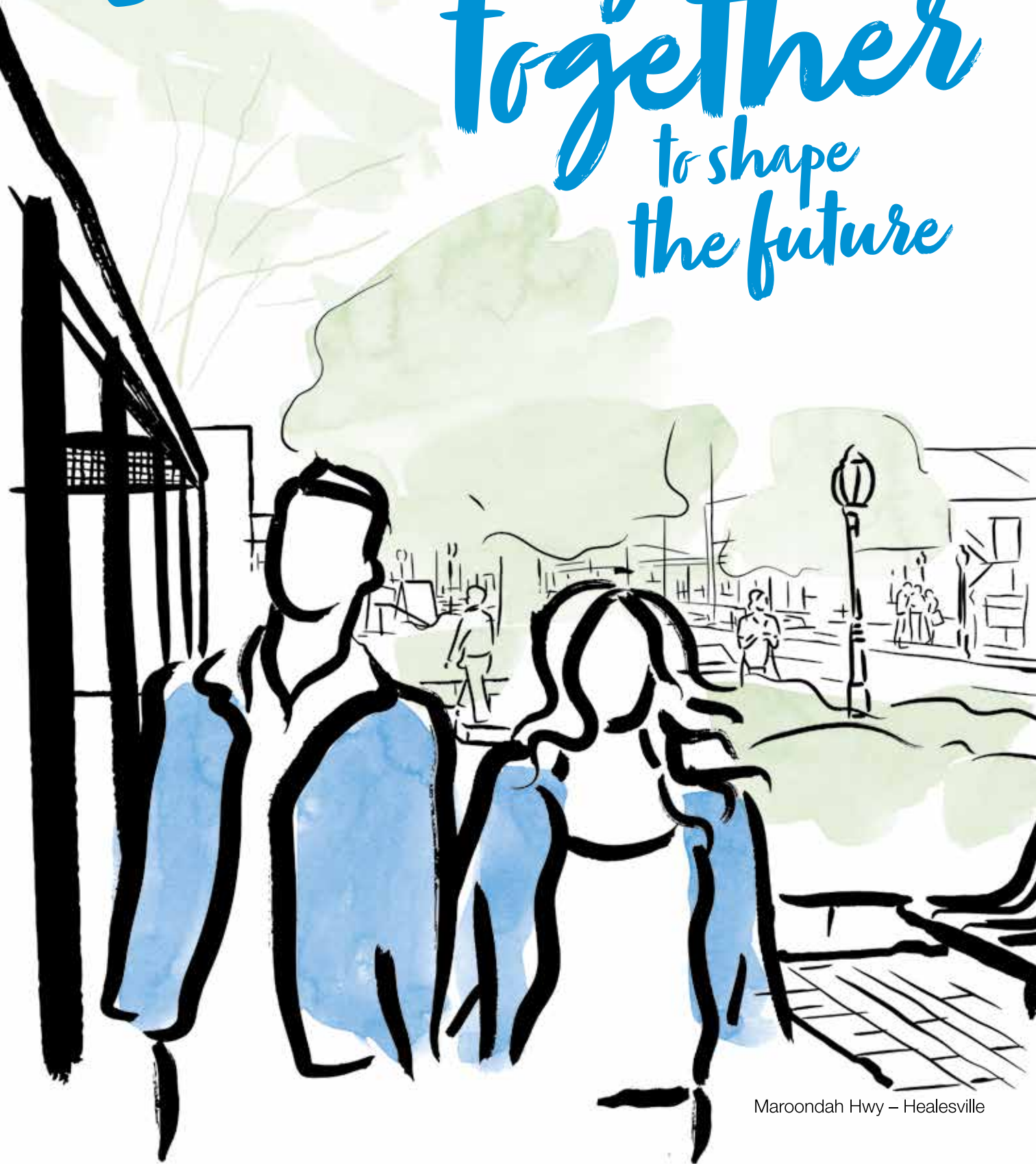


YARRA RANGES COUNCIL PLAN 2017–21

Yarra
Ranges
Council

Working together to shape the future



Maroondah Hwy – Healesville

About the Council Plan

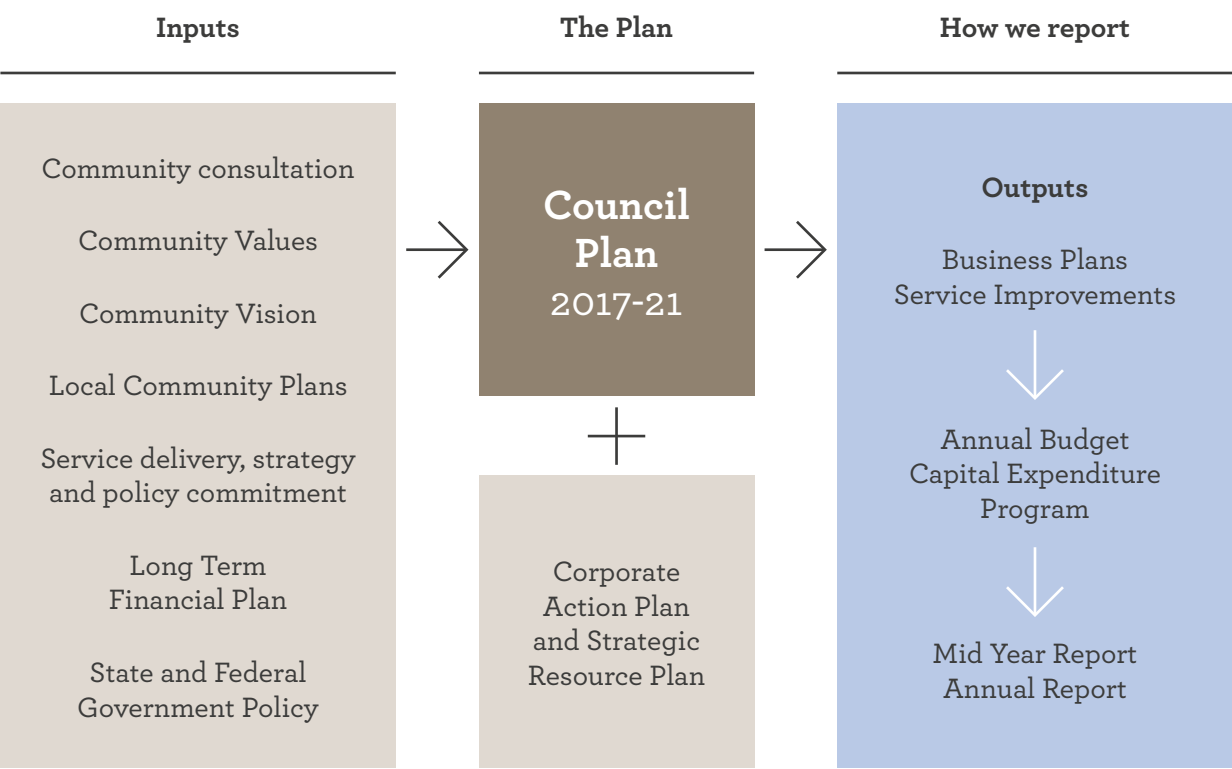
The Council Plan is Council’s key planning document for the four year electoral term. It describes the things that Council stands for, our objectives, the high priority activities we will complete and how these activities are going to be resourced. Importantly, it also explains how our performance will 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 councillors and officers. Importantly, it is developed based on a review of the big issues facing Yarra Ranges and the things important to our community captured through comprehensive community engagement processes. More than 2,700 community members contributed their ideas and priorities to develop this plan. These ideas were brought together with a review of Council’s financial position to determine the content of the plan. Yarra Ranges develops a four year plan with a separate Corporate Action Plan including the Strategic Resource Plan. These are 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.



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Everyone at Council is dedicated to working towards a liveable, productive and sustainable municipality, where there are opportunities for everyone. This plan is the latest step on our path towards that.

Message from the Mayor and Councillors

Welcome to the Council Plan 2017-21, mapping out the coming
four years under your new Yarra Ranges Council.



We are a new Council, elected late last year. But whether the faces around the councillors' table are old or new, each one of us has had engagement with the community and knows the issues in their ward.

Everyone at Council is dedicated to working towards a liveable, productive and sustainable municipality, where there are opportunities for everyone. This plan is the latest step on our path towards that.

Each Council Plan has been produced with the community in mind, but we have taken that further with this new plan.

Last year, we asked residents to reflect on their values and their long term aspirations through two exciting community engagement projects: Community Values and The Big Picture. As a result, we gathered 2,700 responses from community members, which we have used to create a Vision and Community Values Statement. This statement recognises the importance of community connections, vibrant culture, accessible services and protecting the natural environment. These are the same values the Council embodies in the work we do.

