

WORKING TOGETHER TO SHAPE THE FUTURE



2018-19 Annual Report



Yarra Ranges Overview

Yarra Ranges Council starts on the eastern fringe of metropolitan Melbourne, 35 km from the Central Business District. It is well known for its growing tourism industry across the Yarra Valley and the Dandenong Ranges.

Agriculture is a strong contributor with an output generating \$706 million in the last year. Retail, construction, education and training, health care and social assistance, and manufacturing industries are also key industry sectors of the Yarra Ranges.

158,173 residents live in more than 55 suburbs, townships small communities and rural areas. The diversity of places and dispersion of communities makes Yarra Ranges one of the most unique municipalities in Victoria.



Yarra Ranges Council

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Key Facts about Yarra Ranges



150,000 people call Yarra Ranges home

Yarra Ranges is one of the council areas in Victoria. 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, our population is expected to grow by 7.6 per cent with a total increase of 12,194 people
- The proportion of the population ages over 65 is expected to increase by 3.7 per cent.



188,000 hectares of native vegetation

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



Flourishing local economy

- Yarra Ranges has 13,428 registered businesses, employing some 41,700 people.
- Manufacturing and construction are the most valuable sectors, yielding \$5.1 billion in regional output.
- Retail, construction, education and training, health care and social and manufacturing industries employ almost 56 per cent who work in Yarra Ranges.
- Over 5.6 million tourists visit Yarra Ranges each year.



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 sixteenth largest local government area in Victoria in terms of population size and the largest municipality in the Melbourne region in terms of geographic size.
- Yarra Ranges is home to over 55 suburbs, townships and small communities in a mixture of rural and urban areas.
- The diversity of place and dispersion of communities makes Yarra Ranges one of the most unique municipalities in the State.



Aboriginal heritage and cultural diversity

- Yarra Ranges has the largest concentration of Aboriginal and Torres Strait Islander people in the Eastern Metropolitan Region.
- Yarra Ranges' population has much less diversity of backgrounds than the rest of Victoria.
- Seventy-eight 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.

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

Welcome

Welcome to the Yarra Ranges Council 2018-19 Annual Report. This report provides a comprehensive account of Council's achievements, challenges and aspirations for the future. It details our performance against our commitments as set out in the Council Plan 2017-2021 and provides an analysis of our financial performance. This report also demonstrates the breadth of our operations and the diversity of services delivered to the Yarra Ranges community. We hope you enjoy reading about 2018-19 at Yarra Ranges Council.

Why we have an Annual Report

The Annual Report details our achievements against commitments and our performance against required measures. It also provides an account of our financial management over the past year. The Annual Report is an opportunity to acknowledge the great things that have been happening across the municipality and meets our requirements under the Victorian Local Government Act (1989). It is presented to the Minister by 30 September each year.

Navigating the Document

This Annual Report comprises three main sections. The first includes a message from the Chief Executive Officer and Mayor and provides an overview of our achievements and our financial performance. To browse this summary section, please refer to pages 8 to 17.

The main body of the report provides an overview of who we are, the opportunities and challenges for Yarra Ranges and our performance in detail against our five strategic objectives. It also includes the results against our major initiatives, our key performance indicators and any legislated requirements which can be found on pages 18 to 144.

The final section provides a detailed account of our financial performance. For more information on our financials please refer to page 145.

For additional navigation, please refer to our table of contents on page 2.

Acknowledgement of Country

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

Copies and Further Information

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

Web: yarraranges.vic.gov.au

Email: mail@yarraranges.vic.gov.au

Phone: 1300 368 333

Contents

Welcome.....	1
Vision 2036.....	3
Mayor’s Message	5
CEO’s Message	7
Financial Overview	10
Council’s Governance	15
Councillors	16
Strategy and Planning.....	26
Council’s Approach.....	28
Our Strategic Objectives	29
Connected and Healthy Communities	30
Quality Infrastructure and Liveable Places.....	40
Protected and Enhanced Natural Environment.....	48
Vibrant Economy, Agriculture and Tourism	53
High Performing Organisation	59
Our People	67
Organisational Structure.....	70
Organisational Development 2018-19 highlights.....	75
Equal opportunity.....	79
Corporate Governance	84
Governance and Management Checklist.....	106
Local Government Performance Reporting Framework Indicators	110
Services Delivered in 2018-19.....	127
Capital Works Projects 2018-19	140
Financials	142
Glossary	212
Abbreviations	214

Vision 2036

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

The Vision:

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

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

In 2036 Yarra Ranges 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 programs developed for all ages and abilities. Residents who are disadvantaged within the municipality are well supported by partnerships between government, business and community organisations.

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

Councillor Commitment

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



Yarra Ranges Councillors

Top, L–R: Cr Len Cox, Cr Jim Child, Cr Tim Heenan, Cr Terry Avery, Cr Noel Cliff

Bottom, L–R: Cr Tony Stevenson (Mayor), Cr Mike Clarke, Cr Richard Higgins (Deputy Mayor), Cr Fiona McAllister

Mayor's Message

I'm proud to have spent the last year as Mayor of Yarra Ranges. With the help of incoming CEO, Tammi Rose, I have continued to work with fellow Councillors and the wider community towards the goals in our Council Plan 2017-21.

After an extensive executive search and recruitment process we were delighted to secure Tammi's services in February. In just the first 5 months Tammi's efforts have been positive with a large focus on ensuring service delivery while evolving the organisation. Tammi has engaged widely and deeply with Councillors, Council staff, community groups and business to rapidly build knowledge and local connections. We all look forward to continuing to work with Tammi and her team to shape the future of Yarra Ranges.

As a united Council, we're always striving for better outcomes for the Yarra Ranges community in everything we do. This includes the services we deliver and how accessible they are to residents; our infrastructure maintenance and upgrades; along with advocacy to the State and Federal Governments for funding and support.

Redevelopment of the Civic Centre building in Lilydale is underway. The building dates back to 1959 and is beyond the end of its working life. In 2021 we will have a brand new, fit-for-purpose building that will be able to better accommodate the community and support the work we do to deliver services to the community.

We've also had significant successes in sustainability area and Climate action over the last year. We've added solar panels to 36 Council and community buildings; replacing streetlights with energy-efficient LEDs; and introduced two electric vehicles into our Council fleet. This is all working towards reducing emissions and operating costs – we're on track to meet our emissions reduction goals for 2020, with work underway on developing plans to further significantly reduce emissions over the next 5-10 years.

Yarra Ranges continues to drive operating efficiency to ensure services are effectively delivered within the constraints of the State Government's rate cap.

For example, we're working with several other Councils to create collaborative tenders for services, such as our recent contract for tree pruning services. By seeking tenders collaboratively, we can reduce our costs significantly while still providing the best possible services to the community.

Highlights in 2018–19

- Working to deliver programs and seek investment for the Bayswater Business Precinct with Knox and Maroondah City Councils, supporting an area that employs 10,000 Yarra Ranges residents. This support included a transport survey and facilitating investments by providing essential support to developers, existing business owners and business start-ups in industries such as manufacturing, construction and their supply chain.
- Achieving the goals outlined in our Health and Wellbeing Strategy 2017-21, including:
 - new paths and trails to promote walking, cycling and physical activity
 - replacement of 11 water fountains with new lever-operated fountains accessible for people with a disability, as well as water bottle re-fill stations and a bowl for dogs
 - continuing the work of the Upper Yarra Partnership and Linking Learning programs, which have a strong focus on improving health and wellbeing for families and young children in the Upper Yarra region.
- A total of 800,000 indigenous plants have been planted by schools, volunteers, private landowners and Council's bushlands crew over the last 10 years as part of the Ribbons of Green

program. This will have a fantastic impact on the local environment across Yarra Ranges and help to create and restore habitat for our native animals.

- Transitioned all planning processes from paper to online – improving efficiency and transparency for town planning applications

Advocacy

An important part of Council's work is advocating to other levels of Government for support for our community, through funding bids and policy and legislative change.

This remains a priority for Council, and we have had some great success in the last year, including:

- a commitment from the Federal Government for \$150 million over the next 10 years, with landowner contributions, enable Council to seal more than 200km of our priority unsealed roads
- more than \$38m of funding commitments from the State and Federal Governments for projects in our Recreation and Active Living advocacy program, including the Warburton Mountain Bike Destination, Yarra Valley Trail, RidgeWalk, new playspaces and community sporting pavilions. Two of these projects are under construction, while the other two are progressing their way through the design process.
- working closely with the Wurundjeri Land Council to return Galeena Beek properties back to the traditional custodians
- commitment of \$4.5 million from the Federal Government to establish a Youth Health Hub and Headspace in Lilydale.

Community Engagement

A core part of Council's work is engaging with the community. This ensures that when it comes to delivering services, plans and projects, we understand the community's needs, wants and aspirations and can work to meet them.

In the last year we have:

- gathered feedback from hundreds of Warburton community members through in-person events, workshops and digital channels. The feedback will be compiled into the Draft Warburton Place Plan, which will guide Council's decisions in the town over the next 20 years, to ensure the town's future matches its values and aspirations
- engaged the Lilydale community to provide feedback on the Draft Lilydale Place Plan, a vitally important document with significant changes coming in Lilydale's future
- shared with the community the Draft Master Plan for RidgeWalk – a 36km walking trail that will connect the Dandenong Ranges and share information on the art and history of the region
- Worked closely with Advisory Committees and Township Groups to ensure Council remains attuned to the changing needs of our communities.

I would like to thank my fellow Councillors, Council staff and the Yarra Ranges community for their vital role in making the Yarra Ranges a great place to live, work and visit. I'd also like to thank our many volunteers for their hard work, dedication, support and selflessness, through which we all benefit in countless ways.



Cr Tony Stevenson

Mayor

CEO's Message

In my five months as CEO of Yarra Ranges, I'm proud to see what the organisation has achieved over the last year, and I look forward to what the future holds for us in coming years.

I'd like to acknowledge the strong leadership and work of outgoing CEO Glenn Patterson. Over his ten years leading Yarra Ranges, Glenn's commitment to the Yarra Ranges community is evident in the organisation's focus on delivering much needed services and infrastructure, a sound financial position and the positive culture of the organisation.

As incoming CEO I have been looking, listening and learning about the organisation and where we sit – in regards to the way we work as a Council and the results we deliver to the community – and map the way forward for Yarra Ranges.

We know that rates make up a large part of a household's expenses for the year, and so we try to stretch our budget further and do better. We understand our community expects value for money and it's our job to make sure we are as efficient and effective as possible to keep our costs down.

Though we're living through a time of constant change, with technological advances and changes to the way people go about their daily lives, one thing that remains constant is the need to engage with our communities about their needs.

Highlights

In 2018-19 we continued to deliver priority projects outlined in the four-year Council Plan.

- Commenced construction on the Civic Centre Redevelopment, which has resulted in major works to demolish and rebuild the former library building. The new space will be built-for-purpose and have improved facilities for Council staff and community members alike.
- Commencing construction of the first stage of the Yarra Valley Trail – which will initially connect Lilydale with Yering and Yarra Glen, with subsequent stages connecting to Healesville and the Warburton Trail.
- Installed a 30kW solar system with battery storage and LED lighting, with daylight harvesting, into Council's southern portable. Real-time energy metering was installed to track the feasibility of a net zero energy office.
- Installed a 30kW solar system with battery storage and LED lighting with daylight harvesting into Council's southern portable. Over the span of a year, the solar power system produces more power than the building consumes. Efficient use of energy and an appropriately sized 30kW solar system on the southern portable saved approximately \$7,200 over the previous year. Solar has been installed on 36 Council buildings with a combined capacity that is greater than 1 Megawatt. This supplies approximately 20% of the power for council (buildings, aquatics and street lighting), or 30% of power needed for buildings and aquatics.
- Developed a Customer Experience Strategy, with whole-of-organisation goals and priorities including:
 - redevelopment of Council's website, making 302 forms available online, digitising the top 17 customer service requests
 - understanding the customer's experience through journey mapping to design better processes
 - review and improvement of key customer processes to make Council services or requests easier and more efficient for the community.

- Leveraged better pricing, services and technologies through more efficient sourcing of goods and services, such as:
 - major roads light installation
 - major roads light supply
 - printing of rate notices
 - plant, machinery and equipment.
 - provision of school crossing supervisor services
 - supply of street furniture

Council has delivered the 2018-19 capital works program resulting in significant improvements and new infrastructure for the community with \$62.9 million spent on 355 capital works projects.

As well as a range of major projects, there was a significant focus on roads, footpaths and drainage improvements. A key focus has also been to improve playgrounds, sporting facilities and create more accessible recreation facilities to promote a healthy lifestyle within the community.

This year the draft Strategic Asset Management Plan has been completed and is currently making its way through Council reviews and approvals. The plan outlines Council's approach to managing its total portfolio of community assets (valued in excess of \$1.5 billion) and includes initiatives that will improve Council's ability to prioritise, invest and manage infrastructure to deliver positive community outcomes and benefits.

Financial Management

We've had many challenges in the last few years, such as meeting the State Government's Fair Go Rates System while continuing to provide more than 120 services to the community. But I'm glad to say Yarra Ranges Council has well-and-truly prepared for this by improving processes and finding efficiencies wherever possible. We've done this while maintaining a focus on improving the experience of our customers with Council.

As a result of this work, Council is in great shape to continue to deliver on its promises, outlined in the annual Council Budget and the four-year Council Plan, while also meeting the rate cap. Council's financial position continues to remain sound. Council reported an operating surplus of \$25.1 million, which compares with a budgeted surplus of \$23.1m. Council's net assets decreased by \$0.3m to \$1.12 billion.

Council is committed to improving its financial performance, and is focussed on efficiencies and achieving savings through a reduction in operating costs, removing duplication and finding new ways of working. We are conscious of the rising costs of everyday living for households, and remain committed to ensuring our rates are as low as possible, while still maintaining our commitment to quality outcomes for our community. While we have some significant challenges ahead, we are placed well to meet these.

The financial overview is contained on page 12.

Continuous Improvement

We are in our tenth year of using the internationally-recognised Australian Business Excellence Framework to continuously improve our work at Council, with the goal of best practice service delivery for the community.

In the last year, we've continued to deliver on the Flexible Future Strategy programs, which aim to transform the way the organisation thinks, works and delivers its services and programs. For customers, the end result will be a better experience from a Council that is innovative in every area of its business.

Our transformation program includes six key projects. Among these are a Data Governance Framework, a review of our processes – supported by leaders who have undertaken a Leading Together program – and an Enterprise Systems project that is fit-for-purpose and will result in better service delivery for customers through more efficient and effective work.

Thank you to all of our Council staff, partner agencies and, of course, the community for their dedication, support and feedback in making Yarra Ranges a great organisation. Thank you to our Councillors for their civic leadership and outstanding community representation over the last year.

A handwritten signature in blue ink, appearing to read 'Tammi Rose', with a stylized flourish at the end.

Tammi Rose

Chief Executive Officer

Financial Overview

Financial Performance

Council's financial position continues to remain sound. A summary of Council's operating results, cash holdings, financial position and debt position is included below. Detailed information relating to Council's financial performance is included in the 'Financials' section on page 145 of this Annual Report.

Operating Result

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

Summary of financial performance for year ended 30 June 2019	Actual \$'000	Budget \$'000
Total income	202,567	191,006
Total expenses	(177,486)	(167,896)
Surplus for the reporting period	25,081	23,110

The operating surplus reported in the 2018-19 financial statements is \$25.1 million, which compares with a budget of \$23.1 million. The favourable variance of \$2m was mainly attributable to:

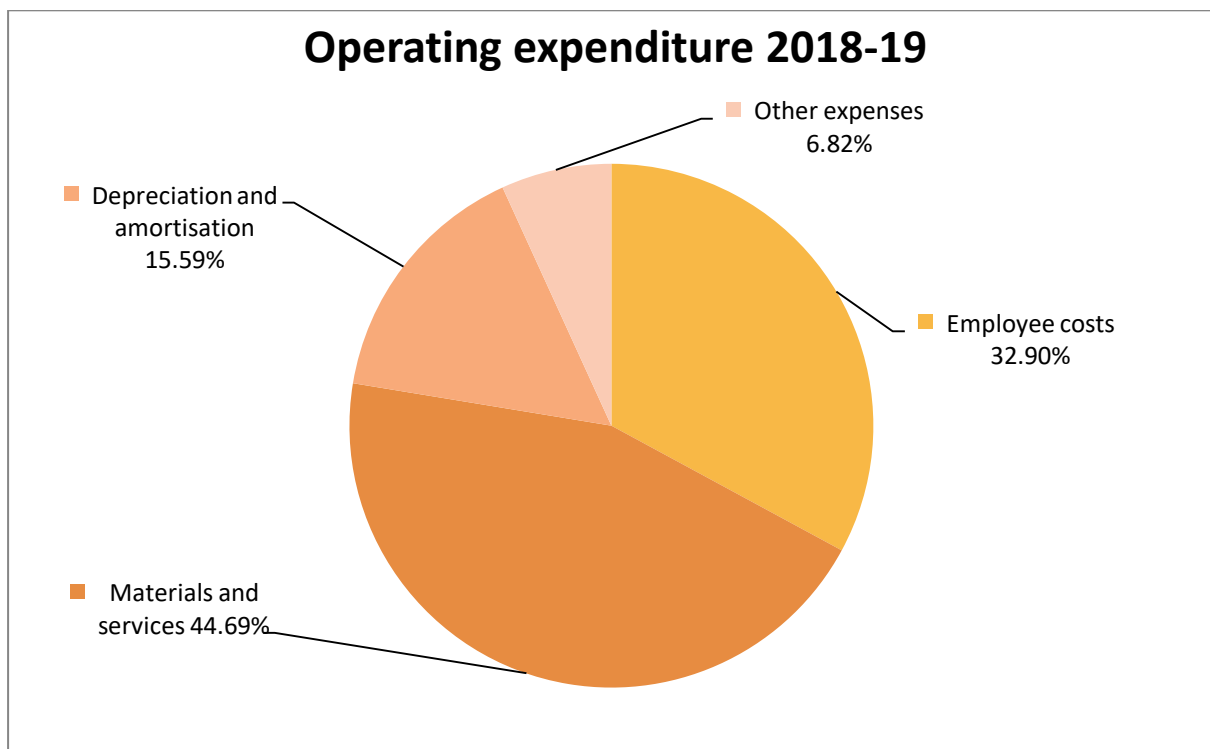
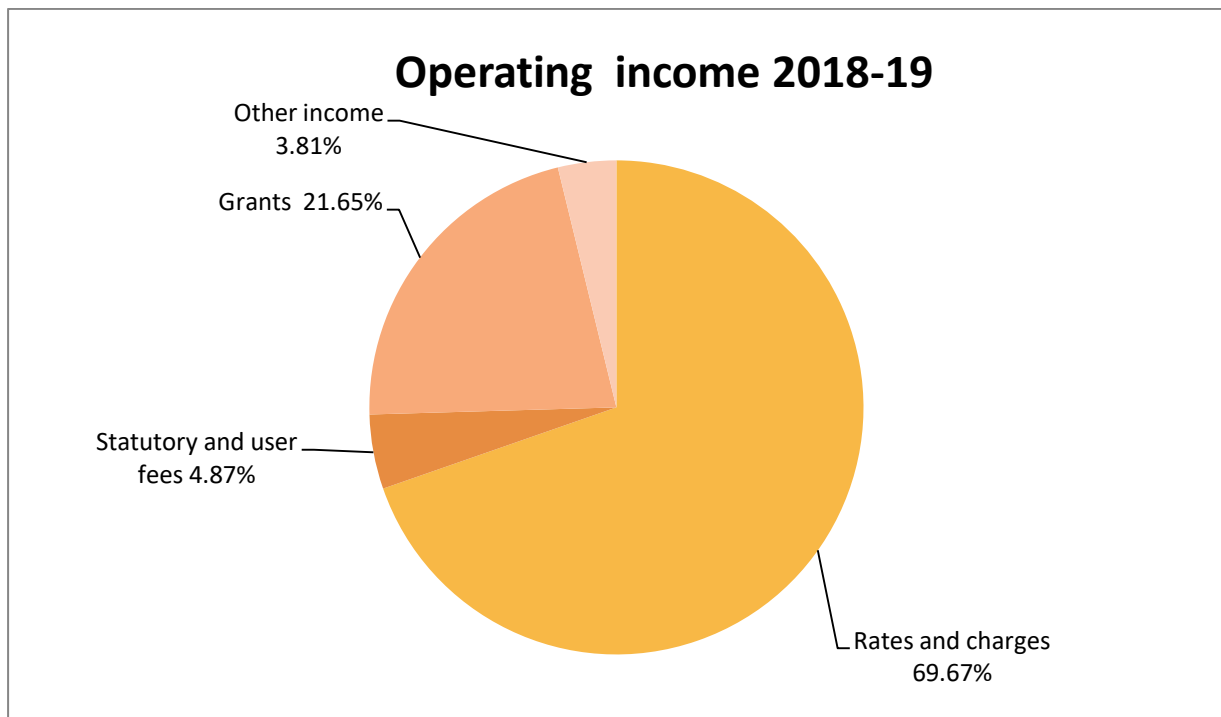
- unbudgeted capital grant funding of \$11 million for projects including Warburton Mountain Bike, Yarra Valley trail, RidgeWalk, Soccer Pitches Esther Park, Mooroolbark and Wandin North Community Sports Pavilion
- unbudgeted grant funding assistance of \$1.9 million for natural disaster financial assistance received for asset restoration expenditure incurred in the previous years
- savings in employee costs of \$6.8 million as a result of position vacancies and disestablishment positions.

Offset by:

- capital grant funding of \$2.8 million budgeted in 2018-19 received in 2017-18 for Burrinja Cultural Centre, Upwey redevelopment and Monbulk Community Sports Pavilion
- maintenance expenditure originally budgeted as capital expenditure of \$6.9 million
- expenditure in agency staff costs of \$3.2 million to continue service delivery
- provision for landfill rehabilitation of \$1.6 million
- loss on disposal of property, plant and equipment and infrastructure of \$1.3 million
- depreciation and amortisation of \$1.1 million.

Please refer to Note 1.1 (a) of Financial Statements on page 145 of this Annual Report for further details on variances.

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



Rates and charges continue to be Council's major source of income, accounting for 69.7% of income. The major operating expense items are employee costs, materials and services and depreciation.

Cash Position

Council had cash holdings of \$67.9 million at 30 June 2019 (30 June 2018: \$68.2 million). Total cash holdings include \$2.2m of restricted assets for trust funds and deposits, \$11m of funding received in advance to deliver capital projects, \$6.4m allocated to fund incomplete and multi-year capital projects, \$11m for the public open space reserve and \$5.2m for unexpended government grants.

Summary of cash flows for year ended 30 June 2019	Actual \$'000	Budget \$'000
Cash flows from operating activities	55,299	51,268
Net payments for property, infrastructure, plant and equipment	(51,404)	(63,788)
Proceeds from other financial assets – investments	13,500	-
Cash flow provided by / (used in) financing activities	(4,255)	5,008
Net increase/(decrease) in cash and cash equivalents	13,140	(7,512)
Cash at beginning of the financial year	54,736	51,693
Cash at end of the financial year	67,876	44,181

The budget had assumed that capital works projects, including those carried over from the previous financial year, would be completed in 2018-19. At 30 June 2019, there were a number of capital works projects not completed. The funding for incomplete capital works projects has been carried forward to 2019-20. This, along with higher than anticipated grant funding and contributions, resulted in higher cash balances than budgeted.

Financial Position

Council ended the financial year with net assets of \$1.1 billion, a decrease of \$0.3 million when compared to the budget.

Summary of financial position as at 30 June 2019	Actual \$'000	Budget \$'000
Total assets	1,169,948	1,179,363
Total liabilities	(57,442)	(66,535)
Net assets	1,112,506	1,112,828

Current assets exceeded budget by \$27 million mainly as a result of grant funding received in advance and incomplete capital works projects. Non-current assets decreased by \$36.5 million due to lower than budgeted capital works and asset revaluation increase, and prior year adjustments recognised in assets during the year 2018-19. Total liabilities were lower by \$9.1 million when compared to the budget as the budgeted new borrowings of \$10.3 million was not required to be borrowed due to the additional grant funding that was received and delay in the delivery of some of the capital works projects.

