responsiveness through continuous improvement and enables us to effectively deliver on this Council Plan.



*\*\*Please note Recovery directorate to be added*

## Strategy and Planning

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

## Strategic Framework



## Community

### Community Vision 2036

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

### My Community – Yarra Ranges Values Statement

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

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



## *Council's Planning*

### **Council Plan and Council Action Plan**

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

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

### **Strategies and plans**

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

### **Department business plans**

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

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

### **Financial Plan**

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

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

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

### **Rating and Revenue Strategy**

The Rating and Revenue Strategy establishes the revenue raising framework to determine the most appropriate and affordable revenue and rating approach for Council which, in conjunction with other income sources, will adequately finance the services and initiatives to deliver on the strategic

objectives in its council plan. The Rating and Revenue Plan is prepared alongside the review of the Council Plan each year.

## Budget

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

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

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

### Values

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



Trust



Empowerment



Innovation

## Gender Equity and Intersectionality

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

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

## 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.**

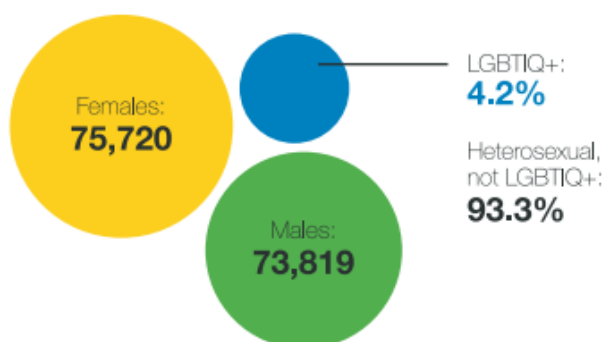
**Yarra Ranges is one of the  
largest councils in Victoria.**



Land Area:  
**2,500 km<sup>2</sup>**

**55**  
Suburbs, townships  
and small communities.

**12<sup>th</sup>**  
Largest local  
government area in  
Melbourne in terms of  
population size and  
geographic area.



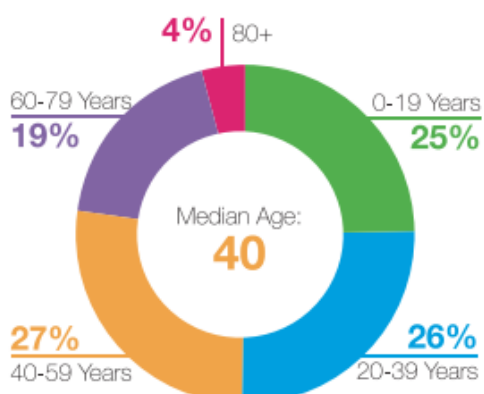
Speak English at  
home:  
**88%**

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](https://atlas.id.com.au). Demographic resources about the Yarra Ranges. | Victorian Womens health atlas, [victorianwomenshealthatlas.net.au](https://victorianwomenshealthatlas.net.au) | Victorian Agency of health Information, Findings from the Victorian population health survey 2017. [www.bettersafecare.vic.gov.au](https://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 info graphic 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.

## *What we want to achieve*

Council has identified five strategic objectives to describe what we are working towards – how we want Yarra Ranges to be in the future. These objectives, and the activities we will complete over the coming four years, have been developed in response to our community’s priorities and the big issues facing Yarra Ranges. All activities completed by the organisation contribute to one or more of these objectives. A list of these activities can be found in the Council Action Plan 2021-25.



### **Connected and Healthy Communities**

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



### **Protected & Enhanced Natural Environment**

A healthier environment for future generations.



### **High Performing Organisation**

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



### **Quality Infrastructure and Liveable Places**

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



### **Vibrant Economy, Agriculture and Tourism**

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

## *Our Strategic Direction*

The following pages outline the:

- **Major Initiatives** – critical priority projects for the next four years.
- **Five strategic objectives** – the goals for the organisation
- **Community Values** - what the community told us they value
- **Vision 2036** - what we want the future to look like
- **Strategies** – details the direction and what we will do to achieve the objectives
- **Performance measures** – how we will measure our progress against the key strategies

This section also contains other supporting strategies, policies and management plans and a list of the services council provides to the community.

Council will report on its progress against strategies and associated measures online at **yarraranges.vic.gov.au**. We will also report back to the community on our progress throughout the year via social media, eNewsletters and Yarra Ranges Local. An extensive report of our progress will be included in the Annual Report.