This statement is the collective voice of Yarra Ranges and a road map for us.

You've told us what's important to you, and it's our job to follow through on that and to keep these values and aspirations front of mind in our decision making.

We invite residents to get involved in that decision making process by including their input through our website's Have Your Say section and by taking public submissions into consideration when we sit at Council meetings. We empowered residents to get further involved with a special Yarra Glen People's Panel, which recommended projects such as the Yarra River Circuit and a Community Solar Energy Project for the town.

A recent workshop was held to map the way forward for a group of residents driving the solar project, and it's great to see residents taking the wheel and discussing the way forward for their town.

Our key focus areas for the coming year will be:

- delivering an Environment Strategy that protects the beautiful environment in the Yarra Ranges. If we don't look after what we have now, we will lose one of the things that make our part of the world so special
- advocating for much-needed improvements to public transport services and connectivity across the municipality
- delivering a Health and Wellbeing Strategy that cares for people in our community. This strategy will be about the people and what we can do to look after them
- engaging with residents about upcoming developments, plans and projects through council. It's important to have the feedback of the people who live and work in the Yarra Ranges so we know our decisions are made in their best interest

- liaise further with the Indigenous community, building stronger relationships and increasing the voice of our Aboriginal residents in our decision making. We so often acknowledge that we stand on the land of the Wurundjeri, and we want to take their vibrant culture and history into consideration when we do our work.

Looking ahead at the next four years, we at Council are well-placed for the continuing rate cap.

We'll keep looking at the best way to deliver our services in a way that is efficient, responsible and in line with the community's values, under the fantastic leadership of our CEO.

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

I'm confident that, with our dedicated team and passionate residents and the measures in this plan, we will make these four years better than ever.



Councillor Noel Cliff
Mayor 2016-17

Message from the CEO



We at Yarra Ranges Council have a big four years ahead of us, with organisational culture and infrastructure changes set to transform the way we service the community.