Debt Position

Council had budgeted to borrow \$10.3 million to fund its capital works program based on the assumption that the capital works projects would be completed in 2018-19. This was not needed due to the additional grant funding that was received and the delay in the delivery of some of the capital works projects.

Financial Strategy

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

A summary of these key strategies and the action on each of these during 2018-19 is reported below.

SUMMARY OF STRATEGY	RESULTING ACTION
Rates – General rates will be increased in line with the rate capping framework introduced by the State Government. The waste management service charge is structured to reflect the cost of providing waste services to the community. Differential rates will be applied to ensure appropriate allocation of rates considering the use of land.	A 2.25% average rate increase was applied based on the rate cap published by the State Government in December 2017. Waste management charge was structured based on full cost recovery.
Government funding – continue to strongly advocate for a more equitable distribution of government funding, particularly for funding currently only available to rural designated Councils.	Advocacy for increased funding continued during the year. Grant funding of \$43.9 million was received to assist with provision of services and capital works projects (2017-18: \$40.5 million).
Fees and charges – to be reviewed annually for appropriateness as part of Council's budget process. The review considers the cost of the service, the price charged by comparable service providers (where applicable) and the extent to which Council is prepared to provide the service at less than full cost recovery to reflect community and social benefits.	Fees and charges were reviewed to ensure they reflect relevant factors. Overall fee income of \$6.7 million. (2017-18: \$7.6 million).
Loan borrowings – will be used to fund capital projects of a magnitude that could not otherwise be funded from on-going income sources. Council borrowings will be set at a financially sustainable level and within agreed limits.	Council did not need to borrow the additional \$10.3 million that was budgeted to be borrowed as a result of the advance funding received in 2018-19 and delay in the delivery of some of the capital works projects. Council repaid \$3.3 million of loan borrowings during 2018-19, leaving a total of \$17.3 million in borrowings outstanding at year end.
Cash – cash flow will be managed bearing in mind the known fluctuations across the financial year and that cash surplus to immediate requirements will continue to be invested appropriately in order to generate interest returns to Council, and to the extent possible surplus cash will be used to assist in funding the extended capital works program.	Cash flow was managed according to Council's cash strategy. Council generated \$1.5 million from interest on investments in 2018-19 (2017-18: \$1.3 million)
Recurrent operating expenditure – funding to be increased annually in line with Council's Enterprise Agreement increase for labour costs and in line with increased cost of service delivery for other	Yarra Ranges Shire Council Enterprise Agreement 2016 (EA) expired on 30 September 2018. Council endeavoured to negotiate a new EA with the Australian Services Union (ASU), the Australian

SUMMARY OF STRATEGY	RESULTING ACTION
<p>costs. Services provided by Council will be reviewed in light of community expectations, shifting demand for services and the restrictions of the rate capping framework.</p>	<p>Nursing and Midwifery Federation and Professionals Australia. However, Council and the Unions are at an impasse in relation to the quantum of the proposed pay increases and the wording around the transfer of business clause. Council organised information sessions for staff and a ballot has been deployed through the Australian Election Company to put the draft agreement to a vote. Funding for recurrent services increased to maintain service provision.</p>
<p>Capital works – Council will dedicate sufficient resources to renew the existing asset base in the long term, with remaining funds being allocated to new projects and acquisitions.</p>	<p>\$52.7 million was spent on the total capital works program during the year (\$35.6 million in 2017-18). Council maintained its focus on rehabilitation and protection of existing community assets and invested \$29.4 million on renewal works and 9 million in new works.</p>

Council's Governance

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

Yarra Ranges Shire Council is constituted under the *Local Government Act 1989* to provide democratic local government to the Yarra Ranges community. The purposes and objectives of Council, as well as the functions and powers of a local government, are also defined in the Act.

Yarra Ranges has nine Councillors who are elected to govern the municipality, with each Councillor representing a single ward. The Mayor is elected by Council in November each year and serves for a 12 month period. Council elections are held every four years, with the most recent being October 2016 when three new Councillors were elected and six were returned.

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

Across 2018-19, Council adopted a number of significant policies, strategies and plans including:

- Waste Services Policy 2018 (14 August 2018)
- Pavilion Funding Policy 2018 (9 October 2018)
- Creative Communities Strategy 2018-2028 (11 December 2018)
- Municipal Fire Management Plan (26 February 2019)
- Procurement Policy 2019 (25 June 2019)
- Council Action Plan 2019-20 (25 June 2019)
- Budget 2019-20 (25 June 2019)
- Long-term Financial Plan 2019-20 to 2028-29 (25 June 2019).

Strategic Leadership Team

Our Strategic Leadership Team is made up of the CEO and three directors. The Strategic Leadership Team makes decisions within its delegation about significant issues that have a cross-organisational impact. This team also considers important reports prior to submission to Council and oversees the implementation of Council-adopted strategies and policies. Further details on the Strategic Leadership Team are included on page 61 of this report.

Councillors

Yarra Ranges Councillors, who represented the municipality throughout 2018-19, are listed below.

Current Councillors



Cr Tony Stevenson

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

First elected: 2016

Mayor 2018-19

Cr Tony Stevenson and his family moved to Yarra Ranges 14 years ago, and he regrets not discovering this magnificent part of the world earlier.

Tony has over 30 years of experience in starting, running and growing businesses, with a focus on high-tech industries. He is passionate about encouraging people to work together within communities and using innovation to make better use of Council's resources.

He supports balanced growth in the region, acknowledging the importance of local jobs and opportunities along with that of protecting the natural environment and iconic landscape.

The many areas in Yarra Ranges for people to live and play are also important to Tony, with playgrounds, sporting facilities, nature trails and other community infrastructure a priority.



Cr Richard Higgins

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

First elected: 2008

Re-elected: 2016

Deputy Mayor 2018-19

Cr Richard Higgins has lived in the area for more than 28 years.

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

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

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



Cr Fiona McAllister

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

First elected: 2012

Re-elected: 2016

Cr Fiona McAllister brings to her role more than 20 years' experience working with councils across the state to improve their performance. She is actively involved in the community as a volunteer and advocates on significant issues such as access to local services.

Fiona believes in actively seeking the views of all communities to set Council priorities and acting on them. She has advocated for the development of community plans across her ward.

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



Cr Terry Avery

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

First elected: 2005

Re-elected: 2008, 2012, 2016

Cr Terry Avery has spent most of his life in Yarra Ranges and is committed to protecting what is special about the region.

Since retiring from the police force in 2015, Terry's priorities as a Councillor have included tackling community safety issues such as graffiti and road safety, and establishing community hubs that provide convenient access to a range of services. Terry is passionate and determined to see appropriate development and design of housing within the municipality.

He would also like to see ongoing development of bike paths and networks, the commencement of the Yarra Glen to Healesville rail development and alternatives found to reduce the increasing traffic in the main street of Lilydale.

Innovative solutions to traffic congestion and parking in and around the larger town centres are also among his priorities.



Cr Jim Child

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

First elected: Shire of Upper Yarra in 1982

Re-elected: Shire of Upper Yarra 1985, Yarra Ranges Council in 2012, 2016

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

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

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

Jim is keen to provide much needed local employment for residents, especially young people. He is concerned about sensible management of financial, environmental and planning processes and issues.



Cr Mike Clarke

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

First elected: April 2015

Re-elected: 2016

Cr Mike Clarke has lived in Menzies Creek, Upwey, Selby, Belgrave and currently Ferny Creek for more than 35 years.

He raised his sons in the area and now that they are travelling the world on the sporting stage, he has turned his interests and time to supporting the wellbeing of his local community and the environment.

Mike is motivated to ensure that Council is best placed to deliver services efficiently and effectively and that they are prioritised according to community feedback to meet local needs.

His aim is to apply his knowledge and experience in industry, business, State Government and volunteering, to achieve the best possible results and maximum benefit for not only Lyster residents, but also for the benefit of the broader Yarra Ranges community.



Cr Noel Cliff

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

First elected: Shire of Sherbrooke 1991

Re-elected: Yarra Ranges Council 2003, 2005, 2008, 2012, 2016

Cr Noel Cliff has lived in the Dandenong Ranges for more than 40 years and enjoys its supportive and welcoming community.

With Noel's 20 years experience as a local business operator, he believes in the importance of fostering and supporting business as a key generator of income and jobs for the local community.

Noel is passionate about maximising Council's role in helping those less fortunate in the community, and connecting them with the support they need.

He is committed to empowering communities, particularly our indigenous brothers and sisters, our first nation people. Noel is also passionate about the environment and the need to take positive action to protect one of the State's most important and iconic locations.

Noel wants to ensure his time in Council leaves the community better off than when he began.



Cr Len Cox OAM

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

First elected: Shire of Lillydale 1982

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

Cr Cox was awarded Medal of the Order (OAM) in the 2019 Australia Day Honours list for service to Yarra Ranges Council and the Yarra Ranges Community.

Cr Len Cox has a long history in Local Government. He has served as a Councillor for more than 30 years, during which time he was elected Mayor on several occasions.

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

Len is a committed member of his local community and welcomes the opportunity to be involved with community projects. He is easily contactable, makes himself available to meet with residents, and is appreciative of all feedback.



Cr Tim Heenan

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

First elected: 2005

Re-elected: 2008, 2016

Cr Tim Heenan is a well-known identity in Billanook Ward due to his extensive involvement in community and environmental groups.

Tim believes that providing people with opportunities to better connect with their natural environment and own community will result in improved individual and community wellbeing.

He served as Mayor in 2007 and 2008, and believes Council needs to listen to young people and encourage them to give life to their ideas through involvement in the local community.

Tim's interests include supporting and advocating for homelessness support services in the Yarra Ranges. He has been involved with Homelessness Week by sleeping rough for approximately 160 nights over the last ten years.

Councillor Expenses

Councillors receive an annual allowance for their time and dedication to the role of being a Councillor. Their allowance and their expenses for the 2018-19 financial year are stated below.

Councillor	Allowance	Travel (mileage)	Travel	Childcare	Cost Recovery	Telephone	Conferences / Training	General Expenses	Other Costs (stationery, hire of premises, memberships,	Total
Fiona McAllister	33,479.97	3,796.11	116.00	2,696.85	-	481.04	124.18	985.34	-	41,679.49
Jim Child	33,479.97	11,489.16	682.72	-	(252.73)	1,098.35	474.28	357.48	-	47,329.23
Len Cox *	60,103.87	5,183.83	205.27	-	-	1,093.80	1,375.38	646.32	102.82	68,711.29
Noel Cliff	33,479.97	20,192.50	714.12	-	-	742.39	609.95	797.05	45.45	56,581.43
Mike Clarke	33,479.97	10,255.68	910.91	-	-	-	1,454.55	493.91	-	47,171.82
Terry Avery	33,479.97	2,021.63	-	-	(180.00)	1,035.45	-	-	-	36,357.05
Tony Stevenson **	80,314.29	5,812.57	300.00	-	-	767.86	1,779.24	370.15	76.09	89,420.20
Richard Higgins	33,479.97	430.30	-	-	-	615.59	-	44.00	-	34,569.86
Tim Heenan	33,479.97	-	-	-	(500.00)‡	1,916.00	-	80.00	20.00	34,959.97
Total	374,777.95	59,181.78	2,929.02	2,696.85	(932.73)	8,327.28	5,817.58	3,774.25	244.36	456,816.34

Note: the allowances payable to the Mayor and Councillors were increased by 2% from 1 December 2018 following an adjustment made by the Minister for Local Government.

* includes Mayoral allowances from 1 July to 13 November 2018.

** includes payment of Councillor allowance between 1 July to 13 November 2018 and payment of Mayoral allowances from 14 November 2018.

‡ payment was made to Council following the end of the financial year.

Code of Conduct for Councillors

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

- to act with integrity
- to impartially exercise his or her responsibilities in the interests of the community
- to not improperly seek to confer an advantage or disadvantage on any person.

All Councillors sign a copy of the Code as an expression of their commitment to uphold and abide by it. A full copy of the Yarra Ranges Code of Conduct is available at yarraranges.vic.gov.au or on request.

Conflict of Interest

Council is committed to maintaining legislative compliance in respect of conflict of interest provisions contained within the Local Government Act (1989).

Our Councillors recognise the importance of maintaining the highest levels of integrity and ethical behaviour. Disclosure forms are provided to Councillors and a record of conflict of interest disclosures is maintained. Conflicts may relate to direct or indirect personal or private interests that compromise a Councillor's ability to act in the public interest.

The table below provides a summary of the conflict of interest disclosures made by Councillors during the 2018-19 financial year.

Conflict of interest	Number of declarations
Direct interest	3
Indirect interest	3
Conflicting personal interest	0
Total	6

Meetings of Council

Council conducts open public meetings on the second and fourth Tuesday of the month. Members of the community are welcome to attend these meetings and observe from the gallery. Council meetings also provide the opportunity for community members to submit a question to the Council, make a submission or speak to an item. Between 1 July 2018 and 30 June 2019 Council held the following:

- 20 ordinary Council meetings
- 0 special Council meetings
- 2 special committee meetings.

The following table provides a summary of Councillor attendance at Council meetings for the 2018-19 financial year.

Councillor	1 July 2018 – 30 June 2019			
	Ordinary Council Meeting	Special Council Meeting	Special Committee Meeting	Total
Total Meetings	20	0	2	22
Cr Noel Cliff	14	0	1	15
Cr Len Cox	18	0	2	20
Cr Mike Clarke	18	0	2	20
Cr Terry Avery	19	0	2	21
Cr Jim Child	18	0	2	20
Cr Fiona McAllister	18	0	1	19
Cr Tim Heenan	16	0	1	17
Cr Richard Higgins	18	0	2	20
Cr Tony Stevenson	19	0	2	21

Representation

In addition to participation in Council meetings and engagement in direct community and individual consultation, Councillors are affiliated with a variety of bodies to represent the various interests of Yarra Ranges Council and its people. These are listed below for the 2018-19 period.

Committee	Councillors appointed on 13 November 2018
Agribusiness Yarra Valley	Cr Stevenson and Cr McAllister (sub)
Audit and Risk Management Committee	Cr Stevenson and Cr Higgins

Committee	Councillors appointed on 13 November 2018
Burrinja Cultural Centre Board	Cr Clarke
Disability Advisory Committee	Cr Cox and Cr Higgins
Eastern Affordable Housing Alliance (EAHA)	Cr Avery and Cr Heenan
Eastern Alliance of Greenhouse Action	Cr Clarke
Eastern Regional Libraries Corporation	Cr Cox and Cr Cliff
Eastern Transport Coalition	Cr Clarke
Health and Wellbeing Advisory Committee	Cr Higgins and Cr Avery (sub)
Interface Councils	Cr Stevenson and Cr Higgins (sub)
Jack Hort Memorial Indoor Pool Management Committee	Cr McAllister
MAV Environment Advisory Group	Cr Cox
Metropolitan Education Traffic Centre (METEC) Board	Cr Stevenson and Cr Avery (Sub)
Metropolitan Waste Resource Recovery Group	Cr Child
Municipal Association of Victoria	Cr Stevenson and Cr Higgins (sub)
Municipal Emergency Management Committee	Cr Child and Cr Clarke (sub)
Municipal Fire Management Planning Committee	Cr Child and Cr McAllister (sub)
Positive Ageing Reference Group	Cr Cliff
Rural Advisory Committee (RAC)	Cr Child (Chair) and Cr McAllister (sub)
Yarra Ranges Environment Advisory Committee	Cr Clarke and Cr Heenan
Yarra Ranges Indigenous Advisory Group	Cr Cliff and Cr McAllister
Yarra Ranges Regional Museum Trust	Cr Heenan and Cr Higgins
Yarra Valley (ECOSS)	Cr Child

Our Challenges

There are a number of complex issues facing Council which present an ongoing challenge. Some of the key issues for the 2018-19 year are outlined below.

Service delivery

- the large geographic area of Yarra Ranges makes it is more costly to deliver services, and 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
- the maintenance and renewal of the networks of roads, footpaths, bridges and drainage is a particular challenges given the geographic spread and topography of the area
- the service funding formulas used by State Government disadvantage Yarra Ranges due to the urban funding classification which fails to recognise the costs of 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 places 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

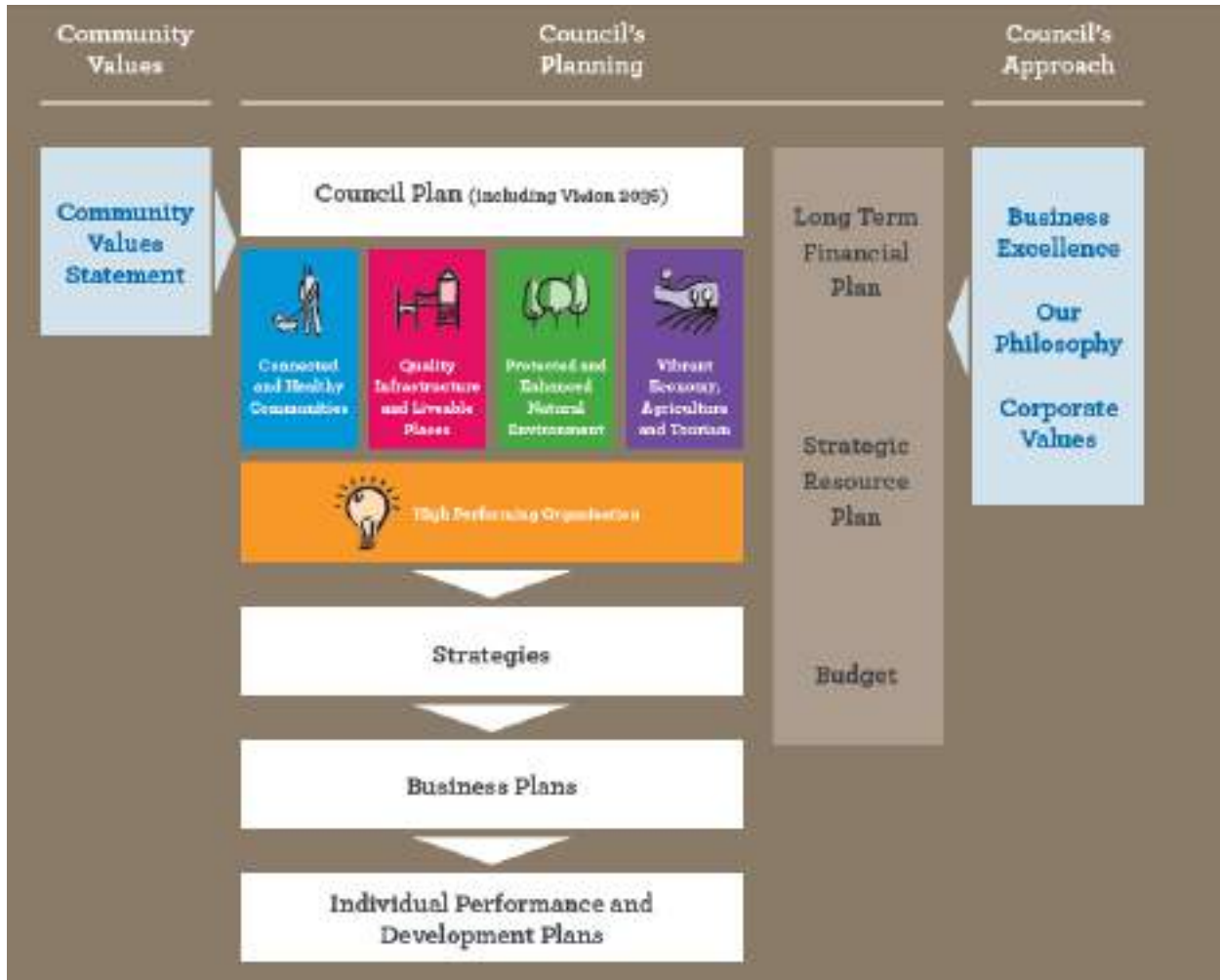
- the reduced options to raise revenue due to the introduction of rate capping by the State Government at the same time as continuing to ensure services needed by the community are accessible
- with many buildings built 40 to 50 years ago, we need significant investment in our ageing infrastructure to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

Engagement

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

Strategy and Planning

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



Community Values

Yarra Ranges Community Values Statement

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

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

Council's Planning

Council Plan

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

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

Strategies and plans

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

Department business plans

Business plans are developed annually by each department or business unit in the organisation. These business plans 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 the business planning process gains the value of the experiences, priorities and aspirations of the whole team and activities are able to be adequately funded.

Long-term Financial Plan

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

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

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

Strategic Resource Plan

This plan describes the financial and non-financial resources needed over the next four years to deliver 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

People

Strategy and planning

Information and knowledge

Values

Customers and other stakeholders

Process management, improvement and innovation

Results and sustainable performance.

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



Performance Monitoring and Improvement

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

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

Local Government Victoria monitors Victorian Councils' performance using a set of indicators that provide consistent reporting of performance to the community. The Local Government Performance Reporting Framework shows Council's performance against selected service areas; our financial performance; our governance and management of Council; and our long-term sustainability. To see the detail of these measures, go to page 113.

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

Our Strategic Objectives

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



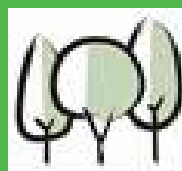
Connected and healthy communities

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



Quality infrastructure and liveable places

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



Protected and enhanced natural environment

A healthier environment for future generations.



Vibrant economy, agriculture and tourism

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



High performing organisation

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



Connected and Healthy Communities

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

Key strategies to achieve our objectives include:

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

100%
of Council Plan actions
are on track



Our major initiatives

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

Community engagement, planning and leadership is strong across the Yarra Ranges. Achievements during the year are outline below.

- Formation of the Reefton and McMahons Creek Action Group (RMAG) which has commenced community planning with stakeholders (including VicRoads and Melbourne Water) to address locally identified issues.
- The Lilydale Township Action Group (LTAG) was established as a community voice to the many community projects and infrastructure projects in Lilydale. Community projects include the Community Garden, advocacy for a local Community Centre, and beautification of Main Street Lilydale.
- Support to the Monbulk and District Community Opportunity Working Group (MADCOW) to implement an 'ABCDE' learning site that focuses on asset-based community development and engagement.
- Community planning in Montrose, resulting in the development of a community engagement plan and activities.
- Completion of the Badger Creek Community Plan after engagement with more than 700 local residents. The community has identified priority projects to implement with the support of Council and partners. Three members of the group have been providing advice at Community Planning Information sessions in the Murrindindi Shire (Yea, Toolangi, Marysville). The Badger Creek Community Group continues to grow in numbers and increase its profile.
- Support for the delivery of key community projects as outlined in Community Plans including Millgrove River Road Community Trail successfully funded by the State Government (\$192,000), Seville War Memorial construction and Powelltown Mountain Bike Trail proposal.

In addition, there are a number of communities reviewing their community plans. This includes Millgrove Residents Action Group (MRAG), WHYLD, and Little Yarra Community Group. The reviews will involve community consultation, surveys with key stakeholders and facilitation of township group meetings.

Township Groups play a key role in community planning and community voice. The Township Group Network meets quarterly. There are currently fifteen Township Groups across Yarra Ranges, four of which have formed in the past two years. The purpose of the Network is “to provide a forum for Township Groups and Yarra Ranges Council to communicate, share experiences, provide support and inspiration to each other, in order to improve our communities”.

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

Public transport continues as a priority. Collaboration with other councils as part of the Eastern Transport Coalition (ETC) continued during the last year. The ETC recently held several briefing sessions with MPs providing an introductory welcome and briefing on the Coalition, the 2018 State Election campaign, and its current set of priority projects. ETC Councillors provided MPs with information on the Coalition and the priorities the group would like supported. Councillors particularly advocated for a regional review of bus networks.

Discussions are continuing with Development Victoria and the Eastern Region Group (ERG) and the ETC on the suburban rail loop after a briefing was held in April.

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

Council’s commitment to improving health and wellbeing is evidenced in a variety of work from building new paths and trails, making grants to community organisations, delivering services such as maternal and child health and ambitious projects such as the Upper Yarra Partnership. The status of three project areas follows.

Water - the drink of choice

The water initiative elevated the importance of access to plain water. A successful capital works request for additional drinking fountains led to a 10% increase in the number of drinking fountains across Yarra Ranges. Eight new drinking fountains and three replacement fountains were installed as of June 2019. Discussions with Yarra Valley Water will result in a further seven locations having a new fountain installed.