## *How we will achieve what is most important*

The voices of the community have played a critical role in identifying and determining the priorities for the coming four years through the Council Plan Community Panel and broader community engagement. The following pages outline the strategies that will guide the activities we will complete to work towards achieving our goals during the 2021-25 period. A full list of activities can be found in the Council Action Plan 2021-25 online at [yarraranges.vic.gov.au](http://yarraranges.vic.gov.au)

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

<b>Major Initiatives for 2021-25</b>	
1.	<b>Improve Aboriginal health and wellbeing by providing a range of supports to Oonah Health and Community Services Aboriginal Corporation to establish the Healesville Belonging Place, an integrated Aboriginal health facility.</b>
2.	<b>Become a world class trails and eco-tourism destination through project development, delivery, advocacy and partnerships, including the delivery of the Rivers and Ridges projects.</b>
3.	<b>Ensure the plants, animals and ecologies of Yarra Ranges that our community value so much are supported and retained alongside us in healthy landscapes, by preparing and implementing a Biodiversity Plan that provides renewed focus for Council, the community, and partners.</b>
4.	<b>Reduce our ecological footprint through our commitment to source renewable energy generated by Council and extend benefits to community through advocating and securing funding to deliver on initiatives including Council's Solar Farm project.</b>
5.	<b>Improve mental health outcomes for the community, strengthen social connections, and advocate for equitable and accessible mental health services across the municipality.</b>
6.	<b>Undertake and deliver integrated place planning for priority activity centres and town centres to achieve coordinated community outcomes across Yarra Ranges, in accordance with the Living Places Framework.</b>
7.	<b>Build community resilience by working together to achieve greater emergency planning and preparedness with a focus on traditional cultural burning practices. This will include the development a firestick program across public, private land and local training hubs.</b>





## Connected and Healthy Communities

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

### What the community values

The community values families, friends and neighbours, their close knit communities and the support freely given to each other in towns. They value the way they help each other in times of need and how they work together to make our communities safe and friendly places to settle into, raise our families, care for and engage with our older residents.

They value our active spaces and healthy lifestyle and how it sustains them in both mind and body. They value their vibrant culture and their opportunities for creative expression. They value that no one ever needs to feel isolated or unable to be part of the diverse and inclusive community. They value the rich history that our older residents bring to community and what they offer to family life.

### Our Community Vision for 2036

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

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

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

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

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

## Our key strategies to achieve our objectives

**Health and Wellbeing Plan** – sets strategic direction for how Council works to support optimal health and wellbeing for its community. Council’s vision for health and wellbeing is that:

***Yarra Ranges has connected and healthy communities that are resilient, fair and inclusive. Our places are liveable and sustainable.***

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

Measures of success	Target by 2025
<p>Healthy Eating - the annual rate of growth in the prevalence of diabetes in Yarra Ranges is reduced</p> <p>Baseline data 2020 is 4.6%, desired rate of increase is maximum 10% per year, target is less than 5.1% for 2022</p>	Maximum 10% increase per year
<p>Physical Activity – there is an increase in the level of adults undertaking sufficient physical activity prevalence of adults by 2023</p> <p>Baseline data 58.4% 2017, target is to maintain 58.4% for 2020 and increase to 61.3% by 2023 data release</p> <p>Prevention of Violence Against Women – the rate of police callouts for family violence does not continue to increase</p> <p><i>Baseline 1,084 per 100,000 in March 2021, target is rate of no more than 1,084 per 100,000 in subsequent years</i></p>	<p>5% increase from 2017 data</p> <p>No increase</p>
<p>Drug and Alcohol Harm - ambulance call outs for drug and alcohol</p> <p><i>Baseline number is 382 in 2019/20 financial year, target is less than 458 call outs for 2022</i></p>	20% or less
<p>Mental Health – the rate of overnight admitted mental health-related population rates of separations does not grow by more than 5% per year</p> <p><i>Baseline is 104.9 separations per 10,000 residents in 2018-19, target is 110 per 10,000 or less than 2019-20</i></p>	5% or less growth rate

**Child and Youth Strategy** - aims to support and plan for the future of children, young people and their families. It ensures universal services are accessible and advocacy continues to

address critical service gaps while delivering targeted support to those in the greatest need.

**Creative Communities Strategy** - 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.

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

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

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

## Some of our project we will deliver

- Implement Council's Healthy and Active Age Plan
- Implement the Pandemic Recovery and Resilience Framework

For a complete list of projects and initiatives please refer to the Council Action Plan.