The Council is prepared for the State Government's Rate Cap to continue into the foreseeable future.

Meeting the cap has had a significant impact on Council's Long Term Financial Plan and financial sustainability indicators. While Council continues to be financially sustainable, there are potential vulnerabilities in cash flow and liquidity in the later years of our plan which will be monitored carefully.

We have an ongoing commitment to innovating processes and finding efficiencies across the organisation, which will allow us to keep rate increases lower while continuing to fund major projects. We are dedicated to addressing our asset renewal gap, with our strategy lengthening from 10 to 15 years to balance the needs of our capital works program.

We continue our commitment to Business Excellence, technology and digital development and innovation, as major elements of our business transformation, to provide increasing levels of service quality with fewer resources.

Customer experience is at the forefront of Council's plans for the future. We are exploring new ways of delivering effective, functional and responsive service to our customers in a rapidly-changing world.

The redevelopment of the Anderson Street offices will contribute to this and help our employees be more responsive and work more productively.

The current office buildings are more than 50 years old and are no longer fit for purpose. The redevelopment has been in the

pipeline for years and its positive impacts will be felt across the organisation and community once completed.

A new, built-for-purpose Civic Centre will mean that we will be able to work dynamically and efficiently. Service response times and outcomes will improve as a result.

This will not just be new offices, but a change in culture. Our employees and leaders are preparing for new ways of working and utilising new technologies.

This is the key to our success in the long-term. We must be adaptive to new ways of responding to residents' needs in a world where instant methods of communication result in higher expectations.

We will continue to work and pool resources with eastern region councils to improve services and deliver better value for money to our ratepayers.

Over the coming four years, Council will review services and their impact on the community.

Customer experience is at the forefront of Council's plans for the future. We are exploring new ways of delivering effective, functional and responsive service to our customers in a rapidly-changing world.

We will evaluate what Council offers and investigate possibilities of transferring programs to community organisations excelling in their field, ensuring residents have access to the best providers.

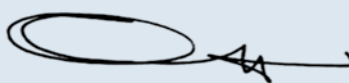
Our strategy aims to support the Council Plan objectives, balanced with a sustainable financial framework. The challenge we face at Council is allocating resources between recurrent services, capital works, renewals and rehabilitation of our assets and reserve funds for unfunded defined benefits superannuation liabilities. We have growing customer expectations and a stronger focus on our role in community and township development, which highlights this challenge.

Council will consider borrowings as an option to acquire assets, when a detailed business case analysis indicates it is the best option, economically, and that the ongoing costs can be met in our budget.

We have had a focus on debt reduction over the last decade, which has allowed us to use former loan repayments in the capital works program.

This has also increased our flexibility to respond to unforeseen events and strengthened our financial position for the future.

Yarra Ranges is a world-class destination for people to live, work, play and invest, and we remain committed to helping our municipality and our residents grow.



Glenn Patterson,
CEO

Your 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.

Yarra Ranges councillors, elected in the October 2016 local government elections to serve for the four year period until October 2020, are shown below.



Cr Noel Cliff

Mayor 2016-17

Ph: 0419 526 105

E: CrNoelCliff@yarraranges.vic.gov.au

Streeton Ward

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



Cr Len Cox

Deputy Mayor 2016-17

Ph: 9761 9356

E: CrLenCox@yarraranges.vic.gov.au

Walling Ward

Kilsyth (most), Montrose (part) and Mooroolbark (part).



Cr Fiona McAllister

Ph: 0408 349 640

E: CrFionaMcAllister@yarraranges.vic.gov.au

Ryrie Ward

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.



Cr Jim Child

Ph: 0408 079 227

E: CrJimChild@yarraranges.vic.gov.au

O'Shannassy Ward

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.

Our Commitment

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



Cr Richard Higgins

Ph: 0429 151 489
E: CrRichardHiggins@yarraranges.vic.gov.au

Chirnside Ward

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



Cr Tim Heenan

Ph: 9736 2956
E: CrTimHeenan@yarraranges.vic.gov.au

Billanook Ward

Lilydale (most), Mount Evelyn (most), and Wandin North (part).



Cr Tony Stevenson

Ph: 0409 031 360
E: CrTonyStevenson@yarraranges.vic.gov.au

Chandler Ward

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



Cr Mike Clarke

Ph: 0437 964 567
E: CrMikeClarke@yarraranges.vic.gov.au

Lyster Ward

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 Terry Avery

Ph: 9727 0347
E: CrTerryAvery@yarraranges.vic.gov.au

Melba Ward

Lilydale (part) and Mooroolbark (part).

Key Facts about Yarra Ranges

*150,000 people call
Yarra Ranges home*



Yarra Ranges is home to 149,537 residents. It has:

- an above average level of young people aged **5-19** and adults aged **40-74** compared to the Victorian average
- a **slower population growth rate** than that of Victoria overall
- Over the next ten years, the population is expected to **grow by 7.2 per cent** with a total increase of **10,972** people
- The proportion of the population aged over 65 is expected to **increase by 2.7 per cent**.

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



- Yarra Ranges Council covers an area of almost **2,500 square kilometres**
- It is the **twelfth largest** local government area in Melbourne in terms of population size and the largest in geographic area
- Yarra Ranges is home to over **55 suburbs, townships, and small communities** in a mixture of rural and urban areas
- This diversity of place and dispersion of communities makes Yarra Ranges **one of the most unique** municipalities in the State.