The level of sugary drinks sold in Council-owned sport and recreation centres has dropped by more than 50% in four out of the six centres as a result of the Water and Sports Project which is funded by Vichealth. Sugary drinks and less nutritious food options have also been reduced in several Yarra Ranges schools through the Healthy Active Living Collaboration, a partnership of local services and Council, supported by health promotion workers in local community health services.

Closing the Gap

A Cultural Audit was undertaken in May to determine the current level of cultural literacy across Yarra Ranges Council departments to set a benchmark for service delivery and corporate cultural competency and enable evaluation in the future to measure progress.

Council adopted a feasibility study in April to develop an integrated Indigenous health service hub in Healesville. Strong local partnerships are being cultivated through this project with health services and Indigenous agencies. Advocacy work with Healesville Indigenous Community Services Association attracted significant funding from Eastern Melbourne Primary Health Networks and the Department of Health and Human Services.

The annual Reconciliation Week event was attended by around 300 people with a strong focus on what else Council can do in partnership with Indigenous communities to improve health through initiatives such as employment, education and access to services.

Walking the Way to Go

Last year an organisational workshop highlighted the importance of, and evidence for, the benefits of good walking infrastructure in maintaining healthy and connected communities. This led to the Walking Major Initiative group focusing in on the unique role Council plays in delivering walking infrastructure. The Walking group had input into the development of various strategies, including the Integrated Transport Strategy and the Paths and Trails Strategy, and promoted the importance of walkability for the long term health and wellbeing of communities.

Moving forward, Council's more integrated approach to assessing where walking infrastructure is needed, clear implementation plans and costing of projects will allow us to advocate for more funding and prioritisation of footpath and other walking infrastructure.

Other highlights

- Developed the RidgeWalk project into a fully funded \$9.8m cultural experience.
- Endorsed the Creative Communities Strategy to shape Yarra Ranges as a creative place.
- Prepared the fifth annual Culture Tracks program with a bumper year-long calendar of events.
- Delivered small, annual and partnership grants to support projects that enrich, develop and connect local communities. The three Council grant programs distributed close to \$1.3 million to 209 diverse projects. Artists, festivals, heritage projects, community development, young people, Neighbourhood Houses and local partnerships to support key economic sectors, all benefitted from the grant program.
- February saw the return to Burrinja of the deeply moving Black Mist Burnt Country exhibition of indigenous works in response to nuclear testing in Australia.
- The Yarra Ranges Regional Museum worked closely with the traditional custodians, the Wurundjeri people, to commemorate the UNESCO International Year of Indigenous Languages and celebrate the Woiwurrng language by developing the exhibition, 'dhumba-njan dhumba-njarr' meaning 'speak I, speak you'.
- Supported the Wurundjeri and local Aboriginal community members in their advocacy to the State Government to return significant land assets, Galeena Beek to the traditional owners. This was achieved late in 2018. Through shared leadership by this diverse group of partners, a powerful and practical step towards reconciliation was taken.
- Completed the transition of 200 clients to a range of National Disability Insurance Scheme providers.

- Increased the social participation of seniors by developing new streams of the Senior Transport program.
- Ensured access to timely and quality assessments for residents over the age of 65 by working collaboratively with other eastern metropolitan councils to deliver Regional Assessment Services.
- Increased access to quality early childhood learning at Sherbrooke Children's Centre, achieving very high levels of utilisation.
- Successfully piloted an intergenerational project linking Supported Playgroups and Social Support Groups.
- Implemented key aspects of the Middle Years Action Plan including:
 - eight projects that increased the availability of support for children in their middle years and increased their opportunity to influence policy and service design
 - worked with partners to design a school-based initiative to increase access to early help for children in their middle years and secured funding to pilot this in the Upper Yarra area
 - increased the child immunisation rate through a range of awareness raising and other activities
 - strengthened the integrated support available for families through the Enhanced Maternal and Child Health team by increasing access to parent education, mental health and family support
- Unveiled new indigenous signage to share the story of the Platypus at Birdland Reserve, and at Coronation Park in Healesville.
- Received TAC funding boost for the Yarra Glen River Circuit project for the Melba Highway pedestrian underpass at Yarra Glen.
- Received funding from State Government to extend the Yarra Ranges L2P Young Drivers Program for another four years. Program provides access to free driving lessons from local mentors.
- Advocacy efforts resulted in the following pre-election announcements (via Federal budget) and election commitments:
 - Head Space (youth mental health service) Lilydale - \$4.5 million
 - CCTV security cameras for Warburton (\$120,000), Wandin North (\$149,000) and Upwey (\$115,000)
 - funding to expand Sport and Life Training health programs into more sports and clubs in the outer east, Yarra Valley and Dandenong Ranges - \$250,000
 - \$24,000 for Dandenong Ranges Emergency Relief Services
 - Peaceful Warriors (Anglicare mentoring and support program for 'at-risk' boys) - \$100,000
 - Foothills Community Care
 - Healesville Interchurch Community Care
 - Spectrum Journeys – supporting children with autism.

Measuring our success

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

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

Measure	Target by 2021	Target 2018-19	Actual 2018-19
Healthy Eating - the rate of the rise of diabetes in Yarra Ranges is reduced	Less than a 10% rate of increase per year <i>2014 baseline data: 4.6% of the Yarra Ranges population suffered from type 2 diabetes (Victorian Population Health Survey)</i>	Less than 5.10% rate of increase	4.20% rate of increase ✓ Achieved
Physical Activity – a 5% increase in sufficient physical activity prevalence of adults by 2021	5% increase from 2014 data <i>2014 baseline data: 41.3% and 45.40% in 2020</i>	N/A	2019 survey data will be available in 2020

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

Measure	Target by 2021	Target 2018-19	Actual 2018-19
Participation rate in Maternal and Child Health Services	82% or greater	78%	76.66% ✗ Not achieved Participation in Maternal and Child Health Services has increased slightly over the last 12 months and is in line with State trends. Council's Best Start initiative and the Linking Families Services have tested a number of projects to increase participation.
Proportion of preschool participation	96.5% or greater	95%	90.30% ✗ Not achieved

Measure	Target by 2021	Target 2018-19	Actual 2018-19
			Preschool participation is influenced by many factors, and several are outside of Council's control. Participation rates are likely to have been impacted by the introduction of strict immunisation requirements and the suitability of session times for families. Council's Best Start initiative works with partners to increase preschool participation, and Council is exploring the feasibility of implementing a central enrolment system.
Proportion of children developmentally vulnerable on two or more domains including language and cognitive domains based on the Australian Development Census Report	7.8% or lower	7.8% or lower	9.40% ✖ Not achieved The actual number of children vulnerable on two or more domains has increased slightly (by 10) since 2015 across Yarra Ranges. Improvements have occurred in Upper Yarra townships that were prioritised for action and investment over the last 10 years.
Proportion of engagement processes including young people's participation	70% or greater	30%	43% ✖ Not achieved Increase of 7% from previous year (36%). Youth Reference Group, Youth Action Group, and Youth Ambassadors have been consulted on Council's projects and grant applications.
Proportion of young people participating in Council-run youth activities	2% annual increase from 2017-18 (4,550 attended)	4,641	5,120 ✔ Achieved

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

Measure	Target by 2021	Target 2018-19	Actual 2018-19
Increase creative and cultural industry economic activity	5% increase from baseline	(baseline data commences with 2018-19 actuals)	The creative industries sector employs 3.5% of the 47,000 people who work in the Yarra Ranges. The sector's economic output totals \$12.7 million which represents 3% of the total output for the region.
Creativity and cultural engagement in public places is increased by 5%.	5% increase from baseline	baseline data commences with 2018-19 actuals	Total attendance: 230,236. Total attendance in arts, heritage and culture related activities: 194,516 153 festivals and events were held in the Yarra Ranges
Use of and engagement with cultural facilities is increased by 5%	5% increase from baseline	Baseline data commences with 2018-19 actuals	Attendance at cultural facilities totalled 138,850 visits. 5,081 events were hosted throughout the year, totalling 17,000 event hours.
Awareness of value of cultural participation and expression is increased by 5%.	5% increase from baseline	Baseline data being established	Data not available

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

Measure	Target by 2021	Target 2018-19	Actual 2018-19
A Belonging Place is established in partnership with the Healesville Indigenous Community Services Association	Established by 2021	60%	60% ✓ Achieved
Proportion of Yarra Ranges Reconciliation Week (YRRW) attendants that agree or strongly agree that YRRW effectively promotes reconciliation	80% or greater	80% or greater	100% ✓ Achieved
Attendance at Yarra Ranges Reconciliation Week meets or exceeds 2016 baseline count	Increase on 2016 attendance	250	280 attended ✓ Achieved

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

Measure	Target by 2021	Target 2018-19	Actual 2018-19
Conduct Community Emergency Management Planning across geographic areas to support unique community needs for emergencies	8 area projects in place	4	4 ✓ Achieved (Warburton, Monbulk, Healesville/Badger Creek/Chum Creek and Powelltown)

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

Measure	Target by 2021	Target 2018-19	Actual 2018-19
Proportion of Council owned buildings that are accessible for people with a disability and incorporate accessible amenities	3% increase annually	3% increase	3.77% increase ✓ Achieved
Proportion of Council officer engagements with the Yarra Ranges Disability Advisory Committee on: projects, policy and strategy and community issues	80% or greater	80%	100% ✓ Achieved

Our performance on Council Plan Actions

 On track
  Monitor
  Not achieved
  Deferred

Action	Status Year 2	
Work with communities to develop community plans, with a focus on building the leadership capacity of community leaders.	60%	  
Advocate for improved public transport that connects residents with services and employment.	66%	  
Develop and implement a new Health and Wellbeing Strategy with a focus on healthy eating, active living, prevention of family violence, improving mental health and access to services and community, healthy ageing and Indigenous health.	75%	  
Implement the Creative Communities Strategy to protect, foster and celebrate our cultural heritage while enhancing public spaces, increasing awareness and opportunities for participation.	60%	  
Support the Healesville Indigenous Community Services Association to develop an integrated Indigenous health service hub in Healesville to improve Indigenous health and wellbeing.	55%	  
Advocate with our partners for improved access to youth mental health services and connections to employment pathways to create a more coordinated and responsive service system.	70%	  
Work in partnership with Eastern Regional Libraries to ensure our libraries are vibrant and interactive places, with a focus on enhancing digital access that meets the needs of the community.	60%	  
Implement the Early and Middle Years Strategic Action Plans to support children and young people to reach their potential.	100%	  
Engage with the community to review Council's local laws to enhance community safety and build a community approach.	55%	  
Build community resilience and mitigate against risk across the municipality through effective bushfire and emergency management planning and actions.	66%	  
Support the development of an effective National Disability Insurance Scheme service system to improve the health and wellbeing of people with disabilities, their families and carers.	33%	  
Progress the redevelopment of the Lilydale Quarry in accordance with an agreed master plan for the site by working with landowners, State Government and other stakeholders.	80%	  



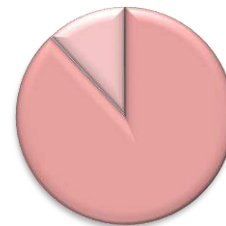
Quality Infrastructure and Liveable Places

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

Key strategies to achieve our objectives include:

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

88%
of Council Plan actions
are on track



Our major initiatives

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

Council continues to mature and integrate its asset management practices. An updated Asset Management Policy (2017) has been published and a centralised service model for strategic asset management implemented. This year the draft Strategic Asset Management Plan has been completed and is currently making its way through Council reviews and approvals. The plan outlines Council's approach to managing its total portfolio of community assets (valued in excess of \$1.5 billion) and includes initiatives that will improve Council's ability to prioritise, invest and manage infrastructure to deliver positive community outcomes and benefits. Improvements to foundational elements is ongoing including asset data and consolidating asset registers, a number of new asset groups have been transitioned into the corporate asset register.

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

Reviews of the operations of Council's key community hubs in Chirnside Park, Monbulk, Yarra Junction and Belgrave have been undertaken to ensure increased access and use of its key facilities continues to grow and meet the needs of the community.

Council continues to grow its capacity to fulfil the demand for Men's Sheds and has supported the establishment of a new Men's Shed in Mooroolbark. A Men's Shed proposal for Upwey is also being progressed.

Council monitors the attendances of its aquatics facilities, and 2018-19 saw an increase in the use of indoor aquatic facilities to the highest levels in many years. The Olinda Community Swimming Pool has also experienced its highest level of use by the community in decades.

In partnership with the State Government, Council is assessing the capacity of its early learning centre to meet the community needs for three year old preschool.

Bookings for Council's Community Halls continue to be strong. The halls offer a broad range of access for community activities and events.

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

Council is in the process of developing an Integrated Transport Strategy which will contain a vision for transport within the municipality and clear objectives for advocacy and the delivery of infrastructure in a planned strategic manner. Council has also recently undertaken consultation with the community and key stakeholders through a range of platforms including an online survey, crowdspot, pop-up sessions, phone calls and workshops. This information will feed into the draft Integrated Transport Strategy. It is expected the draft strategy will be presented for community consultation towards the end of the year.

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

In 2018-19 the Recreation and Active Living advocacy program was successful in attracting over \$38 million in Federal and State funding commitments for recreation projects that support the improvement of community infrastructure across the municipality.

This funding supports a range of projects over coming years including the Warburton Mountain Bike Destination; the Yarra Valley Trail; Ridgewalk; sporting pavilion upgrades; community facility and hub upgrades; and recreation reserve improvements. External funding advocacy is always a priority for Council, with an extensive breadth of quality infrastructure projects and strong applications being made for the 2019-20 funding programs, to deliver even more community projects across Yarra Ranges.

Other highlights

- Completed the major design and development of Burrinja Cultural Centre which is now under construction.
- Initiated the Warburton Place Plan to support the Warburton Mountain Bike Destination project roll out.
- Opened a new Maternal and Child Health Centre in Lilydale in partnership with Box Hill Institute.
- Completed the design for the Warburton Community Recreation Precinct.
- Successfully gained \$250,000 from the State Government for a feasibility study into affordable housing in Lilydale.
- Installed new LED lighting at Seville Tennis Courts to enable additional night games to take place.
- Commenced construction of a new place space at Queens Park, Healesville.
- Installed a 3 metre-wide steel viewing platform for locals and visitors to enjoy the serenity of the Yarra River in Warburton.
- Created a Voluntary Affordable Housing Agreement policy and action plan to leverage affordable housing outcomes in new residential developments.

- Continued to prepare a draft master plan with the developer, Victorian Planning Authority and State Government agencies for the redevelopment of the Lilydale Quarry (in preparation for a future planning scheme amendment).
- Adopted a major revision of the planning scheme (Amendment C148) following recommendations by an independent planning panel.
- Completed construction of a new playspace in Upwey.
- Improvements at the Seville Recreation Reserve allow sports players and water park visitors dedicated change rooms, showers and toilets.
- Held the Belgrave Community Hub Open Day, hosted by Inspiro Health Services and Council on 14 April.
- Construction of a shared footpath at the Green Spine including lighting, street furniture, soft landscaping and line marking (multi-year project) - \$1.1m.
- Construction of a new \$575k community sporting pavilion, the Centre of Excellence in Kilsyth (multi-year project) with joint Federal Government and AFL funding.
- Completed the road pavement rehabilitation at Cardigan Road, Mooroolbark – \$988k.
- Completed footpath rehabilitation at Main Road, Monbulk - \$292k.
- Constructed the \$985k Monbulk Community Sports Pavilion (with \$200k sporting club funding).
- Adopted new guidelines for multi-unit developments in Yarra Ranges to illustrate Council's preferred options for the design of villa units or townhouses.
- Commenced the review of Council's Housing Strategy to ensure housing needs are met and that Council is responding to an ageing population.
- Advocacy efforts resulted in the following pre-election announcements (via Federal budget) and election commitments:
 - Maroondah Hwy, Coldstream – \$20 million for duplication between Melba Highway and Ingram Road
 - Canterbury Road, Liverpool Road to Dorset Road - \$24.5 million for construction of a third lane westbound
 - Wellington Road - \$110 million for duplication from Rowville to Clematis
 - construction of unsealed roads in the Dandenongs and surrounds – \$150 million
 - Wandin North Sporting Pavilion - \$1 million
 - Esther Park Sporting Pavilion and synthetic surface – \$2.75 million including State commitments
 - Belgrave Netball Courts - \$500,000
 - Mount Evelyn Sporting Pavilion – \$1 million
 - Kimberley Reserve Sporting Grounds improvements – \$1 million
 - Seville Reserve Sporting Ground - \$900,000
 - Monbulk playspace and car park - \$250,000
 - Rivers and Ridges Yarra Ranges (Warburton Mountain Biking, Yarra Valley Trail Stage 1, RidgeWalk and Warburton Recreation Precinct) – \$10 million
 - Cement Creek Road bridge over the Yarra River, East Warburton – \$165,000
 - Jack Hort Memorial Indoor Pool - \$1.5 million for renovation works
 - Coldstream Recycled Pipeline – \$250,000
 - upgrading of sporting facilities at Pinks Reserve – November 2018 State election commitment of \$10.5 million.

For more on our Capital Expenditure Projects visit yarraranges.vic.gov.au/bigpicture

Measuring our success

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

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

Measure	Target by 2021	Target 2018-19	Actual 2018-19
Participation rate of recreational projects constructed or programs developed	Increase on baseline data	Increase on 2016-17 baseline data	<p>All four projects monitored saw a participation increase on baseline data</p> <p>✓ Achieved</p> <p><u>Capital Development Program:</u> Five recreation clubs received a grant in 2018-19 compared to four clubs in 2016-17.</p> <p><u>Sport Volunteers Development sessions:</u> 59 clubs participated in 2018-19 compared to 30 clubs 2016-17.</p> <p><u>Warburton trail:</u> total usage = 245,919 residents and tourists – up by 19% compared to 2016-17.</p> <p><u>Annual Seasonal Tenancy Allocation:</u> 12,764 sports players registered – up by 5% compared to 2016-17.</p>

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







Measure	Target by 2021	Target 2018-19	Actual 2018-19
Utilisation of outdoor aquatic facilities	Increase on baseline data in 2016-17	54,107	53,350 visits ✗ Not achieved Due to minor seasonal variation of a cooler summer.
Utilisation of indoor aquatic facilities	Increase on baseline data in 2016-17	429,258	439,857 visits ✓ Achieved

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
















Measure	Target by 2021	Target 2018-19	Actual 2018-19
Level of asset management maturity rating (% of core maturity achieved on the National Asset Management Assessment Framework rating scale)	Increase core maturity level 2017 baseline maturity = 85%	90%	90% ✓ Achieved

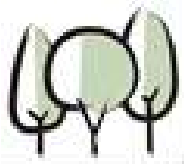
Our performance on Council Plan Actions

 On track
  Monitor
  Not achieved
  Deferred

Action	Status Year 2	
Integrate the management of our assets to ensure that quality is to an agreed standard that supports our community's needs.	60%	   
Undertake a review of the utilisation of Council's community hubs and facilities to maximise their usage and benefit to the community.	45%	   
Develop a Transportation Plan with a focus on improved public transport, pressures and freight needs to enable targeted advocacy to State and Federal Government and work in partnership with private industry.	43%	   
Advocate for external funding to support improved community infrastructure across the municipality for initiatives including the Warburton Mountain Biking Hub, Recreation Precincts, Yarra Valley Trail, community facilities and hubs upgrades, sporting pavilion upgrades and recreation reserve improvements.	100%	   
Work with the State Government Level Crossing Authority on the removal of the Lilydale and Mooroolbark railway crossing, optimising land use opportunities for the benefit of the broader community.	53%	   
Develop a holistic unity Infrastructure Strategy to support the development of infrastructure that meets the needs of current and future service delivery.	25%	   
Improve Council owned facilities by upgrading to energy efficient and climate resilient infrastructure to minimise carbon emissions and energy dependence.	60%	   
Deliver innovative and cost effective maintenance and improvement works to local roads that provide connectivity, and increase the community's and visitors' safety.	65%	   
Develop and implement an Unsealed Road Management Plan to lead the future direction and improvement standards for Council's road network.	45%	   
Develop and implement a Stormwater Strategy to assist in setting priorities for future drainage improvements, and address drainage infrastructure gaps across the municipality.	33%	   

Action	Status Year 2	
Review and expand the existing Hike and Bike Plan by incorporating a range of alternative transport options to increase connectivity and activate communities.	70%	
Review and update the Aquatics Facilities Strategic Plan to determine future need, plan, and prioritise for aquatic facilities across the municipality.	70%	
Develop a Play Space Strategy including a long term action plan to provide quality recreational facilities to activate communities.	100%	
Complete the review of the Public Toilet Plan including a long term action plan to provide quality amenities for the community and visitors.	100%	
Finalise Council's Planning Scheme Revision Amendment C148 to the Yarra Ranges Planning Scheme to implement Council's land use planning priorities and directions.	100%	
Increase housing affordability by utilising Council-owned land for affordable housing developments and advocating for reforms to State planning policy to require inclusion of affordable housing in new large scale developments.	85%	
Commence the development of a municipality-wide Development Contributions Plan to fund the future infrastructure needs of our communities.	30%	
Develop a framework to guide and prioritise planning for activity centres and townships across Yarra Ranges including structure, community and townships plans.	100%	
Complete the review of Council's Housing Strategy to ensure housing needs are being met and that Council is responding to an ageing population.	45%	<p>The first stage of the Housing Strategy Review was completed in December 2018. The second stage of the review is behind schedule and is now being scoped for clarity and breadth of project deliverables.</p>

Action	Status Year 2	
Develop and construct significant projects across the municipality, including the delivery of major community hubs and recreation facilities that respond to current and future community needs.	50%	  
Upgrade and develop integrated footpaths and shared cycling paths to connect people and provide a built environment that reflects the needs of the community.	55%	  
Deliver road, traffic and drainage improvement projects from the annual Capital Works Program, and reduce problem traffic issues to improve accessibility and safety in the municipality.	55%	  
Review the Recreation and Open Space Strategy and include a new area of focus 'Activation of Our Community', with female participation in sport a priority.	35%	  
Undertake the redevelopment of Burrinja Cultural Centre to provide contemporary spaces for exhibitions, community gathering and creative industries.	33%	  



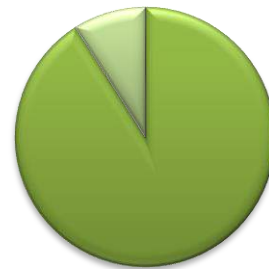
Protected and Enhanced Natural Environment

A healthier environment for future generations

Key strategies to achieve our objectives include:

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

91%
of Council Plan
actions are on track



Our major initiatives

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

2018–19 highlights are outlined below.

- Delivered the grant-funded BioHubs and PeriUrban Weed Partnerships Programs in partnership with agency representatives, private landholders and environmental volunteers. These two programs are delivering tangible habitat improvements (including weed control and revegetation) across the landscape in high priority catchments.
- Celebrated 12 years of Council's Ribbons of Green project in 2019, with over 800,000 plants distributed since 2007. An evaluation of the program this year demonstrated an exceptionally high rate of plant survival; tangible benefits for participating landholders; and clear evidence that wildlife is returning to the restored habitat.
- Provided regular and ongoing internal advice to Planning Services and the Infrastructure Services teams, to support private development and Council infrastructure works in compliance with State legislation for the protection of native vegetation.
- Council's portfolio of solar power systems reached a total capacity of 1 Mega Watt, with over 3,000 solar panels now installed on 34 Council facilities. With the improved energy efficiency delivered by LED lighting and equipment upgrades, these solar systems are now providing a quarter of all electricity used in Council facilities.
- Completed the Sassafrass stormwater project in April 2019. With 450,000 litres of storage installed under the village green, the system captures stormwater from hard surfaces in the township and slowly releases it to groundwater and the Sassafrass Creek in a state that mimics natural flows and protects sensitive waterways.
- Worked in partnership with neighbouring municipalities across peri-urban Melbourne to respond to the growing impacts of feral deer. This work has secured \$450k in funding for the Birds to Butterfield project – restoring habitat and controlling pest animals in a critical wildlife corridor for the endangered Helmeted Honeyeater. We strongly and consistently advocate to

State Government for a coordinated response for the control of feral deer. Via the newly formed Eastern Region Pest Animal Network, officers have been working with representatives from seven other local councils, Melbourne Water, Department of Transport (formerly VicRoads) and the Port Phillip and Westernport Catchment Management Authority (PPWCMA) to develop a regional pest animal strategy that will identify cost-effective options for pest animal control and maximise biodiversity benefits across the region.