### Services we provide

- Social planning and policy development
- Primary health planning and coordination
- Disability, inclusion and access services
- Food, health and environment inspections and protection
- Library services in partnership with Eastern Regional Library Corporation
- Maternal and child health and immunisation services
- Early years development planning
- Early childhood education and care (Pre-school, Child Care)
- Activities and programs that improve early childhood development
- Youth activities and programs
- Youth development programs
- School crossing supervision

### Services we provide

- Pandemic and storm recovery
- Community safety
- Fire prevention and emergency management
- Volunteer coordination
- Positive ageing services including respite, domestic assistance, transport and social support groups
- Indigenous Programs
- Community engagement and development programs
- Recreation programs

### Supporting strategies, policies and management plans

- Recreation and Open Space Strategy
- Housing Strategy

- Animal management
- Community and cultural festivals and events grants program
- Cultural facilities including Yarra Ranges Museum
- Services and programs to increase participation in arts and culture

- Municipal Strategic Statement
- Municipal Emergency Management Plan
- Community Engagement Policy
- Electronic Gaming Machine Gambling Policy
- Reconciliation Policy
- Festivals and Events Policy
- Community volunteer participation Policy

DRAFT



## Quality Infrastructure and Liveable Places

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

### What the community values

The community values their close connection to place. They value the spiritual connection, especially the traditional custodians of the land and place in Yarra Ranges, and the role in respecting these places, learning about them and preserving them for future generations. They value our “best of both worlds” location where they can access nearby services while living in a peaceful and natural environment.

### Our Vision for 2036

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

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

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

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

The look and feel of our commercial and industrial areas, and their environmental characteristics, has improved. Our roads, paths and other infrastructure are well maintained. Our townships are designed to improve liveability and support health and wellbeing through improved footpaths, trails, lighting and infrastructure.

### Our key strategies to achieve our objectives

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

Measures of success	Target by 2025
% of Car usage to travel to work (baseline 89%)  Source: ABS Census data, baseline 2016 census	≤ 4% reduction
% of Train/ Bus use to travel to work (baseline 7%) % of walk to work (baseline 2%) % of using a bicycle to travel to work (baseline 0.1%)  Source: ABS Census data, baseline 2016 census	≤ 1.8% increase ≤ 0.8% increase ≤ 1.7% increase
% of Car usage for non-work trips under 3km (baseline 75%)  Source: ABS Census data, baseline 2016 census	≤ 6% reduction
% of Train/ Bus use for non-work trips under 3km (baseline 0.5%) % of walk for non-work trips under 3km (baseline 24%) % of using a bicycle for non-work trips under 3km (baseline 0.5%)  Source: ABS Census data, baseline 2016 census	≤ 0.6% increase ≤ 1.6% increase ≤ 3.7% increase
Number of trips by Car (baseline 87%) Number of trips by Public Transport (baseline 3%) Number of trips by Walking (baseline 9%) Number of trips by Bike (baseline 0.6%)  <i>Source: Victorian Integrated Survey of Travel and Activity Baseline data Journeys recorded in YRC 2018</i>	Reduce biennially in all measures

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

Measures of success	Target by 2025
Asset Management maturity rating score  <i>Baseline 2021 maturity score = 900</i>  <i>Source: National Asset Management Assessment Framework measures asset management performance across 11 core areas of asset management competencies.</i>	1,000 maturity level score

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

**Recreation and Open Space Strategy** - plans for an active and healthy Yarra Ranges future providing quality and diverse sport and recreation facilities, parks and community spaces, activating our community spaces, supporting local sport and recreation clubs while

protecting the environment and developing effective community and organisational partnerships. Sub strategies include: Skate/BMX strategy, Playground Development Strategy and the Yarra Ranges Tennis Plan.

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

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

## Some of the projects we will deliver

- Activating, develop or construct community facilities
- Seal gravel roads in township across the municipality
- Complete the Lilydale Structure Plan
- Amend the Planning Scheme to align to the outcomes of the Housing Strategy
- Plan, facilitate and develop project including Lilydale Revitalisation project, Kinley re-development and Level Crossing Removal

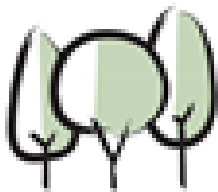
For a complete list of projects and initiatives please refer to the Council Action Plan

### Services we provide

- Maintenance and renewal of buildings
- Management of facilities
- Road, footpath and bike path construction and maintenance
- Drainage works
- Major Council building projects
- Urban design including township and streetscape improvements
- Maintenance and redevelopment of sportsfields, playgrounds and reserves
- Aquatics facilities
- Public transport advocacy
- Strategic land use policy development
- Planning permits, approvals and advice
- Affordable housing advocacy