*188,000 hectares of
native vegetation*



- Yarra Ranges is recognised as a **special place** for its natural beauty and diverse habitats
- The mountainous landscapes and the Yarra River Valley contain **significant areas** of remnant native vegetation providing an important habitat for wildlife.

*Aboriginal heritage
and cultural
diversity*



- Yarra Ranges has the **largest concentration** of Aboriginal and Torres Strait Islander people in the Eastern Region
- Yarra Ranges' population has **much less diversity** of backgrounds than the rest of Victoria
- **78 per cent** of residents were born in Australia, compared to 65 per cent across Victoria; 88 per cent of residents speak English only at home, compared to 68 per cent across Victoria.

*Flourishing
industries*



- Yarra Ranges has **13,500** registered businesses, employing some **35,800** people
- Manufacturing is the most valuable sector, yielding **\$3 billion** in regional output
- The construction, manufacturing, retail trade, and health care and social assistance industries employ almost **60 per cent of Yarra Ranges residents**
- Over **4.5 million** tourists visit Yarra Ranges each year.

*For further demographic information
about Yarra Ranges visit
yarraranges.vic.gov.au/demographics*

Yarra Ranges Community Values Statement

This Community Values Statement is 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.

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.

Yarra Ranges Vision for the municipality

The following vision statement has been developed by Council to describe Council's aspirations for the future of the municipality - how we would like Yarra Ranges to be in 2036. It is based on the ideas of more than 1,000 members of our community, captured in late 2016.

*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 to our community and respond to their needs and aspirations. We are visible and communicate clearly and honestly.

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.

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 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 improved access to important community services, new and upgraded facilities, infrastructure and jobs.

‘Gateways’ into 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 the facilities and activities 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.



Strategic Leadership Team

Yarra Ranges’ Chief Executive Officer, Glenn Patterson, reports directly to the Council. He is supported by three directors, who together comprise the Strategic Leadership Team. The Strategic Leadership Team is:



Glenn Patterson
Chief Executive Officer



Troy Edwards
Director Corporate
Services



Ali Wastie
Director Social and
Economic Development



Mark Varmalis
Director Environment
and Engineering

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, employees and Councillors and present an ongoing challenge. Some of the key issues are:

Service delivery

- 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 particular 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.

Community

- 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 ageing population placing increasing pressures on a number of our services.

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 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.