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

This year a major ground refurbishment occurred at Monbulk Reserve (complementing the new pavilion), and other significant works took place at Kimberley Reserve, Chirnside Park, Seville and Mt Evelyn Recreation Reserves, along with a 1.2 mega-litre storm water harvesting project at Pinks Reserve, Kilsyth.

With participation in football, soccer and cricket continuing to increase, particularly for females, Council is determined to ensure opportunities to participate are available for all. New lighting was installed at Lillydale Lake; a new regional Playspace opened in Queens Park, Healesville; while Council endorsed the 2019-29 Playspace Plan that will see significant upgrades to playspaces across the municipality over the coming years.

Significant effort is made to ensure parks and gardens are at an excellent standard year-round. Particular efforts have been made for events such as Anzac Day, car shows, Dogs Day Out and community market days. These activities and the spaces are all much appreciated by the community. 'Park Blitzes' at Yarra Glen and Yarra Junction and controlled burns at sites in conjunction with the Country Fire Authority to reduce fire risk and increase biodiversity.

Other highlights

- Reduction in Council's energy bills by \$237,000 through the installation of solar panels at Council owned facilities.
- Planted six Illawarra flame trees at Millgrove to form a new Avenue of Honour to commemorate the efforts of local soldiers who served in World War One.
- Hosted the Belgrave Platypus Festival in conjunction with Southern Dandenongs Landcare to educate the community about the platypus' that live in our creeks and lakes. More than 400 visitors attended and various community groups had stalls including Environmental Education for Kids, Platypus Education Group, Plastic Bag Free and Landcare groups
- Removed woody weeds and other elevated weeds such as creepers and blackberry from Barbers Road and Ridge Road Kalorama using funding from the State Government Safer Together grant program.
- Trained more than 60 volunteers on topics including weedy grasses, snake safety, wildlife rescue and Child Safe Standards.
- Supported Yarra Ranges Landcare Network's Singles Day to plant 1,000 plants in Coronation Park, Healesville. More than 40 community members planted, played games, and potentially met a new partner.
- Added two electric cars to Council's fleet as part of our commitment to reduce carbon emissions by 30 per cent by 2020.
- Introduced a rebate for Yarra Ranges residents who purchase new composting equipment.
- Held climate change meetings with farmers, landowners and community members on farming challenges and opportunities in Healesville
- Successfully facilitated access to Environmental Upgrade Agreements for three local business upgrades that will have positive environmental outcomes.

Measuring our success

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

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

Measure	Target by 2021	Target 2018-19	Actual 2018-19
Kilometres of roadside with bushfire fuel levels reduced	132km or greater	33km	20.47km ✖ Not Achieved A greater focus on engaging community and revegetation as part of each site assessment has lowered the overall result achieved. The 20.47km included all identified high risk areas.
Increase habitat restoration through change in the proportion of reserves from medium to high conservation status	2% or greater	1% increase	2% increase ✓ Achieved

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

Measure	Target by 2021	Target 2018-19	Actual 2018-19
Plants distributed for planting per annum through the Ribbons of Green Program	240,000 or greater	70,000	76,423 ✓ Achieved

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

Measure	Target by 2021	Target 2018-19	Actual 2018-19
Reduction of corporate greenhouse gas emissions towards zero. Corporate emissions were 14,621 tCO ₂ e in 2016	10,000 tCO ₂ e or lower	Lower than 13,610 tCO ₂ e	12,184 tCO ₂ e ✓ Achieved

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

Measure	Target by 2021	Target 2018-19	Actual 2018-19
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	Less than 13%	6.64% ✓ Achieved
Maintain the proportion of high threat weed cover at 812 hectares of core habitat in the Dandenongs to prevent the establishment of new weeds	Lower than 10% weed cover	Less than 15.5%	7.78% ✓ Achieved
Proportion of Council managed 'very high conservation reserves' containing less than 5% high threat weed cover	100%	85%	92% ✓ Achieved
Proportion of Council managed 'high conservation reserves' containing less than 25% high threat weed cover	100%	85%	92% ✓ Achieved

Our performance on Council Plan Actions

☒ On track
 ☐ Monitor
 ☒ Not achieved
 ☐ Deferred

Action	Status Year 2	
Implement the Environment Strategy to improve the health and biodiversity of our natural environment.	40%	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Improve the parks and reserves program to enhance public open space, access and participation.	66%	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Develop a 10-year Weed Management and Investment Plan by defining priority areas and providing education, incentive programs and establishing valued partnership models with key stakeholders.	100%	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Develop a Yarra Ranges Tree Management Plan in partnership with the community to ensure our tree assets are well-managed, and enhance the local amenity and environmental value of the municipality.	70%	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Develop a targeted program to inform the development and implementation of a Stormwater Strategy to deliver healthier waterways.	100%	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Develop improved fire planning assessment and protection to ensure safety for our communities and protection of our environment through education, tools, and partnerships with primary agencies.	85%	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Advocate for innovative facilities and services in partnership with the Metropolitan Waste Resource Recovery Group to minimise environmental impact of municipal waste including the exploration of alternative resource recovery waste technology.	80%	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Improve the Environmental Volunteer Support Program by building capacity and supporting communities to attract funds and invest in our shared environment.	50%	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Implement the Carbon Management Program to improve the energy efficiency of council operations, transition to renewable energy and reduce emissions towards zero.	60%	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Advocate to State and Commonwealth Government for ongoing funding support for the protection of the natural environment of Yarra Ranges, with a focus on weed and pest animal reduction and increased investment in sustainable water management.	60%	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Review and update the Flora and Fauna Strategy to integrate with other vegetation management plans to create a holistic strategic approach.	100%	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>



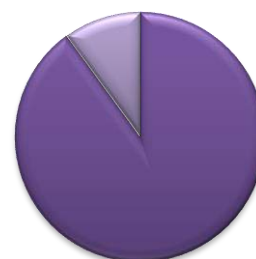
Vibrant Economy, Agriculture and Tourism

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

Key strategy to achieve our objectives is:

- **Economic Development Strategy**

90%
of Council Plan
actions are on track



Our major initiatives

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

During the 2018-19 reporting period Council has delivered the following initiatives and services to business in Yarra Ranges to improve the economic health and vitality of our communities.

- Supported regional tourism initiatives like the Yarra Valley Trail, Warburton Mountain Bike Destination, RidgeWalk and Yarra Valley Railway.
- Delivered an extensive business support, events and training program including the annual Women on the Go and small business mentoring service to 489 small business entrepreneurs.
- Provided the latest news on programs and services available to business to over 6,500 businesses through Yarra Ranges Business e-bulletin and social media.
- Facilitated more than 42 investment enquiries, offering essential support to developers and business start-ups including tourism and hospitality investors.
- Supported Yarra Ranges business and industry groups including Yarra Ranges Tourism to deliver services, marketing and promotion.
- Worked regionally to deliver programs and investment including Bayswater Business Precinct (includes Kilsyth and Montrose) that employs almost 10,000 Yarra Ranges residents including Transport Survey and Digital B2B and Jobs Hub.
- Worked in partnership with business, education and agencies to deliver Tech Tours to raise aspirations and broaden future career pathways for our young people in advanced manufacturing and technology based environments.

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

Our place-making initiatives have continued well with progress including:

- continued liaison with commercial realtors to encourage marketing of key sites and support for investment enquiries
- ongoing development conversations for the Eastridge site, including support for the Kaufland Supermarket Proposal
- support and participation in the steering group for the development of the Chirnside Park Urban Park
- allocated funding in next year's Capital Expenditure Budget to progress the Green Spine project in Chirnside Park.

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

The Lilydale Place Plan will guide Council's decision making for infrastructure, programs and services for Lilydale, and direct the allocation of capital resources. A Lilydale Project Reference Group consisting of 12 community members and 12 Council Officers helped develop the Plan. The reference group met throughout 2018 to collaborate and contribute to infrastructure projects that will drive positive outcomes for Lilydale. The priorities for Lilydale include:

- new community centres
- support for a growing township
- improve traffic and transport infrastructure
- create inviting streets and public places.

The Lilydale Place Plan received favourable responses from community and stakeholders. It is due to be endorsed by Council in early September 2019.

4.4 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

Council's advocacy has resulted in successful funding from State and Federal Government including:

- \$9 million for the Warburton Mountain Bike Destination
- \$6 million for Stage 1 of the Yarra Valley Trail
- \$6.3 million for the RidgeWalk
- \$3.75 million Stage 2 of the Yarra Valley Railway
- \$250,000 for the preparation of planning and legal documentation for the Coldstream Recycled Water Pipeline feasibility.

Council will continue to support these projects during the planning, design and development stages. Council has also been engaging with businesses, agencies, investors and community groups to promote ongoing business, investment and employment opportunities. It has recently secured \$20,000 through the Victorian Government's Small Business Victoria to develop and deliver a Rivers and Ridges Business Entrepreneurship and Growth Program in 2019-20.

Other highlights

- Completed proactive works to protect the agricultural industry by minimising the spread of fruit flies in the Yarra Valley. An audit of 3,000 environmental weeds resulted in removal of 1,500 weeds from Council land that could be potential hosts to the fruit fly. This project was funded by the Victorian Government.
- Construction commenced on the first stage of the Yarra Valley Trail, a project that will connect Yarra Glen and Healesville to Lilydale and the Lilydale-Warburton Rail Trail.
- Commenced the planning and development of the Warburton Mountain Bike Destination that will provide over 100km of mountain bike trails in the hills surrounding Warburton (multi-year project \$4.3 million).
- Yarra River Circuit Trail – trail to connect the showgrounds, billabongs, wetlands and McKenzie Reserve (multi-year project of \$580k – includes \$70k State Government funding).
- Castle Hill Reserve, Mooroolbark – local playspace renewal – \$270k
- Worked with Yarra Ranges Tourism to host the annual Tourism Summit.
- Supported various tourism events through the Yarra Ranges Tourism Events Fund, including:
 - Yarra Valley Harvest Run
 - Targa Florio (classic cars event)
 - Secret Gardens of the Dandenong Ranges
 - Warburton TrailFest
 - Yarra Valley Opera Festival
- Yarra Ranges Tourism also provided in-kind support to Healesville Music Festival and Giro della Donna (cycling race starting in Warburton).

Measuring our success































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

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

Measure	Target by 2021	Target 2018-19	Actual 2018-19
Year on year growth of overnight visitors (domestic and international) in the Yarra Ranges and Dandenong Region	Victorian average or greater	11% domestic 5% international	-13.8% domestic ✗ Not Achieved -0.4% international ✗ Not Achieved
Gross Regional Product - increase the net wealth generated by the local economy influenced through employment, productivity and mix of industry types in the area	3% or greater	3% increase	5.5% increase ✓ Achieved GRP increased from \$5,950 million (Dec 2017) to \$6,280 million (Dec 2018)

Our performance on Council Plan Actions

 On track
  Monitor
  Not achieved
  Deferred

Action	Status Year 2	
Implement the Economic Development Strategy including strong engagement and partnering with Yarra Ranges Tourism, and supporting small, medium and large businesses and industry groups to improve the economic health and vitality of our communities.	55%	  
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.	50%	  
Develop and implement the Lilydale Project to improve liveability and attract private and public investment into the area.	60%	  
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.	50%	  
Continue to attract public and private investment in key telecommunications infrastructure to drive future business and economic growth.	50%	  
Promote Yarra Valley, Dandenong Ranges and Warburton Valley as premier tourist destinations by working together with Yarra Ranges Tourism to support the development of key attractions and supporting accommodation.	60%	  
Partner with the Rural Advisory Committee to protect agricultural land and undertake initiatives and programs that support rural industry groups and landowners.	60%	  
Enhance educational pathways and employment opportunities for young people by working with State Government, secondary schools and higher education facilities including Box Hill Institute.	60%	  
Work with Maroondah and Knox Councils to resource the revitalisation of Bayswater Business Precinct and attract future investment, maximise business performance and generate employment growth.	50%	  
Work with growers to construct the Coldstream Recycled Water Pipeline to provide water security and increase local output.	25%	   This project has been delayed

		due to the Coldstream Water Supply Scheme Inc. and Council waiting for external funding to be released.
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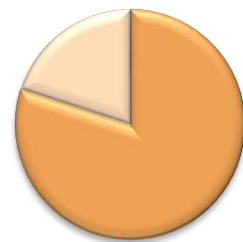
High Performing Organisation

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

Key strategies to achieve our objectives include:

- Customer First Strategy
- People and Culture Strategy
- Communication Strategy
- Information and Communication Technology Strategy
- Health and Safety Strategy

80%
**Council Plan actions are
on track**



Our major initiatives

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

The Customer Experience Strategy has been finalised and includes an integrated whole-of-organisation set of goals and priorities. The first year's actions are focused on setting the foundation to enable us to deliver ongoing improvements and initiatives over the life of the four year strategy. Key priority projects commenced in the first year include:

- Website Redevelopment project due for completion August 2019
- Customer Process Improvement Project
- Customer Journey Mapping methodology development and currently being applied through a continuous improvement project called 'Equip'
- Customer Experience for Leaders developed for the Leading Together leadership program
- Better Approvals Project that will improve the experience for small businesses to register their business.

5.2 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

As part of Yarra Ranges Council's transformational journey and Civic Centre development program, we are actively preparing the organisation to shift to a new way of working within an activity-based working

(ABW) environment. ABW provides a working environment of flexibility and choice that will support the organisation to meet the following outcomes:

- our people modelling our values of Trust, Empowerment and Innovation
- our people organising their work activities in a productive way that best suits what they need to do and who they need to do it with
- our business productivity is enhanced, improving service quality and responsiveness
- our people are more engaged and satisfied with Yarra Ranges as a place to work.

The suite of work delivered to support this important investment is outlined below. These initiatives are supported by a comprehensive change management methodology called 'People Centred Implementation', which is the process through which the organisation designs our cultural transformation and training methodologies.

- Main building decant plan established, including logistical analysis and identification of fit-for-purpose options for employees to work in a range of Council offices during the building phase.
- ABW readiness assessments for teams and supporting leaders with development of their ABW change plans.
- Development of a Team Cohesion Scan' to determine development needs and delivery of facilitator-led training to support the behavioural change to successfully work in an ABW environment.
- Engagement with employees to establish the agreed etiquette and guidelines for working together in the highly shared environment at the new Civic Centre.
- Introductory training to new employees to prepare them for ABW, including both facilitator-led and online learning.
- Advice to local departments that are preparing for ABW through initiatives such as developing a hybrid workplace environment, increasing mobile ways of working and aligning this with our program vision and values.

5.3 Deliver opportunities for collaborative procurement and shared service arrangements with regional Councils to deliver value for money to ratepayers

As a member of the Eastern Region Procurement Network (ERPN), Yarra Ranges has continued to achieve successes in collaborative procurement and shared service arrangements.

- The implementation of a centralised occupational health and safety (OH&S) and compliance system jointly across seven Victorian Councils. This system has enabled participating Councils to access a growing pool of over 800 pre-approved contractors, allowing quicker transition from tender to contract commencement. By streamlining the administrative compliance hurdles, Yarra Ranges has been able to more easily engage with local suppliers on Council projects, as well as reduce resourcing both internally and for contractors.
- Yarra Ranges has undertaken procurement via the aggregated contracts listed below, achieving best value by leveraging better pricing, services and technologies, as well as increasing efficiency in sourcing goods and services:
 - major roads light installation
 - major roads light supply
 - printing of rate notices
 - plant, machinery and equipment
 - provision of school crossing supervisor services
 - supply of street furniture.

- Yarra Ranges led a collaborative procurement process with Maroondah and Manningham Councils, to engage an Employee Assistance Program (EAP) provider via a single collaborative tender event with a standard specification.
- Seven councils including Yarra Ranges participated in the collaborative tender for Tree Pruning Services. This contract is yet to be awarded, but significant operational efficiencies have been achieved by undertaking a single tender event.

Other highlights

- Endorsed the Open Air Burning Local Law, and developed the Digital Strategy to improve our customers' experience by delivering innovative solutions, through the adoption of digital opportunities.
- Commenced a business Dashboards for Leaders project to provide a visual display for managers of how their business is performing and enable data-driven decision making.
- Commenced the development of a Data Governance Framework including data principles, standards and governance across all key corporate data and information needs.
- Piloted a new program to support teams to transform the way they think, work and deliver. The aim is to improve processes, increase collaboration and place customers at the heart of everything we do.
- Commenced a project to re-design a wide range of Council processes that customers can self-initiate such as applications, registrations, permits, investigations, and inspections.
- Achieved Safety Map accreditation through an external audit of our Occupational Health and Safety systems and processes.

Measuring our success

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

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

Measure	Target by 2021	Target 2018-19	Actual 2018-19
Increase in the annual results of the Customer Experience Survey	2% annual increase in all dimensions	2% increase in all dimensions	-7% ✖ Not Achieved Council has commenced several projects to improve performance including a new external website, Customer Journey Mapping, process improvement projects and Customer Experience training for staff and leaders.
Reduction in annual complaints escalated to the Ombudsman	Annual reduction	10	14 ✖ Not Achieved Council continues to operate a centralised Complaints Management Team to assist customers who have disputes. Where some of these disputes have been investigated extensively and a resolution has not been possible, Council has referred customers to the Victorian Ombudsman for independent review. This along with increased consumer awareness has contributed to a rise in matters referred to the Victorian Ombudsman.

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

Measure	Target by 2021	Target 2018-19	Actual 2018-19
Staff engagement score in the Employee Opinion Survey	Biennial increase	N/A	No data available. Survey was not undertaken in 2018-19.
Diversity and inclusion score in the Employee Opinion Survey	Annual increase	N/A	No data available. Survey was not undertaken in 2018-19.

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

Measure	Target by 2021	Target 2018-19	Actual 2018-19
Number of social media followers	Annual increase (baseline data 2017 = 7,000)	Above 19,727	Total 24,428 ✓ Achieved Twitter – 5,095 Linked in: 4,560 Facebook -13,124 Instagram – 1,649
Number of Yarra Ranges unique website visits	Annual increase	Increase on 2,475,015	2,862,196 ✓ Achieved
Number of eNewsletter followers	Annual increase	10,619	10,546 ✗ Not Achieved
Number of ways community can interact with Council	Annual increase	7	7 ✓ Achieved

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

Measure	Target by 2021	Target 2018-19	Actual 2018-19
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%	0%	Due to commence in 2019-20
Proportion of information technology software transferred from on premise servers to the Cloud	80% or greater	0%	Due to commence in 2019-20
Reduction in paper usage with the introduction of digitisation across council offices	2,047 or lower reams per year - 70% reduction from base year (2013-14 = 6,824 reams annually)	Below 3,412 reams	2,760 reams ✓ Achieved 60% reduction from base year

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





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

Measure	Target by 2021	Target 2018-19	Actual 2018-19
Number of lost time injuries	11 or lower	13	14 ✗ Not Achieved The number of lost time injuries reduced from 26 to 14 over the last 12 months thanks to a greater organisational focus on health and safety.
Number of non-conformances in an external Health and Safety accreditation assessment (current Advanced Safety Map Accreditation – less than three non-conformances)	3 or lower	3 or lower	3 ✓ Achieved
Proportion of safety observations undertaken by leaders (this measure will commence in year three)	95% or greater	0%	Not commenced This measure will commence in 2019-20.

Our performance on Council Plan Actions

 On track
  Monitor
  Not achieved
  Deferred

Action	Status Year 2	
Develop and implement a communication and engagement approach that applies innovative and coordinated ways to better inform and engage our community.	25%	   Service Review finalised. Implementation to begin in the second quarter of 2019-20.
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.	50%	  
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.	60%	  
Deliver opportunities for collaborative procurement and shared service arrangements with regional Councils to deliver value for money to ratepayers.	60%	  
Implement the Flexible Future Strategy to transform the way the organisation thinks and works and to improve the way we deliver services to our community.	48%	  
Continue to evolve the Business Excellence Program to embed a culture of improvement and innovation and ensure Council's services are appropriate, efficient and effective.	60%	  
Deliver programs that support gender equity, inclusion, positive ageing and cultural safety to ensure Yarra Ranges Council is a diverse and inclusive workplace.	70%	  
Develop and implement a Digital Transformation Strategy and roadmap to modernise our service delivery and make it easier and more convenient for customers to interact with Council.	30%	  
Implement the outcomes of the new Local Government Act to foster good governance and give our community confidence the organisation is acting for its benefit and wellbeing.	0%	   Awaiting approval of Local Government Bill by Parliament.

Action	Status Year 2	
Review and update the Adapting to a Changing Climate and Energy Future Plan to embed climate adaptation and mitigation actions throughout Council's operations, services and asset management.	50%	   

Our People

Our Strategic Leadership Team

Yarra Ranges Council is led by the Chief Executive Officer, who operates under the delegation of the elected Council and is responsible for the overall management and performance of all council operations, services and infrastructure delivery. The Chief Executive Officer, along with three directors, forms Council's Executive Team.



The Strategic Leadership Team, (from left to right):

Troy Edwards – Director, Corporate Services

Mark Varmalis – Director, Environment and Engineering

Tammi Rose – Chief Executive Officer

James Collins – Director, Social and Economic Development

We acknowledge and thank Glenn Patterson, who led the organisation as CEO until his resignation in September 2018. We would also like to thank Mark Varmalis and Troy Edwards for taking on the position of acting CEO until Tammi Rose was appointed in February 2019.

Chief Executive Officer – Tammi Rose

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

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

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

Reporting directly to the CEO are the directors of Corporate Services; Social and Economic Development; and Environment and Engineering.

Director Social and Economic Development – James Collins

James has more than 15 years of senior leadership experience in both the public and private sectors.

His current portfolio is diverse and covers planning; aged and disability services; arts and heritage; economic development; tourism; family and youth; community development; local laws; emergency management; environmental health; and libraries.

James demonstrates his capacity to create a positive and progressive workplace, and drive a culture of improvement and innovation.

He holds a Masters of Business and is a graduate of the Australian Institute of Company Directors.

James also sits on a number of industry and not-for-profit boards.

Director Environment and Engineering – Mark Varmalis

Mark has been with Yarra Ranges Council since its formation in late 1994 and has more than 30 years' experience in Local Government. He holds a degree in Civil Engineering, a Graduate Diploma in Municipal Engineering and Management and is a graduate of the Australian Institute of Company Directors.

Mark is committed to meeting community needs through improved infrastructure and service provision, while recognising we must value and protect the unique natural environment of Yarra Ranges. He also has a strong commitment to the advancement of staff in Local Government through the creation of networking opportunities; skills improvement; personal development; and development through involvement with industry associations. He's involved with the Institute of Public Works Engineering Australasia, previously holding board member roles at State and Australasian levels; and is currently a trustee with the Municipal Engineering Foundation Victoria.

The Environment and Engineering directorate comprises the departments of Infrastructure Services, Recreation Projects and Parks, Strategic Services and Sustainable Environment and Facilities.

Director Corporate Services – Troy Edwards

Troy Edwards commenced with Yarra Ranges in 2011 and brought his extensive experience working in and around government at all levels.

Troy has held a number of positions in the federal public service; as a policy adviser in the Federal Parliament; and as a senior adviser at the Municipal Association of Victoria. Prior to joining Yarra Ranges, he was Managing Director of a large public relations agency in Melbourne.

With a background in both the public and private sectors, Troy knows how to provide quality internal and external customer outcomes and deliver efficient and cost-effective services.

An urban planner by education, Troy has completed a Master of Arts degree at Monash University and is a graduate of the Australian Institute of Company Directors.

The Corporate Services directorate is made up of the departments of Information Services, People and Culture, Financial Services and Customer and Business Transformation.