### Supporting strategies, policies and management plans

- Capital Expenditure Program
- Yarra Ranges Planning Scheme
- Community Hubs Policy
- Road Management Plan
- Vision 2020 By Design – Built Environment Framework
- Green Wedge Management Plan
- Township Structure Plans
- Place Plans
- Liveable Climate Plan
- Special Rates and Charges Policy
- BMX and Skate Park Strategy



## Protected and Enhanced Natural Environment

*A healthier environment for future generations.*

### What the community values

The community values fresh air, clean rivers and streams, valley views and mountain vistas. They value the diverse and unique natural environment they live in, the many native plants and animals that inhabit it and the opportunities they have to 'go bush' in their backyard. They value our close connection to place. They value the spiritual connection the traditional custodians of the land have to place in Yarra Ranges, and the role in respecting these places, learning about them and preserving them for future generations.

### Our Vision for 2036

The municipality's natural beauty, stunning landscapes and reputation for exceptional local produce is enhanced, and have a significant influence on decisions made regarding sustainable growth and development in the region. A focus on responsible eco-tourism projects, access to digital services, networks and infrastructure and balanced economic development has enhanced the region's reputation and improved quality of life for all.

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

### Our key strategies to achieve our objectives

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

Measures of success	Target by 2025
Potable water use for irrigation, roads maintenance and aquatics by 2025.  Baseline data: 2018-19 – 190,635 & 2019-20 - 138,249	25% reduction
Customer satisfaction rating for environmental education targeted programs,	80% satisfaction score annually



Plants planted per annum to contribute to native fauna habitat, increased property floristic diversity and agricultural productivity such as shade, shelter, windbreaks on private property	200,000 or greater
Kilometres of roadside with bushfire fuel levels reduced	40km or greater
Increase habitat restoration through change in the proportion of reserves from medium to high conservation status.	2% or greater annually

**Liveable Climate Plan** – aims for Council be more efficient in using renewable energy, building resilient buildings, having a zero emission fleet, taking sustainable lifecycle approach to asset management and incorporate climate thinking in strategies, policies, programs and services as we help the organisation and the community adapt to a changing climate. The plan aims to empower the community to be liveable and connected and focus on deliberate climate responsible services and program including Living Landscapes, Food Security, Sustainable transport, thriving economy and adapting together as one community in the shift to a low carbon future.

Measures of success	Target by 2025
Reduction of 60% of corporate greenhouse gas emissions on 2005 levels by December 2025, with a view to net zero by 2040.  2020 corporate emissions are estimated at 12,000 tCO <sub>2</sub> e	6,400 tCO <sub>2</sub> e or lower

## Some of the projects we will deliver

- Implement actions of the Urban Tree Canopy Strategy
- Prepare and implement a Biodiversity Plan
- Develop a Municipal Waste Plan

For a complete list of projects and initiatives please refer to the Council Action Plan.

### **Services we provide**

- Environmental education programs including a focus on schools
- Weed reduction and re-planting programs
- Biodiversity conservation
- Support for friends and Landcare groups
- Waste management services
- Community support to reduce impact and prepare for climate change

### **Supporting strategies, policies and management plans**

- Green Wedge Management Plan
- Flora and Fauna Management Plan
- Waste Management Plan
- Recreation and Open Space Strategy
- Weed Management Strategy
- Integrated Transport Strategy

DRAFT



## 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.*

### What the community values

The community values the many wonderful attractions, as they live somewhere special that others come to visit and enjoy. They value our highly productive communities, our internationally recognised high quality produce and the opportunities to buy local and support local businesses.

### Our vision

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

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

Educational facilities build the skills of our people and develop our leaders to strengthen communities and support local employment. Our community are passionate about where they live.

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

### Our key strategy to achieve our objectives

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

Measures of success	Target by 2025
Growth in resident spend locally <i>Baseline data: \$1,188 million (May 2021)</i>	Increase annually
Growth in visitor spend locally <i>Baseline data: \$671 in 2021 (May 2021)</i>	Increase annually

Growth of international visitors in the Yarra Ranges and Dandenong Region Baseline data: 14,000 - (December 2020)	Increase annually
Gross Regional Product - Increase the net wealth generated by the local economy influenced through employment, productivity and industry types in the area Baseline data: \$6.7billion in 2021	3% or greater

## Some of the projects we will deliver

- Develop and deliver a network of recreational trails across the municipality
- Delivery initiatives in the Bayswater Business Precinct Transformation Strategy
- Develop a cultural and creative brand for the Yarra Ranges to attract and retain creative professionals, creative businesses and cultural tourism spend.
- Review our Economic Development Strategy and Investment Attraction Plan, to help create more local jobs and drive local investment.