Corporate Values

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



Honesty and trust



Customer focus



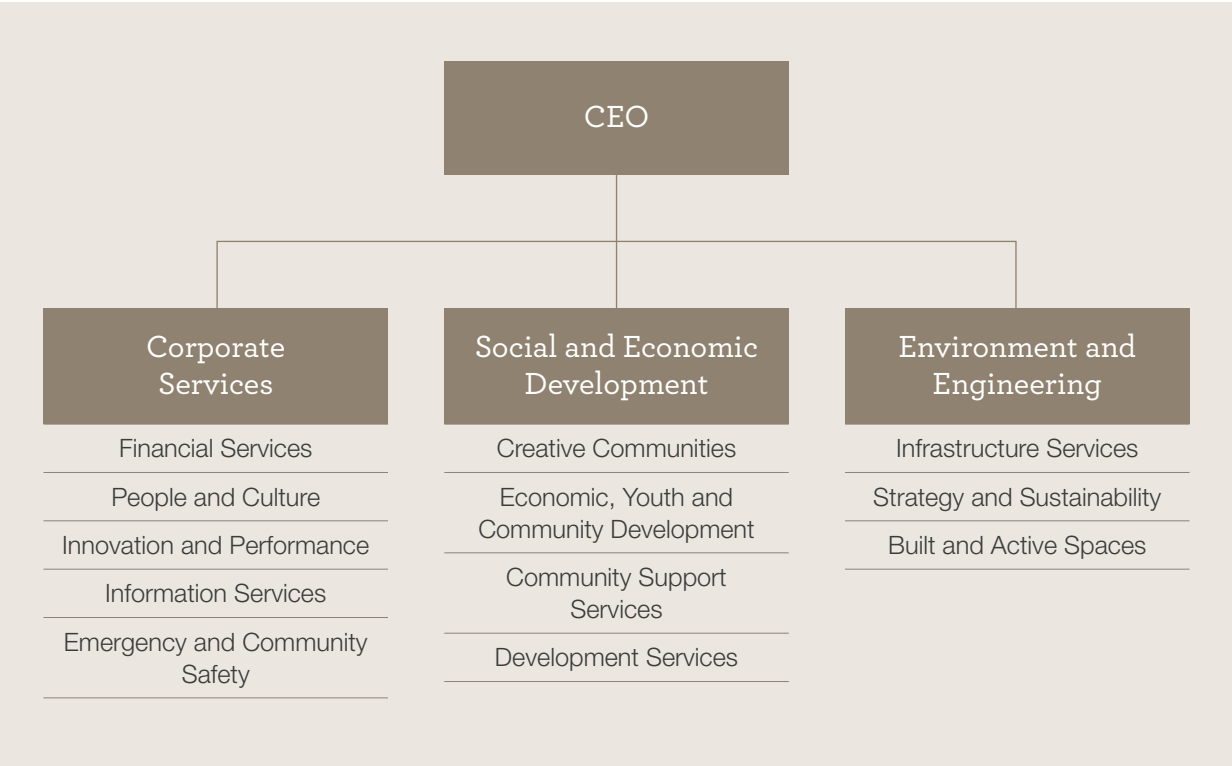
Clear and open communication



Creativity and innovation

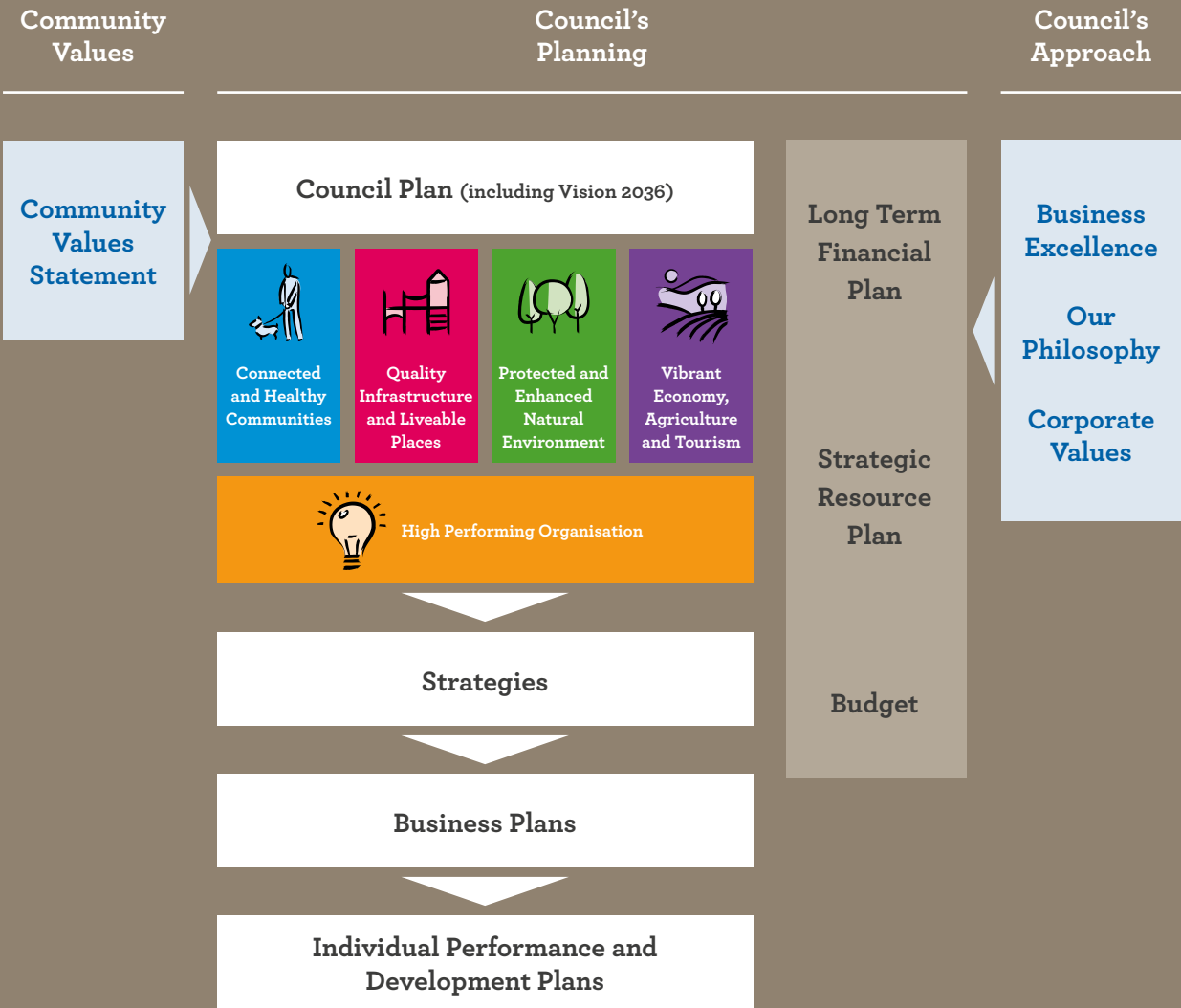
Our Organisational Structure

Our organisational structure (pictured below) 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.



Strategic Framework

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 increases the connection between community values, priorities and Council’s planning processes.



Community Values

Yarra Ranges Community Values Statement

Council has asked the Yarra Ranges community what is important to them and what they value. This information was used to develop the ‘Yarra Ranges Community Values Statement’. This statement was an important input into 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 were also used to inform this Council Plan.



Council's Planning

Council 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 the 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 carried out within individual departments.

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 team members prior to 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.

Individual performance and development plans

Individual performance and development plans are created on an annual basis for all employees. These plans detail the objectives and professional development activities that each individual will undertake in the year, and provide strong alignment to team business plans, strategies and plans, and the organisation's strategic direction.

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 ten 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 on the strategic objectives in the Council Plan.

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

Corporate Values

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



Honesty and trust



Customer focus



Clear and open communication



Creativity and innovation

Our Philosophy

Our Philosophy provides Yarra Ranges employees with clear direction on how to thrive in our changing work environment. The philosophy supports employees in achieving our organisational vision. It encourages employees to be passionate about what they do, to challenge and support each other, and be courageous, authentic and accountable. It is designed to support Council being a high performing organisation through fostering a culture of innovation, trust and empowerment.