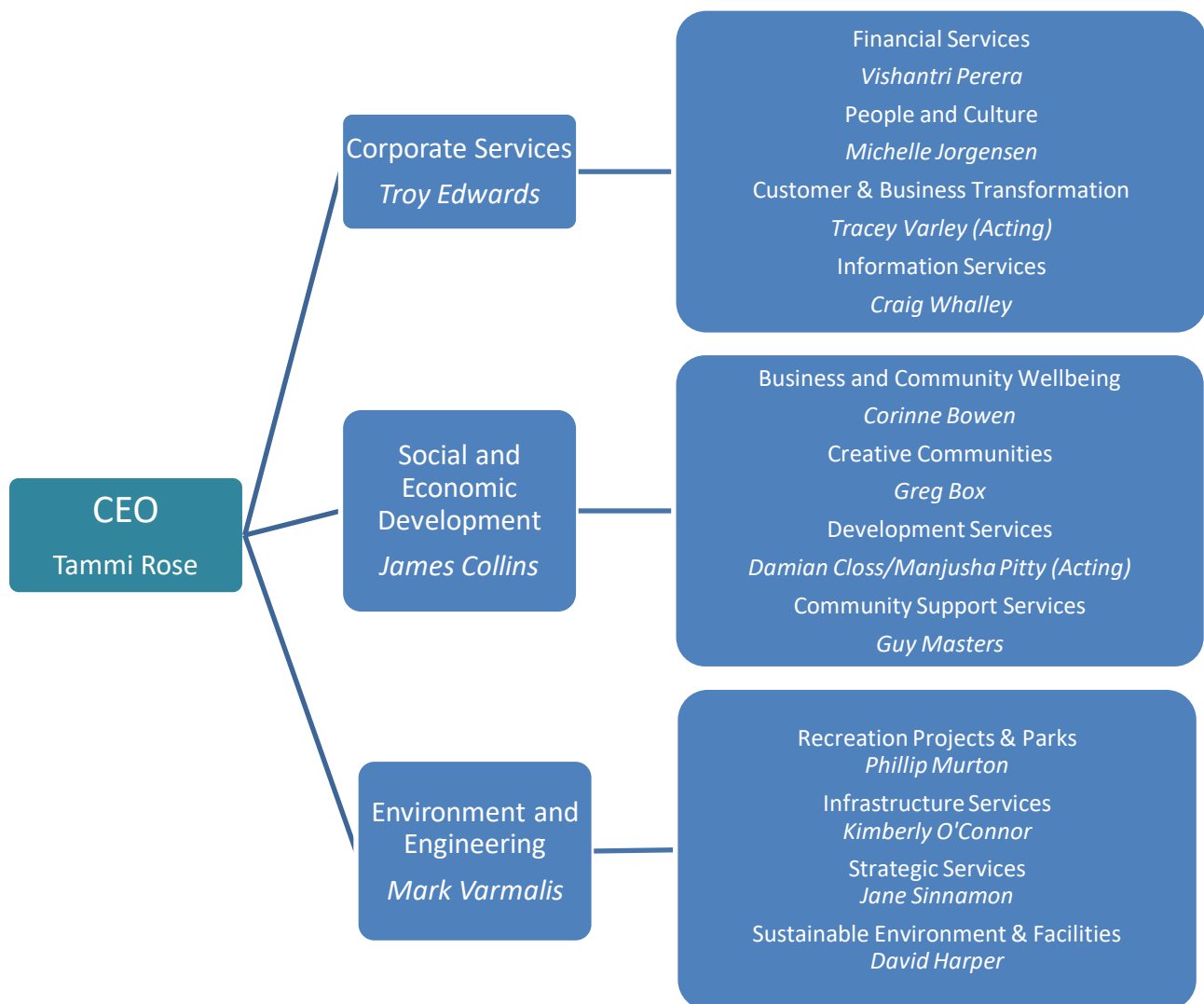
Organisational Structure

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

Various departments have undertaken service reviews or resource reviews and this has resulted in a number of restructures within the organisation. These include:

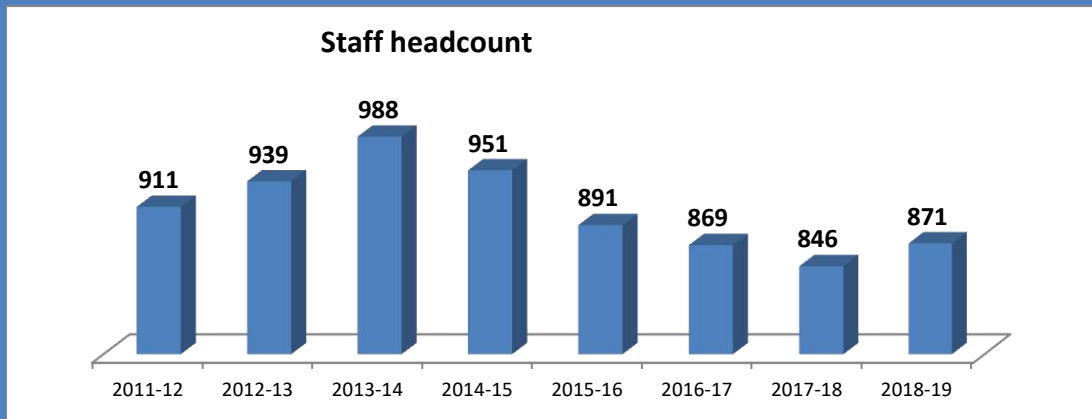
- changes to the structure of the Environment and Engineering directorate, including the establishment of the Built and Active Spaces, Strategic Services and Sustainable Environment and Facilities departments
- realignment of the Strategy and Innovation, Organisational Development and Communications teams
- restructure of the Infrastructure Services department
- creation of the Community Support Services Administration team
- changes to the Recreation and Active Living Team.

These restructures have increased alignment of business units; improved opportunities for employee progression and development; provided greater support networks between technical and operational areas; and increased the ability to streamline services and improve customer service.



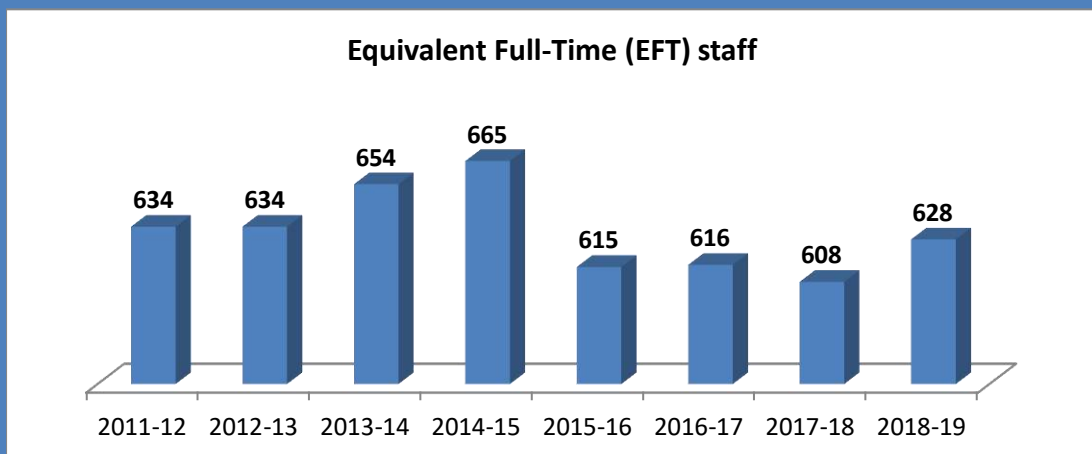
Staff profile

Yarra Ranges Council is one of the region's largest employers. We employ 871 people in a variety of roles on a full-time, part-time and casual basis. Most of our employees also live within the municipality. This means our people are able to bring a local passion, perspective and knowledge to the services they provide.



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

The corresponding headcount and equivalent full-time positions also show a downward trend between 2015 and 2018. The workforce increased slightly over the last 12 months, due to the addition of new positions in the Safer Communities, Recreation and Active Living and Planning Services teams.



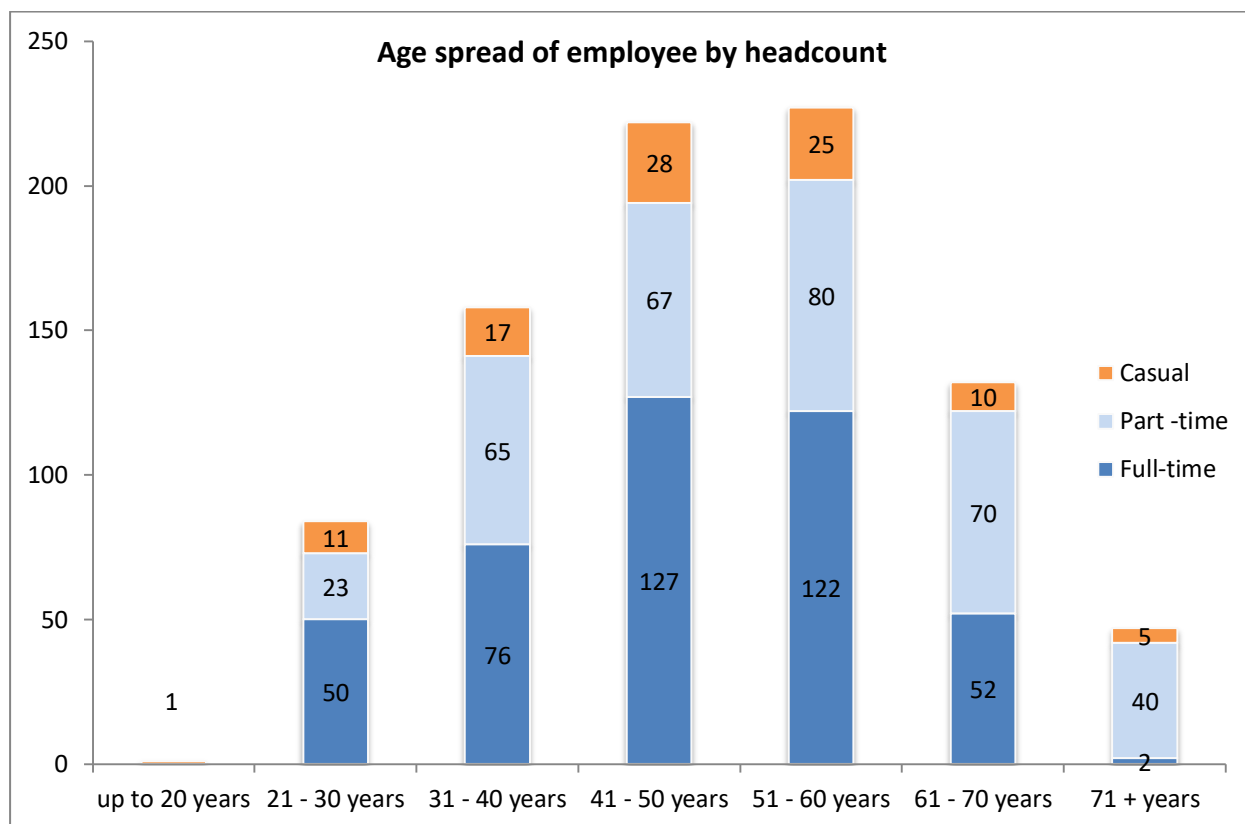
Council provides flexible employment arrangements. The table below demonstrates that a significant portion of the leadership and other employee workforce is made up of part-time and casual employees at different levels within the organisation.

Leadership Group 2018-19					
	No. of Employees	Full-time		Part-time	
Employment Category		Female	Male	Female	Male
CEO and Directors	4	1	3	0	0
Managers	13	5	7	1	0
Senior Executive Officer	16	8	7	1	0
Executive Officers	34	12	13	9	0
Sub Total	67	26	30	11	0

Employee Classification 2018-19								
	No. of Employees	Full-time		Part-time			Casual	
Employment Category		Female	Male	Female	Male	Other	Female	Male
Band 1	81	0	0	49	22	0	4	6
Band 2	14	0	0	9	2	0	1	2
Band 3	91	8	33	20	3	1	20	6
Band 4	147	25	28	50	13	0	25	6
Band 5	140	65	35	31	5	0	4	0
Band 6	150	42	63	39	5	0	0	1
Band 7	79	39	28	10	2	0	0	0
Band not applicable*	102	7	0	69	4	0	22	0
Sub Total	804	186	187	277	56	1	76	21

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

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



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

All Staff 2018-19	Total	Full-time		Part-time			Casual	
Functional Area		Female	Male	Female	Male	Other	Female	Male
CEO	1	1	0	0	0	0	0	0
Corporate Services	165	68	32	43	4	0	14	4
Environment and Engineering	202	38	134	21	9	0	0	0
Social and Economic Development	503	105	51	224	43	1	62	17
Total	871	212	217	288	56	1	76	21

Our People Strategy

At Yarra Ranges Council, we are committed to a model of shared leadership and we recognise the important role that each individual plays in achieving our objectives.

Our workforce is passionate, diverse, committed and community focused. We are adaptable, resilient and inclusive. We are committed to a proactive and positive safety culture and together, we bring our values of Trust, Empowerment and Innovation to life in all that we do.

The People Strategy is a corporate strategy that describes the goals we strive for in our leadership, our behaviour and in the way we demonstrate our values and our commitment to outstanding people practices.

Our People Strategy identifies the following goals:

- **Accountability and Leadership** - we are all accountable for shaping our future and together we build a culture of Trust, Empowerment and Innovation.
- **Capability and People** - our people are capable, empowered and engaged. They are supported by a work environment that inspires dynamic, collaborative and adaptable working.
- **Customer Focus** - we understand and satisfy our customers, foster strong relationships and deliver quality services that meet the needs of our customers and the organisation.
- **Innovation and Improvement** - we constantly innovate to improve our processes to be digital first, efficient, transparent and supported by contemporary technology.
- **Growth and Learning** - our people are resilient and courageous and outcomes focused. We evaluate and improve our performance and are transparent about success and failure. We role model a learning and growth mindset.
- **Safe, Equitable and Inclusive** - Yarra Ranges Council is a safe (including culturally safe), gender equitable, inclusive and diverse workforce that enables all individuals to fulfill their potential.
- **Trusted Partners and Connected Systems** - People and Culture are trusted partners and advisors for all people processes and systems. We deliver consistent, connected service across all areas of our business.

Organisational Development 2018-19 highlights

Council's organisational development plan is designed to ensure we achieve our strategic objective of becoming a High Performing Organisation. The plan also provides substantial support and change management for our cultural transformation in the way we think, work and deliver.

Our approach leverages and integrates several people development strategies, including developing organisational leadership capability, embedding progressive gender equity practice, strong performance management focus, employee engagement and skill building initiatives.

These strategies are supported by a comprehensive change management methodology called 'People Centred Implementation', which is the process through which the organisation designs our cultural transformation and training methodologies.

Leadership development

Leadership development opportunities are available for all leaders at Yarra Ranges, to build leadership capability and to ensure teams are well supported through change. Investment is being made in the development of our leaders at every level of the organisation. Projects delivered are highlighted below.

- Leading Together program at the Executive Officer level in developing skills in building trust and leading change; preparing to lead mobile teams in an activity-based working environment; coaching; managing mental health in the workplace; performance management; and enhancing skills in leading workplace innovation. The program also includes a 360 degree individual leadership assessment; action learning; and individual and team coaching.
- A leadership program for Yarra Ranges Coordinators and Team Leaders who report directly to an Executive Officer. This group is comprised of around 46 leaders across two cohorts. This multi-levelled and integrated program approach strengthened the links between these two levels of leadership to achieve a strong and cohesive leadership force equipped to lead transformational change. This concentrated leadership development plan will continue into 2019-20.
- Council is also supplementing this program with other learning options through our internal leadership development calendar and external providers.

Preparing for Activity Based Working (ABW)

As part of Yarra Ranges Council's transformational journey and Civic Centre development program, we are preparing to shift to a new way of working within an activity-based working (ABW) environment. ABW provides a working environment of flexibility and choice that will support us to meet the following outcomes:

- our people modelling our values of Trust, Empowerment and Innovation
- our people organising their work activities in a productive way that best suits what they need to do and who they need to do it with
- our business productivity is enhanced, improving service quality and responsiveness
- our people are more engaged and satisfied with Yarra Ranges as a place to work.

The suite of work delivered to support this important investment includes:

- main building decant plan established, including logistical analysis and identification of fit-for-purpose options for employees to work in a range of Council offices during the building phase

- ABW readiness assessments for teams and supporting leaders with development of their ABW change plans
- development of a Team Cohesion Scan to determine development needs and delivery of facilitator-led training to support the behavioural change to successfully work in an ABW environment
- engagement with employees to establish the agreed etiquette and guidelines for working together in the highly shared environment at the new Civic Centre
- introductory training provided to new employees to prepare them for ABW, including both facilitator-led and online learning
- advice to departments preparing for ABW through initiatives such as developing a hybrid workplace environment, increasing mobile ways of working and aligning this with our vision and values.

Performance development

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

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

Staff engagement and skill building initiatives

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

The professional development offered during the year was extensive and comprehensive. Notable programs for the 2018-19 year include:

- Enhancing Resilience and Embracing Change in the Workplace
- Mental Health in the Workplace
- Facilitation Skills
- Indigenous Cultural Awareness
- Disability Awareness
- Challenging our Racism
- Building skills for leaders to respond to disclosures of family violence
- addressing resistance to improved gender equitable practice and challenging gender stereotypes workshops
- Facilitation of communities of practice in areas such as Change Management and Leadership Development
- expansion of the Corporate Induction Program to now include workshops and interactive activities to introduce staff to Council's vision, strategy and organisation design – activities include:
 - Corporate Induction Main Event
 - Corporate Induction Bus Tour

- Introduction to Activity Based Working
- Gender Equity and Bystander Training.

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

Our suite of eLearning programs includes:

- Equal Employment Opportunity for Employees
- Equal Employment Opportunity for Managers and Supervisors
- Bullying and Harassment for Employees
- Bullying and Harassment for Managers and Supervisors
- Occupational Health and Safety Fundamentals
- Introduction to Privacy in the Victorian Public Sector
- Employee Code of Conduct
- The Victorian Child Safe Standards for Employees
- Safeguarding Children for Leaders.

Health and Safety

Council continues to strive for a safe workplace for all employees, Councillors, volunteers, contractors and visitors.

There is a major focus on ensuring safe work practices are being followed. High-risk tasks are thoroughly reviewed prior to being undertaken and suitable controls are in place to mitigate risk.

Yarra Ranges Council is a leader in the Local Government sector and successfully achieved re-accreditation of advanced SafetyMAP in April 2019, which extends for a period of three years.

Re-accreditation was achieved through a strong commitment from all levels of the organisation to safety leadership. Ongoing training, education and surveillance audits support the organisation in its health and safety management system.

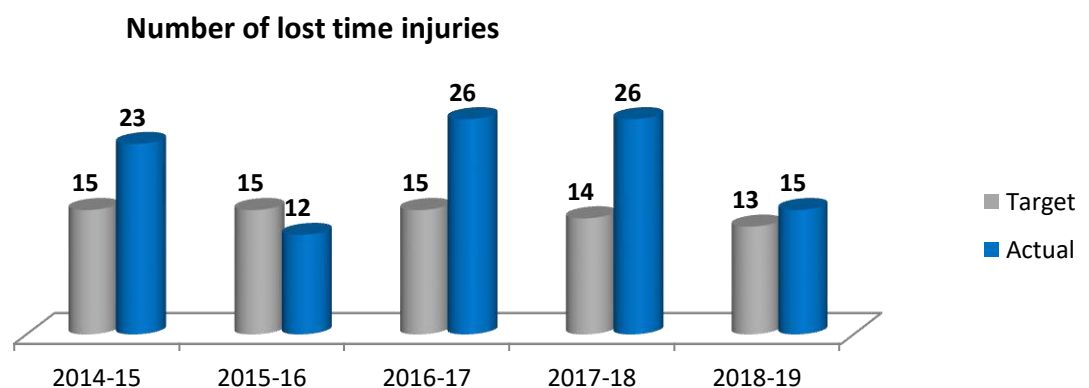
Our Health and Safety team has completed a refresh of Council's Health and Safety Management Plan, highlighting four key pillars to building a safe workplace environment:

- strong, committed leadership
- safe workplaces and equipment
- trusted partners with supportive business systems and processes
- healthy, informed and engaged people.

A refreshed focus on developing a strong safety culture has led to significant improvements in reporting and policy development. Most importantly, the Health and Safety team implemented a business partnership model, which embeds Health and Safety officers into each Directorate with dedicated support, guidance and advice. The Health and Safety team is finalising quarterly safety plans for each Directorate. These will consist of major projects; audits and inspections; safety observations; risk assessments; job safety analysis; and a review of the current risk ratings attached to sites and tasks.

Injury management and prevention

The number of lost time injuries decreased significantly in 2018-19, with just 15 reported incidents. The number of lost time injury incidents is tracked to ensure the work environment is safe and incidents are kept to a minimum. Council continues to support injured employees through return to work programs.



Source: Yarra Ranges Health and Safety Reporting system

Equal opportunity

Yarra Ranges is wholly committed to the principle of equal opportunity. Our policies and practices ensure there is no discrimination relating to gender, age, disability, marital status, parenthood, sexual preference, race, colour, national extraction, social or ethnic origin, religion or political affiliation. Our Equal Opportunity Policy reflects our commitment to a workplace free of discrimination for all employees, Councillors, volunteers, contract workers, visitors and members of the public. All policies have been reviewed in line with the principles of our Human Rights Charter.

In 2018-19 Equal Opportunity/Respect in the Workplace refresher training was delivered to all staff. This training also forms part of our Corporate Induction for new employees. Training specifically designed for leaders and individual contributors has been delivered to support our commitment to equal opportunity. This training explores an employee's rights in respect to having a harassment and bullying-free work environment while also acknowledging individual responsibilities.

It is important that anyone who has leadership responsibility clearly understands their obligations and additional liabilities according to workplace legislation. The training for leaders builds knowledge in how to take measures to prevent unlawful activity and emphasises the importance of role-modelling appropriate standards of behaviour.

Celebrating diversity

Over the past 12 months we have made excellent progress in supporting and facilitating a diverse and inclusive workplace.

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

Key events and activities led by the Diversity and Inclusion Steering Committee included a 'MidSumma' celebration which ran over two weeks and raised employees' awareness of trans and gender diverse communities.

Further to MidSumma, the Steering Committee supported other key events including:

- International Women's Day
- World Elder Abuse Awareness Day
- National Aborigines and Islanders Day Observance Committee (NAIDOC) Week
- Reconciliation Week
- International Day of People with a Disability
- Diversity survey and analysis.

Applicable legislation

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

Federal legislation includes:

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

Victorian Legislation includes:

- Equal Opportunity Act (2010)
- Racial and Religious Tolerance Act (2001)
- The Local Government Act (1989)
- Victorian Charter of Human Rights and Responsibilities Act (2006)
- Occupational Health and Safety Act (2004).

Gender Equity in the Workplace and Community

The Gender Equity Action Plan seeks to strategically facilitate a gender equitable workplace for all employees. The action plan was developed collaboratively by the Gender Equity Working Group and incorporates the findings from the inaugural Yarra Ranges Council Gender Self-Assessment. During this reporting period a second Gender Self-Assessment Survey was conducted.

Initiatives undertaken in the last 12 months include:

Events

- Council partnered with Eastern Regional Libraries to deliver the public 2018 International Women's Day event *To Build a Gender Balanced World* with guest speakers Jill Stark and Tracy Spicer. The event was hosted by disability and LGBTIQ rights activist, Jax Jacki Brown, and the speakers reflected on their own challenges to find balance and the importance of taking care of self. The Memo in Healesville was sold out and guests included community members, Yarra Ranges employees, partner organisations and Councillors.
- *16 Days of Activism Against Gender-Based Violence* is an international campaign to challenge violence against women and girls. A range of activities were held across Council that sought to challenge gender stereotypes and promote the prevention of violence against women. This included conversations about being an active bystander. Employees were encouraged to join the Gender Equity Advocates program. As a result 10 new members commenced the induction process into this voluntary role that seeks to promote gender equity within the workplace.

Behavioural-based training

- Gender Equity and Bystander Training was rolled out to all teams across Council. These workshops supported employees to understand the link between gender inequality and violence against women and identify ways in which they could act when they witness gender inequality or sexism. Recent organisation-wide survey data demonstrated an increase in

knowledge on gender and violence against women. It also showed employees' confidence to act as a bystander in these situations had increased. This program has now been integrated into the employee induction program.