For a complete list of projects and initiatives please refer to the Council Action Plan.

### Services we provide

- Dedicated Business Concierge – Priority Investment Process and Small Business Office
- Strategic Connections and Business Networks
- Access to training programs and sustainable business practices
- Facilitate tourism development and regional marketing
- Agribusiness support and development
- Jobs Portal – connecting local employers and jobseekers

### Supporting strategies, policies and management plans

- Green Wedge Management Plan
- Reconciliation Framework for Action
- Child and Youth Strategy
- Liveable Climate Plan



## High Performing Organisation

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

### Our commitment to the Community Values Statement

Council recognises the Values Statement as the collective voice of the Yarra Ranges community. Council will ensure that these values remain at the forefront of all its decision making and that it informs Council's planning and advocacy for the future.

### Our vision

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

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

### Our key strategies to achieve our objectives

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

Measures of success	Target by 2025
<p>% increase in Council's Maturity Model Assessment in:</p> <ul style="list-style-type: none"><li>• Building a great culture</li><li>• Leadership that achieves outcomes</li><li>• Focus on community and customer</li><li>• Individual's performance and accountability via their performance development plans</li><li>• Information Technology systems and data management maturity</li></ul> <p>Source: Yarra Ranges Maturity Model Assessment</p>	<p>Increase annually</p>

Number of Lost time injury incidents	11 or fewer
Customer satisfaction with Yarra Ranges Council Source: Yarra Ranges Customer Satisfaction Score	Increase annually
Increase in gender equity and diversity inclusion amongst YRC staff Source: Yarra Ranges Employee Alignment and Engagement Survey	Increase annually

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

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

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

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

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

## Some of the projects we will deliver

- Streamline internal Council processes and improve systems to deliver more efficient services through the Equip Program.
- Increase the community’s visibility, understanding of and access to Council’s information and performance.
- Build community capacity to be active in achieving community outcomes.

For a complete list of projects and initiatives please refer to the Council Action Plan.

## Services we provide

- Communications, advocacy and media relations
- Community engagement
- Dedicated community contact centre
- Front line customer service through our five community link centres
- Financial management and reporting
- Procurement, contracts and tendering
- Corporate planning and performance
- Information technology and records management
- Rating and valuation services
- Council governance and meeting procedures
- Occupational health and safety
- Human resources, employee relations and organisational development
- Risk management, insurance and assurance

## Supporting strategies, policies and management plans

- Financial Plan
- Councillor Expenditure and Donation Policy
- Election Period Policy
- Legislative Compliance Policy
- Social Media Policy
- Community Engagement Policy

## *Council Action Plan*

The Council Action Plan contains the activities that Council will do over the next four years to deliver on the Council Plan. These activities include the key priority projects that the Council has identified as the most important and a list of activities and projects that will deliver on the five strategic objectives and the long term vision for the municipality. The Corporate Action Plan is an attachment to the four year Council Plan and is reviewed annually to ensure what we do is still relevant to providing high quality services that meet the needs of the community.

## *Copies and further Information*

Copies of the Corporate Action Plan are available as hard copies or online.

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



## Yarra Ranges Council

PO Box 105  
Lilydale VIC 3140



Telephone: **1300 368 333**

Email: [mail@yarraranges.vic.gov.au](mailto:mail@yarraranges.vic.gov.au)

Website: [yarraranges.vic.gov.au](http://yarraranges.vic.gov.au)

### Share and Connect

[Like us on Facebook](https://www.facebook.com/ycouncil) facebook.com/ycouncil

[Follow us on Twitter](https://twitter.com/ycouncil) twitter.com/ycouncil

[Watch our YouTube Channel](https://www.youtube.com/user/yarrarangescouncil)

youtube.com/user/yarrarangescouncil

[Subscribe to e Newsletter](https://yarraranges.vic.gov.au/subscribe)

yarraranges.vic.gov.au/subscribe

### 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

### Community Links

#### Lilydale

15 Anderson Street

#### Healesville

110 River Street

#### Monbulk

21 Main Road

#### Yarra Junction

2442-2444 Warburton Highway

#### Upwey

40 Main Street

### 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

Hohlet 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

This document is available in text format online at  
[yarraranges.vic.gov.au](http://yarraranges.vic.gov.au)