Our Strategic Direction

The following pages outline the:

| | |
|----------------------|---|
| Strategic objectives | Goals for the organisation |
| Community values | What the community told us they value |
| Vision 2036 | What we want the future to look like |
| Major initiatives | Critical priority projects for the next four years |
| Key strategies | What we will do to achieve the objectives |
| Performance measures | How we will measure our progress against the key strategies and initiatives |

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.

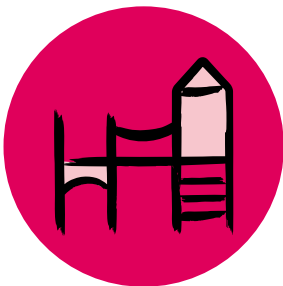
What We Want to Achieve

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, the Community Values Statement and the Vision for Yarra Ranges. All activities completed by the organisation 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.



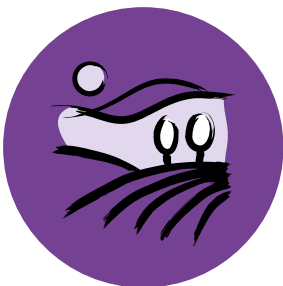
Quality Infrastructure and Liveable Places

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.

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 their communities safe and friendly places to settle into, raise families, care for and engage with older residents.

They value active spaces and healthy lifestyles, and how this 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 older residents bring to the community and what they offer to family life.

Our Vision for 2036

In 2036 Yarra Ranges is a wonderful place to live. Advocacy for innovative transport solutions that reflect global trends in mobility has improved access to important community services, new and upgraded infrastructure and jobs. Educational facilities build the skills of our people and develop our leaders to strengthen communities and support local employment.

Each community is diverse and unique. Our high regard for local planning recognises the distinct qualities of local communities and their health, safety and wellbeing needs.

Services are accessible in many ways and cater for children, youth, families, those with a disability and our growing older population. People actively participate in recreational and cultural activities using the facilities and activities developed for all ages and abilities. Pockets of disadvantage within the municipality are targeted with solutions in partnership with government, business and community organisations.

Our major initiatives

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

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

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

Our key strategies to achieve our objectives

| Health and Wellbeing Strategy - aims to protect, improve and promote the public health and wellbeing of people in Yarra Ranges. 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 are the foundations for lifelong wellbeing. ‘Healthy Place, Healthy People’. | |
|---|---|
| MEASURES OF SUCCESS | TARGET BY 2021 |
| Rate of the rise of diabetes in Yarra Ranges | less than 10% increase per year (2014 baseline data of the incidence of diabetes = 4.6%, rate of increase = 10% per year) |
| Prevalence of sufficient physical activity in adults | 5% increase from 2014 data (2014 baseline data = 41.3%) |

| 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. | |
|---|---------------------------|
| MEASURES OF SUCCESS | TARGET BY 2021 |
| Participation rate in Maternal and Child Health Services | 82% or greater |
| Proportion of Preschool participation | 96.5% or greater |
| Proportion of children developmentally vulnerable on two or more domains including language and cognitive domains | 7.8% or lower |
| Proportion of engagement processes including young people’s participation | 70% or greater |
| Proportion of young people participating in Council-run youth activities | 2% annual increase |

| Creative Communities Strategy - plans 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. | |
|--|----------------------------------|
| MEASURES OF SUCCESS | TARGET BY 2021 |
| Creative and cultural industry economic activity | 5% increase from baseline |
| Creativity and cultural engagement in public places | 5% increase from baseline |
| Utilisation and engagement with cultural facility and development program | 5% increase from baseline |
| Awareness of value of cultural participation and expression | 5% increase from baseline |

Our key strategies to achieve our objectives continued

| | |
|---|-----------------------------|
| 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. | |
| MEASURES OF SUCCESS | TARGET BY 2021 |
| A Belonging Place is established in partnership with the Healesville Indigenous Community Association | established by 2021 |
| Proportion of Yarra Ranges Reconciliation Week attendants agree or strongly agree that YRRW effectively promotes Reconciliation | 80% or greater |
| Attendance at Yarra Ranges Reconciliation Week | increase on 2016 attendance |

| | |
|--|--------------------------|
| Safer Communities Strategy - aims to improve safety in Yarra Ranges through advocacy, leadership and collaborative partnerships and work with communities to build resilience. Aims to develop protection and prevention programs and establish the organisation’s readiness to activate, respond and assist in recovery. | |
| MEASURES OF SUCCESS | TARGET BY 2021 |
| Community Emergency Management Plans established across geographic areas to support unique community needs for emergencies | 8 area projects in place |

| | |
|--|----------------------|
| 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. | |
| MEASURES OF SUCCESS | TARGET BY 2021 |
| Proportion of Council owned buildings that are accessible for people with a disability and incorporate accessible amenities | 3% increase annually |
| Proportion of council officer engagements with the Yarra Ranges Disability Advisory Committee on projects, policy and strategy and community issues | 80% or greater |

Supporting strategies, policies and management plans

Recreation and Open Space Strategy

Municipal Emergency Management Plan

Community Engagement Policy

Electronic Gaming Machine Gambling Policy

Reconciliation Policy

Municipal Strategic Statement

Festivals and Events Policy

Community Volunteer Participation Policy

Domestic Animal Management Plan

Services we provide

Social planning and policy development

Primary health planning and coordination

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 (preschool, child care)

Activities and programs that improve early childhood development

Youth activities and programs

School crossing supervision

Animal management

Community and cultural festivals and events grants program

Community safety

Fire prevention and emergency management

Volunteer coordination

Positive ageing services

Community engagement and development programs

Recreational programs

Services and programs to increase participation in arts and culture

Cultural facilities including Yarra Ranges Museum

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. They value their 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.