- Disclosures training was delivered by EDVOS (Eastern Domestic Violence Service Inc.) to help leaders respond appropriately when women disclose their experiences of violence. These workshops support leaders to identify and support women experiencing violence
- The Gender Advocates (GE) program continued to be implemented across Council, building knowledge and confidence to promote gender equality, challenge inequality. It encourages employees to champion gender equity at work, home and in the community. There are approximately 30 active employee Gender Equity Advocates. GE Advocates participated in four Community of Practice meetings, an annual planning and reflection workshop and externally facilitated training to support them to continue to learn and develop skills. During this period training attended included workshops such as Managing Resistance and Challenging our Racisms. GE Advocates demonstrate increased knowledge and confidence to promote gender equality, challenge inequality and are conscious of inequality more broadly. These skills are transferable between work, home and community.

Gender equity and inclusion - our commitment, our responsibility, our future project

- Yarra Ranges successfully secured a grant of \$100,000 from the Victorian State Government under the Free from Violence program. The funding will support a pilot program to integrate gender equity and inclusion into Council's policies, processes and practices. A part-time project officer is working with 10 teams to develop gender equity action plans for each team. Eight of the teams undertook a facilitated process to understand how to apply a gender lens to their work; to undertake a self-assessment; and commence developing action plans. The action plans will be implemented in the following reporting period.

Gender equity self-assessment

- An organisation-wide gender equity self-assessment survey was undertaken with 49% of employees responding. This information provided the opportunity to compare current data with baseline information gathered in 2016 as well as develop a new baseline on emerging issues and areas of focus. The results will be used to evaluate the 2017-2019 Gender Equity Action Plan and commence the development of the next phase of strategic work.

Awards and Recognition

The contribution of staff is vitally important to the success of the organisation. Yarra Ranges held its annual Excellence Awards in October 2018 to celebrate the achievements of staff. Using the Business Excellence categories as a guide, employees were nominated for a range of individual and team awards.

The annual awards celebrate success and recognise and reinforce those values and behaviours critical to Council's sustainable and continuous improvement. The awards also provide a valuable opportunity to share good practice; encourage innovation; and raise customer awareness of the quality and standard of service excellence to which our employees strive.

Category	Recipient type	Recipient
Leadership	Individual	Eibhlin Haughney
	Team	RECONCILIATION SPECIAL INTEREST GROUP Jess Baillie, Garry Detez, Anita Holman, Warlauna Hume, Tara Lemmens, Anne Monichon, Cliff Overton, Bianca Rich, Keryn Williams.
Strategy and Planning	Individual	Jessica Taylor
	Team	YARRA RANGES MIDDLE YEARS – STRATEGIC ACTION PLAN Brenda Ammann, Guy Masters, Anne Monichon, Claire Rock.
People	Individual	Josh Sanders
	Team	MIDSUMMA WORKING GROUP Sujoyne Downie, Maddison Fleming, Alison Fogarty, Gareth Hart, Anouk Hengeveld, Amanda May, Karen Meuleman, Anne Monichon, Bianca Rich, Mel Ricou, Janette Scott, Kirsty Thomas, Hyma Vulpala, Kelly Ward.
Customer and Other Stakeholders	Individual	Chantelle Hepworth
	Team (1)	TREE REQUEST SMS UPDATE PROJECT TEAM Cindy Dunbar, Suzzane Mackenzie, Laura Mahoney, Paul Mechelen, Lucy Proctor, Kirsty Thomas, Karen Trill.
	Team (2)	INDIGENOUS DEVELOPMENT Garry Detez, Isha Scott.
Process Management Improvement and Innovation	Individual	Romi Fernando
	Team	PAYROLL ESS / CHRIS21 SERVICE REVIEW & UPGRADE TEAM Kaitlyn Boucher, Ish Kohli, Laura Mahoney, Michael Rees, Jacqui Reiter, Ange Turner.

Category	Recipient type	Recipient
Information and Knowledge	Individual	Kerri Trengove
	Team	PARKS & BUSHLANDS ASSETS AND OPERATIONS CENTRE TEAM Ritchie Donald, Ben Dunn, Bronwyn Grass, Dean Marsh, Mark Maunder, Stuart Schweiger, Terri Scott, Paul Slinger.
Result and Sustainable Performance	Individual	Trish Slight
	Team	SAFER COMMUNITIES Rhett Bertram, Corinne Bowen, Emily Burton, Sandi Chambers, Chrissie Dagleish, Angela Draper, Stacey Dight, Maddy Dyson, Peter Edwards, Eibhlin Haughney, Brigitte Hoath, Glenn Hunt, Jeff Jarvis, Fiona Jones, Lisa Keedle, Joanne Kraljik, Matthew Leck, Kym Mallamaci, Tony Mann, Sharon Moran, Jane Ollerenshaw, Rosalyn Oxtoby, Jade Partier, Ajeet Ringe, Michael Ross, Daniel Salzmann, Kirriley Scanlon, Nathan Shaw, Tara Van Der Minne.
Our Commitment Everyday Achiever (New Category)	Individual	Wendy Blakis
	Team (1)	SUCTION TRUCK Alan Fitzgerald, Peter Payne
	Team (2)	KOOKABURRA ROOM Jacki Brennan, Paula Charles, Dorothy Ding, Theresa Finnigan, Winona Oliver, Dee Dee Walker.
Living the Values Award	Winner	Eibhlin Haughney

Service Awards

Service Awards are another important way in which employees are recognised for their contribution and achievement of our vision and objectives. Service Awards are presented to employees who have achieved significant milestones in their service at Council, with the aim to develop and encourage a culture that acknowledges loyalty, recognises commitment and celebrates valued service.

Employment milestones at five-year intervals are recognised by a formal ceremony and morning tea with the Mayor and CEO. Over the course of the year, 74 employees were recognised at two Service Award events. Nineteen recipients were recognised for 20 years of service and seventeen recipients were acknowledged for 25 years of service or more, including one employee for 45 years of service.

Corporate Governance

Information available for inspection

Council is committed to open and transparent governance. In accordance with Section 222 of the *Local Government Act 1989* and Regulation 12 of the *Local Government (General) Regulations 2015*, the following information is available for public inspection:

- details of interstate and overseas travel by Councillors and council staff*
- Council agendas and minutes of ordinary and special meetings held in the previous 12 months*
- agenda and minutes of meeting of special committees held in the previous 12 months*
- register of delegations*
- details of all leases involving land which were entered into by the Council as lessor, including the lessee and the terms and the value of the lease*
- register of authorised officers*
- a list of donations and grants made by the Council during the financial year.*

Inspection of these documents can also be arranged by contacting the Governance team by phone on 1300 368 333. The documents can be inspected at the Council Offices, 15 Anderson Street, Lilydale.

Additional information available for public inspection includes:

- Annual Report (includes Auditor's Report)*
- Code of Conduct for Councillors*
- Council Plan 2017-2021*
- Council Budget (including the Strategic Resource Plan)*
- Councillor Allowances and Expenses*
- Councillor Expenditure Policy*
- Election Period Policy*
- Procurement Policy*
- Register of pecuniary interests
- Summary of election campaign donation returns*
- General Provisions Local Law 2012*
- Open Air Burning Local Law 2018*
- Meeting Procedures and Use of Common Seal Local Law 2015*
- Electoral Representation Review Preliminary Report, Final Report and Minister's Ruling*
- Yarra Ranges Protected Disclosure Act Procedures.*

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

Our commitment to Best Value

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

Business planning

An enhanced approach to business planning was implemented this year, with a stronger focus on improving customer experience. Every department in the organisation completed a detailed planning session which included a self-assessment of their strengths and gaps. All teams identified multiple actions to meet strategy goals and address improvement opportunities around their processes, performance and level of customer service. All the actions were strongly aligned to Council's main Strategic Objectives and vision which will lead to a more consistent and collaborative approach to our services and set up transformation initiatives for the upcoming years.

Service reviews

Council conducted two major service reviews in 2018-19. The health and safety function was reviewed to ensure a safe workplace environment and to better meet internal customer needs and Council's legal responsibilities. The community engagement function was also reviewed to identify the most appropriate, effective and efficient service model for Yarra Ranges Council to deliver community engagement. The purpose of this review was to get a better understanding of community expectations with respect to engagement and of the various barriers to participation. It ultimately aimed at identifying and revising our service level offerings to better match community expectations and improve the quality and effectiveness of community engagement activities.

Process improvement projects

We always aim to improve the way we deliver our services for the community. This includes making processes more efficient and implementing digital solutions for our customers.

Last year we have taken a different and more holistic approach to transform the way we work. A transformation program called Equip was developed to improve our day to day practices and the way we work together to deliver better customer experiences.

Some of the process improvements conducted through the Equip program included:

- halls and venue booking process
- green house emissions data processing and reporting
- review of our biodiversity offset program to provide a better and faster customer experience
- Leachate Monitoring System to ensure risk control and appropriate monitoring
- strategy development to ensure greater transparency of the Capital Expenditure Program and a reduction in financial risk
- procurement of fleet items to improve the efficiency while meeting compliance needs
- budget transfer process to ensure more efficient, transparent and easier process for customers
- revised methodology for designing and delivering asset management work.

Freedom of Information (FOI)

Yarra Ranges Council maintains both paper-based and electronic documents in respect to its operational, general administrative, financial and investment functions. The disposal of these records is governed by the *Public Records Act (1973)* and no records are destroyed or otherwise disposed of except in accordance with the relevant standards.

The *Freedom of Information Act (1982)* (Vic) gives any individual the right to access documentation held by Yarra Ranges Council about their personal affairs and the activities of Council, unless that information is deemed exempt under the Act. The *Freedom of Information Act (1982)* embodies the following four basic principles:

- members of the public have a legal right of access to information in documentary form
- government departments and agencies are required to publish information concerning the documents they hold
- people may ask for inaccurate, incomplete, out-of-date or misleading information in their personal records to be amended
- people may appeal against a decision not to give access to the information or not to amend a personal record.

When a solicitor makes an application under the legislation for the purposes of a common law claim, personal information will only be provided if the claimant has signed a release for the solicitor to receive the information. In addition, medical reports, medical opinions and impairment assessments are only released to a medical practitioner and only after written authorisation from the applicant.

Freedom of Information activity during 2018-19

During 2018-19, Yarra Ranges Council responded to 45 written Freedom of Information enquiries, and processed 27 valid requests under Freedom of Information legislation provisions. Outcomes from the 27 requests and previous years' outcomes are listed below.

Year	Access granted in full	Access granted in part	Access denied	Documents do not exist	Withdrawn / not proceeded	Satisfied outside the Act	Decision pending	Total requests received (inc. carried forward)
2018-19	7	7	0	1	3	4	5	27
2017-18	4	5	0	0	1	6	2	22
2016-17	2	5	0	0	10	0	9	26

Enquiries that did not eventuate in valid FOI request applications were referred to other Council information processes, such as planning-information or direct release, and applications that were yet to be formalised as valid requests as of the 1 July 2019.

Access arrangements

Access to FOI discovered documents is through inspection at the Council offices at Anderson Street, Lilydale or through copies sent via mail. Requests for access to documents should be directed to the FOI Officer. The request must be in writing, preferably on the application form available on the web, and must clearly describe the document(s) being sought.

An application fee of \$28.90 applies to all requests and must be lodged with the request. This fee may be waived or varied on account of hardship. Additional charges specified in the Freedom of Information (Access Charges) Regulations (2014) may apply prior to the release of any documents. All enquiries should be directed to the FOI Officer, Yarra Ranges Council, PO Box 105, Lilydale, Victoria, 3140 or by telephone on 1300 368 333.

Information privacy

Standards set out by the *Privacy and Data Protection Act (2014) (Vic)* and the Yarra Ranges Privacy Policy Statement control how we manage personal information. Privacy compliance is included in our staff training program.

We have trained privacy officers within our Information Management Service to assist staff and members of the public with privacy-related queries or issues.

All privacy inquiries should be directed to the Privacy Officer, Yarra Ranges Council, PO Box 105, Lilydale, Vic. 3140 or by telephone on 1300 368 333.

Protected Disclosure Act (2012)

Yarra Ranges Council is committed to the aims and objectives of the *Protected Disclosure Act 2012* (the Act). It does not tolerate improper or corrupt conduct by its employees, officers or Councillors, nor the taking of detrimental action against those who come forward to disclose such conduct.

Council recognises the value of transparency and accountability in its administrative and management practices and supports the making of disclosures that reveal corrupt or improper conduct, conduct involving a substantial mismanagement of public resources, or conduct involving a substantial risk to public health and safety or the environment.

We will take all reasonable steps to protect people who make such disclosures from any detrimental action in reprisal for making the disclosure; and also afford natural justice to the person who is the subject of the disclosure. Section 58 of the Act requires Council to establish procedures to facilitate the making of disclosures, assessing disclosures and the welfare management of those people involved in disclosures.

Council has adopted procedures to establish a system for employees and members of the public to report disclosures of improper conduct, corrupt conduct or detrimental action by Council employees. The system enables such disclosures to be made directly to the Protected Disclosure Coordinator or CEO. Disclosures may be made by employees or by members of the public. All disclosures regarding local government Councillors must be made directly to the Independent Broadbased Anti-corruption Commission (IBAC) or the Victorian Ombudsman.

These procedures are designed to complement normal communication channels between supervisors and employees and the organisation's complaints procedure. A full copy of the Yarra Ranges Council Protected Disclosure Policy and Yarra Ranges Council Protected Disclosure Procedure is available on our website.

Disclosures during 2018-19

In accordance with Section 70 (1b) of the Act, Council is required to detail in the Annual Report the number of disclosures notified to the IBAC for the financial year. No disclosures relating to the *Protected Disclosure Act* (formerly the Whistleblowers Act) were received or required notification by Council during the 2018-19 financial year.

Current Local Laws

General Provisions Local Law 2012

(No. 1 of 2012)

This Local Law supersedes the General Provisions Local Law 2010 and incorporates provisions previously contained within the Consumption of Liquor in Public Places Local Law 2007, Animal Control Local Law 2007, Scaregun Control Local Law 2002, and Streets and Roads Local Law 2005. The purpose of the Local Law is to provide Council administrative powers to manage issues relating to streets and roads; vehicles; street naming and numbering; trading from a road or to a person on a road; activities in public places; shopping trolleys; the consumption of liquor and behaviour in public places; animals; noise control including the use of scareguns; use and protection of Council property and assets; waste disposal; and smoking in prohibited areas.

Meeting Procedures and Use of Common Seal Local Law 2015

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

Open Air Burning Local Law 2018

The Open Air Burning Local Law 2018 is designed to control burning-off for essential fire prevention and fuel reduction on land other than Council land and as far as possible to protect the municipalities' air quality. The Local Law embraces best practice local law-making by embodying the principles of accessibility, accountability, compliance, consistency, currency, efficiency, enforceability, necessity and transparency. A copy of current local laws may be obtained from Yarra Ranges' Community Links or via Council's website at yarraranges.vic.gov.au

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Legislated Compliance

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

Domestic Animals Act 1984

The 2018-21 Domestic Animal Management Plan (DAMP) is a framework to identify and address matters associated with the management and wellbeing of cats and dogs in our municipality.

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

As a result of the annual review, Council has demonstrated it continues to provide a high quality, innovative and responsive animal management service. Initiatives completed include:

- opening a new dog activity area at Lillydale Lake
- introduction of new communication methods with pet owners, including SMS and emails for pet registration
- revamping the Pet Registration Renewal Program to increase registration rates and improve traceability of cats and dogs
- utilise our internal GIS mapping system to identify and monitor location-specific animal matters
- work with Animal Aid to improve pound practices and facilities
- discounted registration rates to support local dog and cat foster carers
- tailored animal management training for our Community Safety Officers to ensure they have the necessary technical and interpersonal skills for their role
- introduction of a registration incentive to encourage early or on-time payment and improve registration rates
- altered hours of operation for Community Safety Officers to achieve a prompt and effective response to urgent animal management requests.

Food Act 1984

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

Road Management Act 2004

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

Carers Recognition Act 2012

We have taken all practicable measures to comply with our responsibilities under Victoria's Carers Recognition Act 2012. We have promoted the principles of the Act to the community and people in care relationships who receive our services via the Commonwealth Home Support Program; the Home and Community Care Program for Younger People; the Support for Carers Program in the following ways:

- recognise the role of carers by including them in the assessment, planning, delivery and review of services
- provide respite and social support groups to enable a break for primary carers
- assess and respond to the needs of primary carers
- provide information and support to carers including: Seniors Festival; International Day of People with a Disability; Take Care Day; Pathways for Carers walks
- liaise closely with other service providers on behalf of carers
- provide information to people, community organisations and networks within Yarra Ranges
- maintain policies that satisfy the Home Care Common Standards, which incorporate recognition of carers in relation to services that impact on them in their role as carers.

Disability Act 2006

The Equity Access and Inclusion Strategy guides Council action to increase access and inclusion for people with disability. The Yarra Ranges Disability Advisory Committee (DAC) has been consulted on seven Council strategies and policies including Council's Integrated Transport Strategy, Health and Wellbeing Strategy and Creative Communities Strategy. A range of initiatives to improve access have been implemented due to the strong relationship between Council and the Disability Advisory Committee.

The DAC Emergency Relief and Recovery Focus Group has reviewed the Yarra Ranges Municipal Relief and Recovery Plan and Sub Plans to ensure barriers to access and inclusion are identified and addressed. Feedback was provided on the layout of Council's Emergency Relief Centre, with considerations for people with a disability and their carers.

Path improvements have enabled access for people with disability and carers so they can enjoy physical activity. Consultation with the DAC led to modifications to chicanes at road crossings along the Warburton Trail. The modification improves safety and accommodate the wider turning circle of hand cycles, tandem bikes and motorised scooters.

Council installed new lever-operated drinking fountains throughout the municipality. This benefits anyone with manual dexterity issues including arthritic conditions. The fountains were designed to be accessible to people of any ability, following feedback from DAC. These are the first fountains of their kind in the area – and the first in Australia using this design.

Council continues to build organisational capacity through a range of training opportunities to strengthen support for people with a disability and their families. Scope Disability Awareness training enabled staff to develop a more inclusive school holiday program and ensure the voice of young people with disabilities is heard in the development of Council's Youth Strategic Action Plan. Council works with Belgravia Leisure to deliver inclusive recreational activities including activities with a focus on carers' health and wellbeing.

Supported Playgroups throughout Yarra Ranges improve learning, development and wellbeing through improved parent-child interactions. Parents can develop their parenting skills and confidence to support learning and development and families are supported to transition into other community supports such as community playgroups or to more intensive early childhood or specialist services.

Risk Management

Our strong risk management and well-developed risk framework and strategy ensures we prevent and minimise the chances of adverse impacts on Council's objectives and operations. Some of the key initiatives in 2018-19 are listed below:

- updated the Child Safe Plan
- commenced a review of Council's Risk Management Policy and Framework
- commenced a review of the Fraud Control Policy and Framework.

Strategic risk register

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

- domestic waste water management
- tree management
- road management
- management of closed Council landfill sites
- strategic management of Council infrastructure and assets
- climate change and its impact on Council services, infrastructure and assets
- emergency management to meet community and statutory requirements
- planning decisions being consistent with planning legislation.

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

Insurance

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

Audit and Risk Management Committee

The Audit and Risk Management Committee's role is to provide independent assurance and assistance to Council on Council's risk, control and compliance framework; its external accountability responsibilities as defined in the Local Government Act (1989); and the various requirements of the Victorian Auditor-General's Office. The committee determines the scope of the internal audit program and liaises with external auditors.

The charter of the Audit and Risk Management Committee was reviewed and approved by Council in May 2017. The committee met five times during the year and reviewed the following audit reports provided by Crowe Horwath in the 2018-19 financial year:

- Emergency management
- Belgrave traders
- Privacy
- Ex-gratia payments
- Councillor expenses
- Tree management
- Annual supply.

Internal audit

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

Contracts

In 2012, Council entered into a panel contract with Hoban Recruitment for the Provision of Temporary Staff Replacement Services. This contract was used predominantly for the engagement of School Crossing Supervisors. This contract expired in October 2017, however given the need for the continuity of the School Crossing Supervisor service, the services continued to be procured without a contract in place while alternative options were investigated.

The cumulative spend on these services totalled approximately \$575,000, which exceeds the \$150,000 threshold prescribed by Section 186 of the Local Government Act. Council has since entered into a contract with Hoban under a Procurement Australia Panel contract, which is both compliant with Section 186 requirements, and delivers best value to Council.

Reference	Contract	Date Awarded	Contractor
CT5619	Rehabilitation of Coldstream West Road, Coldstream	6/07/2018	Downer EDI Works Pty Ltd
CT5620	Special Charge Scheme Martin Street (2-26) Belgrave Road Construction	12/07/2018	Dallum Constructions
CT5606	Provision of Outplacement Services	13/07/2018	Hudson Global Resources (Aust) Pty Ltd
CT5692	Architectural and Consultant Services for Esther Park Sporting Pavilion upgrade	20/07/2018	Centrum Architects Pty Ltd
CT5623	Steels Creek Road Rehabilitation	26/07/2018	Bitu-mill (Civil) Pty Ltd
CT5616	Kilsyth Centre of Excellence Construction	30/07/2018	Melbcon Pty Ltd
CT5515 4	Annual Supply - Category 4 Quarry Products	20/08/2018	Boral Construction Materials
		20/08/2018	Casacir Pty Ltd
		20/08/2018	Castella Quarries Pty Ltd
		20/08/2018	Dandy Premix Quarries Pty Ltd t/a Yarra Valley Quarries
CT5728	Monbulk Oval Redevelopment	28/08/2018	SJM Turf & Civil
E5757	Biodiversity Hubs Sassafras/Perrins Private Land Weed Control	3/09/2018	Community Weed Alliance of the Dandenongs (CWAD)
CQ5732	Queens Park Sports Field Lighting	12/09/2018	Talk Electrical Pty Ltd
CT5672	Queens Park Playspace	12/09/2018	Warrandale Industries Pty Ltd
CT5724	Management & Operation of Olinda Seasonal Outdoor Pool	17/09/2018	Olinda Community Pool Association
CT5704	Provision of Groundwater, Soil, Gas and Leachate Monitoring at Coldstream, Healesville, Wesburn & Lysterfield Landfill Sites	24/09/2018	Eurofins/MGT

Reference	Contract	Date Awarded	Contractor
CT5663	Geotechnical Services Panel	16/10/2018	ATC Williams
		16/10/2018	Cardno Victoria Pty Ltd
		16/10/2018	Golder Associates Pty Ltd
		16/10/2018	Tonkin & Taylor Pty Ltd
E5789	Organisational Behavioural Change & Capability	16/10/2018	Veldhoen + Company Pty. Ltd.
CT5730	Temporary Change Facilities	23/10/2018	ModCraft
CT5735	Leachate Extraction and Storage System - Healesville closed landfill	26/10/2018	EESI Contracting Pty Ltd
CT5747	Lilydale AFL Sports Field Lighting	9/11/2018	Talk Electrical Pty Ltd
CT5746	Seville Toilet and Change Facility	9/11/2018	Ducon Building Solutions
CT5753	Road Sprayed Sealing Program 21-1	12/11/2018	Fulton Hogan Industries Pty Ltd
CT5748	Yarra Glen Tennis Court Resurfacing, Drainage, Fencing & Lighting	20/11/2018	A S Lodge (VIC) Pty Ltd
CT5660	Civic Centre Redevelopment	28/11/2018	The Trustee for Johns Lyng Commercial Builders Unit Trust
CT5662 PA	Printing of Rates Notices and Associated Services	4/12/2018	Forms Express Pty Ltd
CT5818 PA	Provision of School Crossing Supervisor Services	6/12/2018	Hoban Recruitment Pty Ltd
CQ5729	Kiloran Reserve Tennis Lighting	7/12/2018	The Trustee For Devenish Family Trust
CT5628 1	Playground - Auditing	11/12/2018	Hutchison Parks Services Trust
CT5628 2	Playground - Maintenance	11/12/2018	Prim Services P/L
CT5628 3	Playground - Organic Softfall	11/12/2018	Pine Mulch Haulage
CQ5828	Belgrave South Netball Court Resurfacing	13/12/2018	Aste Tennis Courts Pty Ltd
CT5778	Provision of Planning Application Notification Services	18/12/2018	Trustee For R&B Morcombe Family Trust
CT5752	William Road/Kallista Emerald Road, The Patch - Drainage Improvement Works	21/12/2018	Jotomex Civil Contracting
CT5803	Old Emerald Road Monbulk, Road Pavement Rehabilitation	21/12/2018	Bitu-Mill (Civil) Pty Ltd
CT5776	Traffic Signal Installation - Kimberley Drive/Black Springs Road, Chirnside Park	7/01/2019	Prestige Paving Pty Ltd
CT5777	Traffic Signal Installation - Edward Road/Switchback Road, Chirnside Park	7/01/2019	Prestige Paving Pty Ltd
CT5761	Lilydale Structure Plan	17/01/2019	Mesh Livable Urban Communities Pty Ltd
CT5782	McAllister Road Kerb & Footpath Construction	24/01/2019	Jotomex Civil Contracting

Reference	Contract	Date Awarded	Contractor
CT5800	Consultancy Services for Social Housing Project Feasibility Study Anderson Street, Lilydale	1/02/2019	Six Degrees Architects
CT5788	Myers Creek Road Healesville Road Pavement Rehabilitation	1/02/2019	QR Construction (Gippsland) Pty Ltd
CT5813	MacIntyre Lane Yering, Road Pavement Rehabilitation	1/02/2019	Bitu-Mill (Civil) Pty Ltd
CQ5837	Drinking Fountain - supply and delivery	5/02/2019	Curb Markers Australia Pty Ltd
CT5877 MAV	Street Furniture - supply	28/02/2019	Street Furniture Australia Pty Ltd
CT5787	Transformation & Organisational Development Panel	4/03/2019	Adopt & Embrace
			Spectrum Planning Solutions
			The Trustee for the Changeable Consulting Unit Trust
			Veldhoen + Company Pty. Ltd.
			Beck Henshall Collaborations
			Change Synergy
			DDI
			G Innovation
			Logan Consulting Group Pty Ltd
			Nicole Tournier
E5892	Planting Materials - weed mats, stakes and guards	18/03/2019	Performance Culture Consulting
			Proteus Leadership
CT5775	Warburton Mountain Bike Destination Design and Construct	26/03/2019	Sure Gro
			World Trail Pty Ltd

Reference	Contract	Date Awarded	Contractor
CT5814 1	Recreation & Active Living Consultancy Panel Cat 1 Infrastructure Design	27/03/2019	Leisure Planners Pty Ltd
			Inside Edge Sport And Leisure Planning Pty Ltd
			Jeavons Landscape Architects
			The Trustee For Chris Dance Land Design Unit Trust
			Landscape Strategies Pty Ltd
			The Trustee For Mantle Studios Family Trust
			Otium Planning Group Pty Ltd
			Planit Consulting Pty Ltd
			Playce Pty Ltd As Trustee For Wallis Family Trust
			Simon Ellis Landscape Architects Pty Ltd
			Hill And Canning Consulting Engineers Pty Ltd
			MH Consulting Pty Ltd
			STRI Australia Pty Ltd
			The Rexroth Mannasmann Collective Pty Ltd
			The Trustee Fitzgerald Frisby Landscape Architecture Pty Ltd
			Thylacine Design And Project Management P/L
			B.J Tredwell & N Tredwell
			Urban Enterprise Pty Ltd
			Urban Initiatives Pty Ltd
			Xyst Australia Pty Ltd
			Zeritas P/L
			Australian Quality Plants & Landscaping Pty Ltd
			Cox Architecture Pty Ltd
			Dirt Art Pty Ltd
			Enlocus Pty Ltd
			Gondwana Consulting Pty Ltd
			Graeme Leslie Stephenson
			Hansen Partnership Pty Ltd

Reference	Contract	Date Awarded	Contractor
CT5814 2	Recreation & Active Living Consultancy Panel Cat 2 Strategic Planning	27/03/2019	Leisure Planners Pty Ltd
			Jeavons Landscape Architects
			The Trustee For Chris Dance Land Design Unit Trust
			Otium Planning Group Pty Ltd
			Planit Consulting Pty Ltd
			Playce Pty Ltd As Trustee For Wallis Family Trust
			Sporting Management Concepts Pty Ltd
			The Trustee For Sportbusiness Partners Trust
			The Trustee Fitzgerald Frisby Landscape Architecture Pty Ltd
			Three Pipe Consulting Pty Ltd
			B.J Tredwell & N Tredwell
			Mh Consulting Pty Ltd
			Urban Enterprise Pty Ltd
			Urban Initiatives Pty Ltd
			Xyst Australia Pty Ltd
			Zeritas P/L
			Australian Quality Plants & Landscaping Pty Ltd
			Cox Architecture Pty Ltd
			Karen Evans
			Gondwana Consulting Pty Ltd
CT5814 3	Recreation & Active Living Consultancy Panel Cat 3 Operational Support	27/03/2019	Mh Consulting Pty Ltd
			Karen Evans
			Graeme Leslie Stephenson
			Touch Projects Limited
			Xyst Australia Pty Ltd
			Zeritas P/L
CT5814 4	Recreation & Active Living Consultancy Panel Cat 4 Cultural Heritage Planning	27/03/2019	Australian Cultural Heritage Management (VIC) Pty Ltd
			Archaeological Solutions Australia Pty Ltd
			On Country Heritage And Consulting Pty Ltd

Reference	Contract	Date Awarded	Contractor
CT5814 5	Recreation & Active Living Consultancy Panel Cat 5 Business Case Development	27/03/2019	Leisure Planners Pty Ltd
			The Trustee For Sportbusiness Partners Trust
			Three Pipe Consulting Pty Ltd
			Touch Projects Limited
			B.J Tredwell & N Tredwell
			Urban Enterprise Pty Ltd
			Xyst Australia Pty Ltd
			Zeritas P/L
			MH Consulting Pty Ltd
			Cox Architecture Pty Ltd
			Karen Evans
			Graeme Leslie Stephenson
			Inside Edge Sport And Leisure Planning Pty Ltd
			Otium Planning Group Pty Ltd
			Plancost Australia Pty Ltd
			Sporting Management Concepts Pty Ltd
CT5814 6	Recreation & Active Living Consultancy Panel Cat 6 Technical Advice	27/03/2019	MH Consulting Pty Ltd
			STRI Australia Pty Ltd
			The Trustee For Devenish Family Trust
			Thomas & George Pty Ltd
			B.J Tredwell & N Tredwell
			Xyst Australia Pty Ltd
			Cox Architecture Pty Ltd
			Graeme Leslie Stephenson
			Inside Edge Sport And Leisure Planning Pty Ltd
			The Trustee For Landair Surveys Trust
			Plancost Australia Pty Ltd
			Planit Consulting Pty Ltd
			Playce Pty Ltd As Trustee For Wallis Family Trust
			Hill And Canning Consulting Engineers Pty Ltd

Reference	Contract	Date Awarded	Contractor
CT5814 7	Recreation & Active Living Consultancy Panel Cat 7 Trails	27/03/2019	Leisure Planners Pty Ltd
			B.J Tredwell & N Tredwell
			Urban Enterprise Pty Ltd
			Urban Initiatives Pty Ltd
			TRC Tourism Pty Ltd
			Common Ground Trails Pty Ltd
			Cox Architecture Pty Ltd
			Dirt Art Pty Ltd
			Gondwana Consulting Pty Ltd
			Graeme Leslie Stephenson
			The Trustee Fitzgerald Frisby Landscape Architecture Pty Ltd
			The Trustee For Garry Patterson Family Trust
			Three Pipe Consulting Pty Ltd
CT5758	Design & Construction of Lillydale Lake Car Park & Circuit Lighting	28/03/2019	Wallgates Pty Ltd
CT5815	Enterprise Systems Project	28/03/2019	Technology One
E5900	Food Services - Provision of Meals	4/04/2019	Maroondah City Council
CT5816	Recreation & Open Space Strategy	4/04/2019	The Trustee For Sportbusiness Partners Trust
CT5790 2	Cat 2 Dev of Integrated Strategy	4/04/2019	The Trustee For Fishman Family Trust
CT5884	Detail Design and Construct Yarra Glen River Circuit Underpass	5/04/2019	Cope AG Pty Ltd
CT5797	Provision of Employee Assistance Program and Associated Services	23/04/2019	Caraniche
CT5843	Yarra Valley Trail Stage 1A	23/04/2019	Kent Environmental & Vegetation Management
E5913	Provision of property maintenance services - Garden maintenance services	3/05/2019	Knoxbrooke Enterprises Ltd
CQ5808	Melba Park Toilet	10/05/2019	GR Design & Construct Pty Ltd
CQ5919	SAI Global Victorian Local Government (LG) Standards Package Participation Agreement 21-212 MAV	13/05/2019	MAV Procurement
CT5751	Construction Rolling Hills Reserve Playspace	15/05/2019	Warrandale Industries Pty Ltd
CT5852 MAV	Major Road Lights Supply	16/05/2019	Aldridge Traffic Systems Pty. Ltd

Reference	Contract	Date Awarded	Contractor
CT5790 1 1	Expert Evidence on Traffic and Road Safety Matters	20/05/2019	Cardno Victoria Pty Ltd
			GHD Pty Ltd
			GTA Consultants
			HDS Australia Pty Ltd
			Irwin Consult
			Jacobs
			One Mile Grid
			Trafficworks Pty Ltd
			Traffix Group Pty Ltd
CT5790 1 2	Infrastructure Auditing	20/05/2019	Cardno Victoria Pty Ltd
			Trafficworks Pty Ltd
			Traffix Group Pty Ltd
			GHD Pty Ltd
			GTA Consultants
			HDS Australia Pty Ltd
			Irwin Consult
			Jacobs
			One Mile Grid
CT5790 1 3	Parking Management	21/05/2019	PSA Consulting
			SMEC Australia Pty Ltd
			Trafficworks Pty Ltd
			Traffix Group Pty Ltd
			Cardno Victoria Pty Ltd
			GHD Pty Ltd
			GTA Consultants
			HDS Australia Pty Ltd
			Irwin Consult
			Jacobs
			One Mile Grid
			PSA Consulting

Reference	Contract	Date Awarded	Contractor
CT5790 1 4	Road Safety	21/05/2019	BG&E Pty Limited
			SMEC Australia Pty Ltd
			Trafficworks Pty Ltd
			Traffix Group Pty Ltd
			Cardno Victoria Pty Ltd
			GHD Pty Ltd
			GTA Consultants
			HDS Australia Pty Ltd
			Irwin Consult
			Jacobs
			One Mile Grid
			PSA Consulting
CT5790 1 5	Traffic Engineering	21/05/2019	BG&E Pty Limited
			SMEC Australia Pty Ltd
			Trafficworks Pty Ltd
			Traffix Group Pty Ltd
			Cardno Victoria Pty Ltd
			GHD Pty Ltd
			GTA Consultants
			HDS Australia Pty Ltd
			Irwin Consult
			Jacobs
			One Mile Grid
			PSA Consulting
CT5790 1 6	Traffic Impact Assessments	21/05/2019	BG&E Pty Limited
			SMEC Australia Pty Ltd
			Trafficworks Pty Ltd
			Traffix Group Pty Ltd
			Cardno Victoria Pty Ltd
			GHD Pty Ltd
			GTA Consultants
			HDS Australia Pty Ltd
			Irwin Consult
			Jacobs
			One Mile Grid
			PSA Consulting

Reference	Contract	Date Awarded	Contractor
CT5790 1 8	Traffic Planning	21/05/2019	BG&E Pty Limited
			SMEC Australia Pty Ltd
			Trafficworks Pty Ltd
			Traffix Group Pty Ltd
			Cardno Victoria Pty Ltd
			GHD Pty Ltd
			GTA Consultants
			HDS Australia Pty Ltd
			Irwin Consult
			Jacobs
			One Mile Grid
			PSA Consulting
CT5790 1 10	Trail Consultancy, Planning and Design	22/05/2019	Cardno Victoria Pty Ltd
			GHD Pty Ltd
			GTA Consultants
			Jacobs
			World Trail Pty Ltd
CT5790 1 11	Transport Advisory	22/05/2019	BG&E Pty Limited
			Trafficworks Pty Ltd
			Traffix Group Pty Ltd
			Cardno Victoria Pty Ltd
			GHD Pty Ltd
			GTA Consultants
			HDS Australia Pty Ltd
			Irwin Consult
			Jacobs
			PSA Consulting
CT5790 1 12	Transport Infrastructure Concept and Functional Design	22/05/2019	SMEC Australia Pty Ltd
			BG&E Pty Limited
			Trafficworks Pty Ltd
			Traffix Group Pty Ltd
			Cardno Victoria Pty Ltd
			GHD Pty Ltd
			GTA Consultants
			HDS Australia Pty Ltd
			Irwin Consult
			Jacobs
			One Mile Grid
			PSA Consulting

Reference	Contract	Date Awarded	Contractor
CT5790 1 13	Transport Infrastructure Planning	22/05/2019	BG&E Pty Limited
			SMEC Australia Pty Ltd
			Trafficworks Pty Ltd
			Traffix Group Pty Ltd
			Cardno Victoria Pty Ltd
			GHD Pty Ltd
			GTA Consultants
			HDS Australia Pty Ltd
			Irwin Consult
			Jacobs
			One Mile Grid
			PSA Consulting
CT5790 1 14	Transport Modelling/Analytics	22/05/2019	BG&E Pty Limited
			SMEC Australia Pty Ltd
			Trafficworks Pty Ltd
			Traffix Group Pty Ltd
			Cardno Victoria Pty Ltd
			GHD Pty Ltd
			GTA Consultants
			HDS Australia Pty Ltd
			Irwin Consult
			Jacobs
			One Mile Grid
			PSA Consulting
CT5790 1 15	Traffic & Transport Consultancy Panel Other	22/05/2019	BG&E Pty Limited
			SMEC Australia Pty Ltd
			Trafficworks Pty Ltd
			Traffix Group Pty Ltd
			Cardno Victoria Pty Ltd
			GHD Pty Ltd
			GTA Consultants
			HDS Australia Pty Ltd
			Irwin Consult
			Jacobs
			One Mile Grid
			PSA Consulting
CT5812	Burrinja - Refurbishment of Gallery and Studios	29/05/2019	Lloyd Group
CT5865	Lead Consultant for Yarra Ranges Aquatic / Cultural / Allied Service Venue Feasibility Studies & Concept Plans	5/06/2019	MGS Architects Pty Ltd

Reference	Contract	Date Awarded	Contractor
CQ5942	Transport Resource for Strategy & Investigation	11/06/2019	The Trustee For Fishman Family Trust
CT5866	Temporary Change Facilities	12/06/2019	WI Building Services Pty Ltd
CT5809	Construction of Warburton Community Recreation Precinct	20/06/2019	Warrandale Industries Pty Ltd
E5957	Provision of Tree Pruning and Associated Services	26/06/2019	Active Tree Services Pty Ltd

Governance and Management Checklist

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

Governance and Management Items	Assessment
1 Community engagement policy - policy outlining Council's commitment to engaging with the community on matters of public interest	Community Consultation Policy <input checked="" type="checkbox"/> Date of operation of current policy: 21 May 2013 Policy continues to be implemented and is currently being reviewed.
2 Community engagement guidelines - guidelines to assist staff to determine when and how to engage with the community	The Essential Engagement Framework and Toolkit <input checked="" type="checkbox"/> Date of adoption: June 2011 Currently under review.
3 Strategic resource plan - plan under section 126 of the Act outlining the financial and non-financial resources required for at least the next four financial years	Adopted in accordance with section 126 of the Act <input checked="" type="checkbox"/> Date of adoption: 25 June 2019
4 Annual budget - plan under section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required	Adopted in accordance with section 130 of the Act <input checked="" type="checkbox"/> Date of adoption: 25 June 2019
5 Asset management plans - plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years	10 year asset management plans for all core assets classes were completed in 2015-16 and remain current including; roads and kerbs, pathways, bridges and major culverts, buildings, drainage, and parks and bushlands. <input checked="" type="checkbox"/>
6 Rating strategy - strategy setting out the rating structure of Council to levy rates and charges	Yarra Ranges Long-term Financial Plan <input checked="" type="checkbox"/> Date of adoption: 25 June 2019
7 Risk policy - policy outlining Council's commitment and approach to minimising the risks to Council's operations	Yarra Ranges Risk Policy <input checked="" type="checkbox"/> Date of adoption of current policy: 10 January 2013 A review has commenced and is to be completed by end of December 2019.

Governance and Management Items	Assessment
8 Fraud Policy -policy outlining Council's commitment and approach to minimising the risk of fraud	Yarra Ranges Fraud Policy <input checked="" type="checkbox"/> Date of operation of current policy: 23 March 2013. A review has commenced and is to be completed by end of December 2019.
9 Municipal Emergency Management Plan - plan under section 20 of the <i>Emergency Management Act 1986</i> for emergency prevention, response and recovery	Prepared and maintained in accordance with section 20 of the <i>Emergency Management Act 1986</i> <input checked="" type="checkbox"/> Date of preparation: November 2018
10 Procurement Policy - policy under section 186A of the <i>Local Government Act 1989</i> outlining the matters, practices and procedures that will apply to all purchases of goods, services and works	Prepared and approved in accordance with section 186A of the <i>Local Government Act 1989</i> <input checked="" type="checkbox"/> Date of approval: 25 June 2019
11 Business Continuity Plan -plan setting out the actions that will be taken to ensure that key services continue to operate in the event of a disaster	Operational: 3 October 2015 Council has identified and has plans for the 20 critical key business activities. This information is posted to the Council intranet. <input checked="" type="checkbox"/> Council has in place an information technology continuity plan. This plan is tested annually and incorporates the reestablishment of customer service functions within 24 hours.
12 Disaster Recovery Plan - plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster	Informal Technology Continuity Plan <input checked="" type="checkbox"/> Operational: 20 August 2013 Local storage facility has been contracted to provide data back up, computer access and operational hot desks at their disaster recovery plan site. This plan is tested annually and incorporates the reestablishment of customer service functions within 24 hours.
13 Risk Management Framework - framework outlining Council's approach to managing risks to the Council's operations	Risk Framework <input checked="" type="checkbox"/> Date of adoption of current framework: 10 March 2013. A review has commenced and is to be completed by end of December 2019.

Governance and Management Items	Assessment
<p>14 Audit Committee - advisory committee of Council under section 139 of the Act whose role is to oversee the integrity of a Council's financial reporting, processes to manage risks to the Council's operations and for compliance with applicable legal, ethical, and regulatory requirements</p>	<p>Established in accordance with section 139 of the Act</p> <p>Date of establishment: 1 May 2017</p> <input checked="" type="checkbox"/>
<p>15 Internal audit - independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls</p>	<p>Engaged Crowe Horwath appointed as internal auditors until 30 June 2020</p> <input checked="" type="checkbox"/>
<p>16 Performance Reporting Framework - a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the Act</p>	<p>Local Government Performance Reporting Framework</p> <p>Date of operation of current framework: 1 July 2014</p> <input checked="" type="checkbox"/>
<p>17 Council Plan reporting - report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year</p>	<p>2019 Progress Report on Council Plan</p> <p>Report adopted on: 12 March 2019</p> <input checked="" type="checkbox"/>
<p>18 Financial reporting - quarterly statements to Council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure</p>	<p>Statements presented to Council in accordance with section 138(1) of the Act</p> <p>Dates statements presented:</p> <p>11 December 2018 (Qtr 1), 26 Feb 2019 (Qtr 2), 28 May 2019 (Qtr 3), 27 August 2019 (Qtr 4)</p> <input checked="" type="checkbox"/>
<p>19 Risk reporting - six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies</p>	<p>Risk Reports</p> <p>Date of reports: 3 October 2018, 3 December 2018, 27 February 2019, 27 May 2019</p> <input checked="" type="checkbox"/>
<p>20 Performance reporting - six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 131 of the Act</p>	<p>Local Government Performance Reporting Framework - Reporting</p> <p>Date of reports: 25 February 2019 and 12 August 2019</p> <input checked="" type="checkbox"/>

Governance and Management Items	Assessment
21 Annual Report - Annual Report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial performance statements	Considered at a meeting of Council in accordance with section 134 of the Act Date statements presented: 27 August 2018 Date of Annual Report presented: 23 October 2018 <input checked="" type="checkbox"/>
22 Councillor Code of Conduct - Code under section 76C of the Act setting out the conduct principles and the dispute resolution processes to be followed by Councillors	Reviewed in accordance with section 76C of the Act Date reviewed: 14 February 2017 <input checked="" type="checkbox"/>
23 Delegations - a suite of documents (known as Instruments) setting out the powers, duties and functions of Council, the Chief Executive Officer and the Municipal Building Surveyor that have been delegated to members of staff	Reviewed in accordance with section 98(6) of the Act Dates of review: 16 July 2018, 10 September 2018, 10 October 2018, 04 January 2019, 11 January 2019, 23 January 2019, 04 February 2019, 02 April 2019, 04 April 2019, 14 June 2019, 26 June 2019 <input checked="" type="checkbox"/>
24 Meeting procedures - a local law governing the conduct of meetings of Council and special committees	Meeting procedures local law made in accordance with section 91(1) of the Act Date local law made: 27 January 2015 <input checked="" type="checkbox"/>

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



Tammi Rose
Chief Executive Officer

Dated: 27 August 2019



Cr Tony Stevenson
Mayor

Dated: 27 August 2019

Local Government

Performance Reporting Framework Indicators

To ensure Council delivers a high quality service to the community, a list of key service indicators has been developed as part of the Local Government Performance Reporting Framework to increase transparency about Council's performance. Our results are listed below. Material variation commentaries have been provided as an explanation of the variance between 2015-16 and 2018-19 results.

Service / Indicator/ Measure	Results 2015-16	Results 2016-17	Results 2017-18	Results 2018-19	Material Variation
Animal Management Timeliness Time taken to action animal requests <i>[Number of days between receipt and first response action for all animal management requests / Number of animal management requests]</i>	1 day	1.83 days	2.75 days	2.12 days	The number of animal related requests has reduced by 14% from the previous year. The reduction has enabled Council officers to respond more promptly to address each animal management request, which resulted in faster response times. Council has also improved our processes for animal collection to reduce timeframes.
Service standard Animals reclaimed <i>[Number of animals reclaimed / Number of animals]</i>	58.36%	54.91%	54.02%	82.82%	The number of animals impounded continues to decline due to registered animals being proactively reunited with their owners prior to

Service / Indicator/ Measure	Results 2015-16	Results 2016-17	Results 2017-18	Results 2018-19	Material Variation
<i>collected] x100</i>					impoundment. The increased number of community driven social media platforms has also increased reunification without Council's assistance.
Service costs Cost of animal management service <i>[Direct cost of the animal management service / Number of registered animals]</i>	\$40.48	\$33.71	\$37.58	\$40.47	The cost has remained fairly steady over the past two years.
Health and safety Animal management prosecutions <i>[Number of successful animal management prosecutions]</i>	25	20	21	15	As a result of the decrease in reported animal management requests, the number of prosecutions has also decreased.
Aquatic facilities Service standard Health inspection of aquatic facilities <i>[Number of authorised officer inspection of Council aquatic facilities / Number of aquatic facilities]</i>	0	0	0.29	0	Council's aquatic facilities are externally managed. Contractors test the water every four hours and amenities twice daily. Council conducts independent inspections every three weeks to ensure high quality of

Service / Indicator/ Measure	Results 2015-16	Results 2016-17	Results 2017-18	Results 2018-19	Material Variation
					service is maintained by the contractor. An integrated management system allows for instant remote information of contractual inspections. This enables closer monitoring of the quality of aquatic facilities. No Health Department interventions or adverse findings were recorded at any of the seven indoor and outdoor aquatic centres.
Reportable safety incidents at aquatic facilities <i>[Number of WorkSafe reportable aquatic facility safety incidents]</i>	0	0	0	0	The quality of pool facilities has been maintained throughout the year with no reportable safety incidents occurring at any of the seven aquatic centres.
Service cost Cost of indoor aquatic facilities ¹ <i>[Direct cost of indoor aquatic facilities less income received / number of visits to outdoor aquatic facilities]</i>	\$1.80	\$1.85	\$1.98	\$1.94	The contractual cost per indoor pool visit has remained stable over the last two years.

¹ Note: the cost reflects the contractual charges to the external company managing the aquatic facilities as per prescribed measure methodology and does not include capital improvement costs, maintenance and renewal costs.