‘Gateways’ into the municipality now strengthen our identity, our culture and heritage and create a sense of belonging for our community.

Advocacy for innovative transport solutions that reflect global trends in mobility has improved access to important community services, new and upgraded infrastructure and jobs.

Each community is diverse and unique. Our high regard for local planning recognises the distinct qualities of local communities and their health, safety and wellbeing needs.

People actively participate in recreational and cultural activities using the facilities and activities developed for all ages and abilities.

Our major initiatives

1

Integrate the management of our assets to ensure their quality is to an agreed standard that supports our community’s needs.

2

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

3

Develop a Transportation Plan with a focus on improved public transport, pressures and freight to enable targeted advocacy to State and Federal Government and partnership with private industry.

4

Advocate for external funding to support improved community infrastructure across the municipality for initiatives including the Warburton Mountain Biking Hub, Yarra Valley Trail, community facilities and hubs upgrades, sporting pavilion upgrades and recreation reserve improvements.

Our key strategies to achieve our objectives

| 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. Aims to activate our community spaces and support local sport and recreation clubs while protecting the environment and developing effective community and organisational partnerships. | |
|--|--|
| MEASURES OF SUCCESS | TARGET BY 2021 |
| Participation rate of recreational projects constructed or programs developed | Increase on baseline data |
| Aquatics Facilities Strategy – determines future needs, actions and priorities for aquatic facilities across the municipality. | |
| MEASURES OF SUCCESS | TARGET BY 2021 |
| Utilisation of outdoor aquatic facilities | Increase on baseline data from 2016-17 |
| Utilisation of indoor aquatic facilities | Increase on baseline data from 2016-17 |
| 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 2021 |
| Level of Asset Management maturity rating | Increase core maturity level (2016 baseline maturity = ‘low’) |

| 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 |
| Adapting to Changing Climate and Energy Future Plan |
| Special Rates and Charges Policy |
| BMX and Skate Park Strategy |
| Playground Development Strategy |
| Yarra Ranges Tennis 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 |





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 their 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

In 2036 Yarra Ranges is a wonderful place to live. The municipality's natural beauty, stunning landscapes and reputation for exceptional local produce is enhanced and underpins decisions made with regard to growth and development in the region. A focus on responsible eco-tourism projects amongst our natural assets has made Yarra Ranges a world-class destination for visitors and investors.

Our major initiatives

1

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

2

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

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 resource and energy consumption to represent the best interests of our environment. | |
| MEASURES OF SUCCESS | TARGET BY 2021 |
| Kilometres of roadside with bushfire fuel levels reduced | 132km or greater |
| Increase habitat restoration through change in the proportion of reserves from medium to high conservation status | 2% or greater |

| | |
|---|--------------------|
| 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. | |
| MEASURES OF SUCCESS | TARGET BY 2021 |
| Plants distributed for planting per annum through the Ribbons of Green Program | 240,000 or greater |

| | |
|---|---------------------------|
| Weed Management Strategy – educates community, reduces the impact and prevents new threats of weeds. Aims to review, evaluate, conduct research, develop options and build partnerships for weed management. | |
| MEASURES OF SUCCESS | TARGET BY 2021 |
| 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 |
| 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 |
| Proportion of Council managed Very High Conservation Reserves that contain less than 5% high threat weed cover | 100% |
| Proportion of Council managed High Conservation reserves that contain less than 25% high threat weed cover | 100% |

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

MEASURES OF SUCCESS TARGET BY 2021

Reduction of corporate greenhouse gas emissions towards zero 10,000 tCO₂e or lower
(2016 baseline = 14,621 tCO₂e)

Supporting strategies, policies and management plans

Green Wedge Management Plan

Flora and Fauna Management Plan

Waste Management Plan

Recreation and Open Space Strategy

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

Bushland reserve management

Tree protection

Open space network management

Maintenance of parks and reserves

Management and maintenance of trees

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

Vibrant Economy, Agriculture and Tourism



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 their highly productive communities, the internationally recognised high quality produce and the opportunities to buy local and support local businesses.

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.

The municipality’s natural beauty, stunning landscapes and reputation for exceptional local produce is enhanced. This underpins decisions made with regard to growth and development within the region. A focus on responsible eco-tourism projects, digital connectivity and balanced economic development has enhanced the region’s reputation and improved quality of life for all. The aesthetic and environmental characteristics of our commercial and industrial precincts are a key investment attractor.

Educational facilities build the skills of our people and develop our leaders to strengthen communities and support local employment.

‘Gateways’ into the municipality now strengthen our identity, our culture and heritage and create a sense of belonging for our community.

Our major initiatives

1

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

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.

3

Develop and implement the Lilydale Project to improve liveability and attract private and public investment into the area.

4

Attract funding for key tourism infrastructure projects with a focus on The RidgeWalk, Warburton Mountain Bike Hub, Yarra Valley Trail and advocacy for Yarra Valley Railway Stage 2 to encourage more nature based tourism opportunities.

Our key strategies 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. Increases accessibility to economic opportunities through improved transport. Encourages investment, training and skill generation to attract new businesses to the region. | |
|---|------------------------------|
| MEASURES OF SUCCESS | TARGET BY 2021 |
| Year on year growth of overnight visitors (domestic and international in the Yarra Ranges and Dandenongs Region) | Victorian average or greater |
| Increase the net wealth generated by the local economy influenced through employment, productivity and industry types in the area | 3% or greater |

| Supporting strategies, policies and management plans |
|--|
| Green Wedge Management Plan |
| Reconciliation Framework for Action |
| Child and Youth Strategy |

| Services we provide |
|---|
| Training programs and support for local business |
| Facilitate tourism development and regional marketing |
| Agribusiness support and development |
| Business networks and sustainable business practices |
| Business permits |
| Health inspections |





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 to listen to our community and respond to their needs and aspirations.

We are visible and communicate clearly and honestly. 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.



Our major initiatives

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.

2 Implement a new way of working within an activity-based working environment through our Flexible Future project, to build organisational capability, improve our responsiveness and our adaptability in a changing environment.

3 Deliver opportunities for shared service arrangements with regional Councils to deliver value for money to ratepayers.

Our key strategies to achieve our objectives

| | |
|---|---|
| Customer Experience Strategy – reviews, improves, and evaluates how we deliver customer service to all of our community through our people, systems, processes and technology. | |
| MEASURES OF SUCCESS | TARGET BY 2021 |
| Results of the Customer Experience Survey | 2% annual increase in all dimensions |
| Complaints escalated to the Ombudsman | annual reduction |
| 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. | |
| MEASURES OF SUCCESS | TARGET BY 2021 |
| Employee engagement score in the Employee Opinion Survey | annual increase |
| Diversity and Inclusion score in the Employee Opinion Survey | annual increase |
| 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. | |
| MEASURES OF SUCCESS | TARGET BY 2021 |
| Number of social media followers | annual increase (baseline data 2017 = 7,000) |
| Number of Yarra Ranges unique website visits | annual increase |
| Number of eNewsletter subscribers | annual increase |
| Number of ways community can interact with Council | annual increase |

Our key strategies to achieve our objectives continued

| | |
|---|---|
| Information and Communication Technology Strategy - aims to modernise technology to move towards ‘any device, any time, anywhere’, mobilising users and improving processes. | |
| MEASURES OF SUCCESS | TARGET BY 2021 |
| 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% |
| Proportion of Information Technology software transferred from on premise servers to the Cloud | 80% or greater |
| Amount of paper used 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) |

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

| | |
|---|----------------|
| Health and Safety Strategy – supports strong committed leaders, systems and programs to ensure a safe work environment for staff who are healthy, informed and engaged in safe work practices. | |
| MEASURES OF SUCCESS | TARGET BY 2021 |
| Number of lost time injuries | 11 or lower |
| 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 |
| Proportion of safety observations undertaken by leaders (this measure will commence in year 3) | 95% or greater |

Supporting strategies, policies and management plans

Long-term Financial Plan

Councillor Expenditure and Donation Policy

Election Period Policy

Legislative Compliance Policy

Social Media Policy

Digital Strategy

Business Excellence Framework

Plan for Innovation

Services we provide

Communications, advocacy and media relations

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

Digital services

Innovation and improvement

Service review and planning

Companion Documents

Corporate Action Plan

The Corporate Action Plan contains the activities that Council will undertake over the next four years to deliver on the Council Plan. These activities include the key priority projects that 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 Council does is still relevant to providing high quality services that meet the needs of the community.

Strategic Resource Plan

The Strategic Resource Plan (SRP) includes the details of both the financial and non-financial resources (including human resources) required to achieve the strategic objectives included in the Council Plan for the next four years. Council has prepared a SRP for 2017- 21 as part of its ongoing financial planning to assist in adopting a budget within a longer term framework. The SRP takes the strategic objectives and strategies as specified in the Council Plan and expresses them in financial terms for the next four years.

The key objective, which underlines the development of the SRP, is financial sustainability in the medium to long term, while still achieving Council's strategic objectives as specified in the Council Plan.

The key financial objectives, which underpin the SRP, are:

- maintain existing service levels
- achieve a surplus in the operating results for each year
- maintain a capital expenditure program that addresses the asset renewal gap
- achieve a balanced budget on a cash basis.

In preparing the SRP, Council has also been mindful of the need to comply with the following Principles of Sound Financial Management as contained in the Act:

- prudently manage financial risks relating to debt, assets and liabilities
- provide reasonable stability in the level of rate burden
- consider the financial effects of Council decisions on future generations
- provide full, accurate and timely disclosure of financial information.

The SRP is updated annually through a rigorous process of consultation with Council service providers followed by a detailed sensitivity analysis to achieve the key financial objectives.

Copies and Further Information

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

All strategic documents to support the delivery of the four community based strategic objectives are available in hard copy and most can be found in electronic format on Council's website at:
www.yarraranges.vic.gov.au

Internal operational strategies to support the delivery of a 'High Performing Organisation' are not available online. Copies can be requested for specific purposes by contacting 1300 368 333.







Yarra Ranges Council
PO Box 105
Lilydale VIC 3140

Telephone: 1300 368 333

Email: mail@yarraranges.vic.gov.au
Website: yarraranges.vic.gov.au

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twitter.com/ycouncil
-  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

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**

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