Service / Indicator/ Measure	Results 2015-16	Results 2016-17	Results 2017-18	Results 2018-19	Material Variation
Cost of outdoor aquatic facilities <i>[Direct cost of outdoor aquatic facilities less income received / number of visits to outdoor aquatic facilities]</i>	\$11.34	\$9.81	\$9.15	\$9.16	The contractual cost per outdoor pool visit has remained stable over the last two years.
Utilisation Utilisation of aquatic facilities <i>[Number of visits to aquatic facilities/ Municipal population]</i>	3.14	3.17	3.11	3.12	Utilisation of pools has remained steady over the past four financial years. The Olinda Community Pool Association completed its first year of operating the facility and experienced a substantial increase in attendance. This contributed to the increase in the overall number of visits to aquatic facilities over the last 12 months.
Food safety Service standard Time taken to action food complaints <i>[Number of days between receipt and first response action for all food complaints /Number of food complaints]</i>	2 days	1 day	1.81 day	2.26 days	The average time taken to action food complaints has increased slightly due to a higher number of complaints received.

Service / Indicator/ Measure	Results 2015-16	Results 2016-17	Results 2017-18	Results 2018-19	Material Variation
Food safety assessments <i>[number of registered class 1 and class 2 food premises that received an annual food safety assessments/ Number of registered food premises that required an assessment]</i>	101.80%	103.25%	102.70%	101.69%	Council continued to inspect all Class 1 and Class 2 registered food premises during the 2018 calendar year. Council inspected all 886 registered food premises at least once and some premises were inspected multiple times causing the result to exceed 100%.
Service cost Cost of food safety service <i>[Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984]</i>	\$260.93	\$163.32	\$211.65	\$181.72	The decrease in the cost of the food safety service can be attributed to a reduction in contractor and consultant expenditure as well as an improved business model following the 2017-18 service review.
Health and safety Critical and major non-compliance outcome notifications <i>[Number of critical non-compliance notifications and major non-compliance]</i>	85.94%	84.09%	100.00%	97.73%	The number of non-compliance notifications substantially increased from 12 to 88 over the period due to a greater focus on compliance and prevention.

Service / Indicator/ Measure	Results 2015-16	Results 2016-17	Results 2017-18	Results 2018-19	Material Variation
<i>notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100</i>					
Governance Transparency Council decisions made at meetings closed to the public <i>[Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public / Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors] x100</i>	16.22%	5.73%	1.28%	1.38%	The improved results continue to demonstrate Council's commitment to open and transparent decision making. Of the three confidential resolutions made during the last financial year, one related to the appointment of a new CEO and two to matters affecting the financial and business affairs of external organisations.

Service / Indicator/ Measure	Results 2015-16	Results 2016-17	Results 2017-18	Results 2018-19	Material Variation
Consultation and engagement Satisfaction with community consultation and engagement <i>Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement</i>	50	51	52	53	Community satisfaction with Council's consultation and engagement has increased over the last four years. Engaging and consulting each area of our dispersed municipality continues to be a focus and raises challenges. We have transitioned to greater digital engagement methods to increase participation. Council has also reviewed its engagement approach to better suit the needs of the community.
Attendance Councillor attendance at Council meetings <i>[The sum of the number of Councillors who attended each ordinary and special Council meeting / (Number of ordinary and special Council meetings) × (Number of Councillors elected at the last Council</i>	88.00%	96.11%	87.30%	87.78%	The results for 2018-19 are within our expected variance and remain fairly similar over the past four years. Although Councillors strive to represent their constituents at Council meetings, attendance of Councillors at meetings in 2018-19 has been affected by travel, work commitments and personal leave.

Service / Indicator/ Measure	Results 2015-16	Results 2016-17	Results 2017-18	Results 2018-19	Material Variation
<i>general election)] x100</i>					
Service cost Cost of governance <i>[Direct cost of the governance service / Number of Councillors elected at the last Council general election]</i>	\$47,727.33	\$45,796.44	\$49,979.88	\$55,107.37	The cost of governance has increased slightly from last year due to a 2% increase in the level of Mayoral and Councillor allowances from 1 December 2018 and the recruitment of a new CEO.
Satisfaction Satisfaction with Council decisions <i>[Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]</i>	51	53	54	56	Council continues to place a strong focus on consulting with the community to ensure decisions are made in the interest of the community. This is reflected in the improved result over the last four years. In line with our revised engagement approach, there has been a greater focus on expanding our use of social media and other digital modes of communication to keep the community informed.
Libraries Utilisation Library collection usage <i>[Number of library collection</i>	7.93	7.72	8.17	7.94	The number of loans per library item has been stable over the last four financial

Service / Indicator/ Measure	Results 2015-16	Results 2016-17	Results 2017-18	Results 2018-19	Material Variation
<i>item loans / Number of library collection items]</i>					years.
Resource standard Standard of library collection <i>[Number of library collection items purchased in the last 5 years / Number of library collection items] x100</i>	78.22%	77.95%	75.59%	73.30%	The proportion of library resources purchased in the last four financial years continues to decrease as the number of older resources are not renewed. 8,061 new items were added to the collection in the last year.
Service cost Cost of library service <i>[Direct cost of the library service / Number of visits]</i>	\$4.76	\$5.41	\$5.46	\$5.93	The cost of service per visit is up by 47 cents as the number of visitors decreased over the last 12 months due to an increase in online library usage.
Participation Active library members <i>[Number of active library members / Municipal population] x100</i>	17.71%	10.87%	11.22%	11.12%	The participation of active members has remained stable over the last 12 months. Yarra Ranges residents continue to have access to seven library branches, three reading rooms and a mobile flexi library service providing various opportunities to further their lifelong learning experiences.

Service / Indicator/ Measure	Results 2015-16	Results 2016-17	Results 2017-18	Results 2018-19	Material Variation
Maternal and Child Health (MCH) Satisfaction Participation in first MCH home visit <i>[Number of first MCH home visits / Number of birth notifications received] x100</i>	103.83%	100.77%	98.64%	98.99%	Initial engagement with mothers and newborns continues to be very high exceeding 98% over the past four years. During 2018-19 Council's MCH nurses have seen 1,869 newborns within the municipality, and some from neighbouring councils.
Service standard Infant enrolment in the MCH service <i>[Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100</i>	100.00%	101.37%	100.79%	100.26%	Enrolment in the Maternal and Child Health service by families with newborns continues to be very high and maintains a very consistent level of engagement. Services are also provided to residents outside of the municipality causing enrolment rates to go above 100% per cent.
Service cost Cost of the MCH service <i>[Cost of the MCH service/Hours worked by MCH nurses]</i>	\$87.81	\$91.07	\$85.97	\$85.72	The cost of delivering the Maternal and Child Health service has remained consistent.

Service / Indicator/ Measure	Results 2015-16	Results 2016-17	Results 2017-18	Results 2018-19	Material Variation
Participation Participation in MCH service <i>[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100</i>	78.47%	74.57%	76.10%	76.66%	Participation in the Maternal and Child Health service has increased slightly and remains steady and in line with State trends.
Participation in MCH service by Aboriginal children <i>[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100</i>	80.39%	76.69%	75.38%	76.10%	Participation in the Maternal and Child Health service by Aboriginal families has increased slightly in the past year. Aboriginal children continue to make up slightly less than 2% of children enrolled in the Maternal and Child Health service.
Roads Satisfaction of use Sealed local road requests <i>[Number of sealed local road requests / Kilometres of sealed local roads] x100</i>	73.84%	111.51%	102.63%	86.77%	The reduction of road request indicates improved satisfaction for road users. Maintenance of the sealed road network is now managed solely by Council staff while the unsealed road network is outsourced. This has allowed a greater focus on active and pro-active sealed

Service / Indicator/ Measure	Results 2015-16	Results 2016-17	Results 2017-18	Results 2018-19	Material Variation
					road maintenance resulting in an improved road network. The drier climate over the past 12 months has also been a contributing factor to less road deterioration and fewer requests.
Condition Sealed local roads below the intervention level <i>[Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100</i>	99.02%	99.32%	98.70%	99.48%	Over 99% of Yarra Ranges' roads are at a standard that does not require intervention. The increased focus on asset rehabilitation projects has maintained the sealed roads network at an overall high level.
Service cost Cost of sealed local road reconstruction <i>[Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]</i>	\$58.84	\$60.17	\$67.02	\$96.73	Design works for 2019-20 as well as a larger than planned construction program were completed this year, increasing the cost of service. The works completed resulted in 28,737 square metres of sealed local roads being reconstructed over the period.
Service cost Cost of sealed local road resealing	\$17.57	\$15.03	\$18.79	\$18.34	Road rehabilitation included 125,109 square metres of spray seals and 175,510 square

Service / Indicator/ Measure	Results 2015-16	Results 2016-17	Results 2017-18	Results 2018-19	Material Variation
<i>[Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]</i>					metres of asphalt overlays, patches and treatments. Council has increased the amount of asphalt patching in preparation for re-sealing next year. The cost of materials for asphaltting has increased substantially. In such a diverse municipality the combination of spray seal and asphalt overlay treatments vary each year, impacting the overall unit cost.
Satisfaction Satisfaction with sealed roads <i>[Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]</i>	58	57	49	55	Whilst storms and heavy rains in previous years had degraded the condition of road network, 2018-19 was drier which resulted in a reduction in customer requests. It is important to note that 31% of sealed kilometres of roads within the municipality are managed by Department of Transport (previously known as VicRoads). The community satisfaction rating reflects both Council and Department of Transport roads.

Service / Indicator/ Measure	Results 2015-16	Results 2016-17	Results 2017-18	Results 2018-19	Material Variation
Statutory planning Timeliness Time taken to decide planning applications <i>[The median number of days between receipt of a planning application and a decision on the application]</i>	87	85	95	110	The increase in time taken to decide planning applications is due to the more complex applications being processed; staff turnover; and the impact of changes to the planning provisions (e.g. bushfire management overlay and stormwater drainage regulations).
Service standard Planning applications decided within 60 days <i>[Number of planning application decisions made within 60 days / Number of planning application decisions made] x100</i>	68.34%	59.99%	51.28%	57.93%	Performance has improved since last year. Overall, 56% of regular applications and amendments were processed within 60 statutory days and 75% of VicSmart applications were processed within ten statutory days. Streamlined processes include a new SMS notification system and real time performance dashboards to improve the customer experience.

Service / Indicator/ Measure	Results 2015-16	Results 2016-17	Results 2017-18	Results 2018-19	Material Variation
Service cost Cost of statutory planning service <i>[Direct cost of the statutory planning service / Number of planning applications received]</i>	\$2,039.46	\$2,395.00	\$2,742.93	\$3,444.54	The higher cost is due to the addition of permanent and temporary staff, as well as an increase in legal costs. VCAT applications doubled this year (from 17 to 33 applications) requiring outsourced representation. Council also had some complex applications requiring legal advice which added to the cost.
Decision making Planning decisions upheld at VCAT <i>[Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100</i>	68.29%	70.00%	41.18%	42.42%	The proportion of Council decisions upheld at VCAT has remained stable whilst the total number of applications going to VCAT almost doubled from 17 to 33 applications.

Service / Indicator/ Measure	Results 2015-16	Results 2016-17	Results 2017-18	Results 2018-19	Material Variation
Waste collection Satisfaction Kerbside bin collection requests <i>[Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1000</i>	82.27	79.99	89.72	97.76	There has been a slight increase in the number of bin collection requests. This is mainly due to an increase in tenement numbers and the age of bins deteriorating.
Service Standard Kerbside collection missed bins <i>[Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000</i>	2.68	2.91	3.02	2.42	The lower proportion of missed bins indicates an improvement in the quality and efficiency of the contractor's service delivery.
Service Cost Cost of kerbside garbage collection services <i>[Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]</i>	\$130.01	\$129.34	\$133.02	\$135.63	The gradual increase in service cost over the past four years is due to the annual contractual increase due to the CPI (Consumer Price Index).

Service / Indicator/ Measure	Results 2015-16	Results 2016-17	Results 2017-18	Results 2018-19	Material Variation
Cost of kerbside recyclables bin collection service <i>[Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]</i>	\$19.65	\$18.39	\$26.89	\$49.23	The large increase in the cost of recyclables collection is due to the recycling industry collapse and Council going from receiving an income for recyclables to having to pay for disposal.
Service Outcome Kerbside collection waste diverted from landfill <i>[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100</i>	47.48%	48.49%	48.43%	49.15%	The diversion rate to landfill has been increasing over the past four financial years, reflecting a positive change in behaviours and attitudes towards recycling.

Services Delivered in 2018-19

Council provided services over 61 major service categories to deliver our five strategic objectives. The list below shows the service areas, and a description of each service, showing funding allocated, compared to actual dollars spent, in the last year.

Connected and Healthy Communities		2018-19 Net Cost
Service	Description	Actual
		<u>Budget</u> Variance \$'000
1. Social planning and policy development	This service contributes to building strong and resilient communities by: <ul style="list-style-type: none"> planning, researching and developing relevant social policies and actions providing advice, referral and advocacy delivering selected community development projects. 	593
		677
		(84)
2. Primary health planning and coordination	Council's Health and Wellbeing Strategy guides this legislated requirement to promote good health and wellbeing. Using data about the health of our community Council works with its partners and the community to improve health. An advisory group overseeing the work is resourced by this service. The service has a primary prevention approach – keeping people well through Council's many roles in creating healthy communities and environments.	33
		65
		(32)
3. Food, health, and environment inspections and protection	This service works with owners, operators and applicants to ensure that appropriate health standards are achieved for the health and wellbeing of all.	531
		378
		153
4. Library services in partnership with Eastern Regional Library Corporation	Council works in partnership with Eastern Regional Libraries to enhance learning and cultural development in the municipality through the provision of library services.	3,795
		3,896
		(101)

Connected and Healthy Communities		2018-19 Net Cost
Service	Description	Actual <u>Budget</u> Variance \$'000
5. Maternal and Child Health and immunisation services	Council provides a universal and enhanced Maternal and Child Health service to provide universal and targeted services for children and their families. Families can attend centres across the Yarra Ranges and receive services in their homes, or at other community locations.	1,437
		1,564
		(127)
6. Youth mental health and counselling, participation and engagement	Council provides a range of universal and targeted services for young people and their families, enabling them to receive individual support and/or participate in a range of activities.	1,282
		1,266
		16
7. Early years development and early childhood education and care	Council provides a range of services that enable children to develop, and for those with additional needs to be included in a range of Early Childhood Education settings. Council also provides Child Care and Preschool services.	674
		504
		170
8. School crossing supervision	This service provides supervision for school crossings in both the morning and afternoon to improve community safety and encourage healthy habits of walking to school.	695
		961
		(266)
9. Animal management	This service seeks to manage animals, both domestic and farm to improve community safety.	(397)
		(498)
		101

Connected and Healthy Communities		2018-19 Net Cost
Service	Description	Actual Budget Variance \$'000
10. Fire prevention and emergency management	This service works to build an empowered resilient community that can mitigate, prepare, respond and recover from emergencies.	945 3,075 (2,130)
11. Positive ageing services	This service provides a comprehensive range of services as part of the Home and Community Care (HACC) program. The HACC program provides a range of coordinated and integrated service approaches which assist HACC eligible people to maximise their independence to remain living at home, stay connected to their community and adapt to changing life circumstances. The majority of this program is externally funded by State Government.	(284) 2 (286)
12. Supporting people with disabilities	This service works across the Council to improve access, equity and inclusion of people with a disability. Metro Access works to increase participation of people with a disability in the life of their community. The majority of this program is externally funded by State Government.	146 162 (16)
13. Community engagement and development programs	<p>This service supports:</p> <ul style="list-style-type: none"> community engagement and place based community planning lifelong learning and building resilient organisations through the community grants program, community planning and community capacity building community skill development and working collaboratively with local community and local groups, networks, leaders and service organisations. 	1,855 2,080 (225)

Connected and Healthy Communities		2018-19 Net Cost
Service	Description	Actual Budget Variance \$'000
14. Services and programs to increase participation in arts, culture and heritage	Council's Creative Communities Strategy guides the use of arts and heritage to engage our local communities. This is achieved through the provision and funding of: <ul style="list-style-type: none"> high quality cultural facilities with paid staff and technical expertise the management and delivery of arts and heritage programs in the community partnerships with community through grants programs facilitation of community festivals and events. 	1,300
		1,483
		(183)
15. Development of cultural facilities	Council is responsible for the appropriate development of cultural facilities across the municipality. This includes engagement and consultation with community and funding bodies, involvement in the project planning and involvement in delivery of the project working with the Capital Works and Urban Planning area.	2,321
		2,315
		6
16. General Local Laws compliance	This service provides Local Laws compliance for the safety and wellbeing of our communities.	(180)
		(640)
		460
17. Community support to reduce impact and prepare for climate change	This service provides support from Yarra Ranges Environment Stewardship team for residents to take steps towards sustainable living and preparing for climate change, including education in schools.	(17)
		50
		(67)

Connected and Healthy Communities		2018-19 Net Cost
Service	Description	Actual <u>Budget</u> Variance \$'000
18. Public transport advocacy	Council's Health profile indicates the impact of poor public transport on health and wellbeing. Council's advocacy for improved access to public transport is a key advocacy area.	43
		40
		3
19. Risk management	This service provides risk management and insurance services to the organisation.	592
		814
		(222)
20. Facilitate tourism development and regional marketing	This service offers work across the tourism sector – a key segment of the Yarra Ranges economy to promote and develop the benefits that flow from tourism. Advocacy on developing latent tourism potential through eco and heritage tourism seeks to develop our tourism offer and deliver benefits to local communities. Yarra Ranges Tourism is a major partner and the service manages Council's Partnership Agreement with the Board.	99
		94
		5
Connected and Healthy Communities Total		15,464
		18,289
		(2,825)

Quality Infrastructure and Liveable Places		2018-19 Net Cost
Service	Description	Actual Budget Variance \$'000
1. Maintenance and renewal of buildings	This service is responsible for maintenance of Council's buildings, facilities, public amenities and building security.	4,774
		5,397
		(623)
2. Management of facilities	This service manages lease and licence arrangements with sporting clubs, user groups and individuals for a range of Council facilities and properties, ensuring that the needs of occupants are provided for in a viable and sustainable way.	2,575
		2,173
		402
3. Road, footpath and bike path construction and maintenance	This service maintains and manages Council's civil infrastructure (roads, drainage, footpaths, etc.). The area also manages the implementation of the annual local road resurfacing program and provides after hours emergency response service.	16,384
		13,839
		2,545
4. Drainage works	This service delivers maintenance and repairs to Council's substantial drainage network.	3,018
		2,174
		844
5. Major Council building projects	This service is responsible for coordinating the design and development of major building assets for the Council.	279
		(3,297)
		3,576
6. Urban design including township and streetscape improvements	The service is responsible for developing and implementing proposals for township improvements across the municipality, and supporting the development of high quality infrastructure in the private environment through strategic and statutory planning processes.	181
		20
		161
7. Maintenance and redevelopment of sports fields, Playspaces, parks and reserves	This service provides for the maintenance and redevelopment of Council's sports fields, Playspaces, parks and reserves.	(7,961)
		686
		(8,647)

Quality Infrastructure and Liveable Places		2018-19 Net Cost
		Actual <u>Budget</u> Variance \$'000
Service	Description	
8. Aquatics facilities	This service provides for the maintenance for Council’s aquatic facilities.	1,822
		1,683
		139
9. Strategic land use policy development	This service continues to review and maintain Council’s planning scheme and sets the direction for land use planning within Yarra Ranges.	255
		154
		101
10. Statutory building services	Our building team ensures all buildings, both existing and proposed, comply with the Building Act and Regulations. They can also assist with information about pool fencing, maintenance of fire safety equipment, general and technical advice, property information, copies of plans, landslip certificates, building complaints and Council’s consent applications.	1,409
		1,624
		(215)
11. Capital works and strategic asset management	This service contributes to the management of Council’s capital works program and management of Council’s infrastructure assets across all infrastructure categories.	3,362
		3,441
		(79)
12. Maintenance of bushland and natural open space	This service provides for the maintenance of Council’s bushland and natural open spaces.	23
		-
		23
13. Planning permits, approvals, and advice	This service assesses planning applications against the Yarra Ranges Planning scheme to ensure applications are consistent with Council’s adopted direction protecting amenity, natural systems, agriculture whilst encouraging appropriate use and development.	2,859
		3,438
		(579)
Quality Infrastructure and Liveable Places		28,980
Total		31,332
		(2,352)

Protected and Enhanced Natural Environment		2018-19 Net Cost
Service	Description	Actual Budget Variance \$'000
1. Environmental education programs including a focus on schools	This service provides environmental education programs to our community, as well the Council's extensive school network.	70
		37
		33
2. Weed reduction & re-planting programs	Council has an active weed reduction and re-planting service, in addition to running an ongoing weed removal program called Weed Wipeout, to help residents remove and dispose of weeds on their property.	664
		611
		53
3. Biodiversity conservation	The Biodiversity Conservation Unit has responsibility for the protection and enhancement of the region's biodiversity values in line with National, State and Regional requirements. Conducts environmental assessments for planning permit applications (Council and community). Manages a system for biodiversity offsets, and provides advice to landholders to enhance biodiversity.	1,505
		1,651
		(146)
4. Support for Friends & Land Care groups	This service provides grants and support for 'Friends of' groups and Land Care groups across Council's parks, reserves and natural habitats.	48
		62
		(14)
5. Waste management services	This service provides waste services to 59,708 general properties consisting of a weekly garbage collection, fortnightly recycling and green and hard waste collections for general properties only. We also provide services to over 2,751 commercial properties across the municipality which consists of twice weekly garbage collection, and fortnightly recycling collections. A core priority includes minimising the volume of material going to landfills through the coordination of education and management programs.	(642)
		-
		(642)
6. Maintenance of bushland and natural open space	This service provides for the maintenance of Council's bushland and natural open spaces.	8,835
		9,276
		(441)

Protected and Enhanced Natural Environment		2018-19 Net Cost
Service	Description	Actual Budget Variance \$'000
7. Maintenance and redevelopment of sports fields, Playspaces, parks and reserves	This service provides for the maintenance and redevelopment of Council’s sports fields, Playspaces, parks and reserves.	1,432
		1,324
		108
8. Environmental sustainability management	This service provides the management and administrative support for the environment and sustainability teams.	583
		546
		37
9. Organisational and Environmental Sustainability Management	This service provides support to the organisation through management of its long term financial planning for assets and capital works, waste and fleet management, environmental sustainability and service innovation and efficiency for the Environment and Engineering directorate.	204
		165
		39
10. Landfill Rehabilitation	This work typically involves reshaping, contouring and capping of the landfill, in association with ongoing management and regular monitoring of leachate, landfill gas and stormwater. This also includes the establishment of infrastructure to minimise and mitigate any potential onsite and offsite impacts to soil, ground and surface water and the atmosphere. The length of the process is indeterminable and may take many years, dependent on the nature of the site and material that was placed in the landfill and when the Environmental Protection Agency determines no further rehabilitation is required.	1,702
		102
		1,600
Protected and Enhanced Natural Environment Total		14,401
		13,774
		627

Vibrant Economy, Agriculture and Tourism		2018-19 Net Cost
Service	Description	Actual Budget Variance \$'000
1. Facilitate tourism development and regional marketing	This service offers work across the tourism sector – a key segment of the Yarra Ranges economy – to promote and develop the benefits that flow from tourism. It advocates on developing latent tourism potential through eco and heritage tourism, seeks to develop our tourism offer and delivers benefits to local communities. Yarra Ranges Tourism is a major partner and the service manages Council's partnership agreement with its board.	480
		400
		80
2. Agribusiness support and development	The service offers advice on planning applications, networking opportunities for agribusinesses and works with industry to advocate, for example, for a recycled water pipeline to support local food production.	97
		23
		74
3. Business networks and sustainable business practices	Forums, industry networks, training programs and investment attraction are promoted by the service. Strong employment opportunities are vital to our communities and this service works to facilitate vibrant local economies through relationship brokerage and networking.	506
		660
		(154)
Vibrant Economy, Agriculture and Tourism Total		1,083
		1,083
		-

High Performing Organisation		2018-19 Net Cost
		<u>Actual Budget</u>
Service	Description	Variance \$'000
1. Community engagement and development programs	This service supports community engagement and place-based community planning; lifelong learning and building resilient organisations through the community grants program; community planning and community capacity building;; community skill development and working collaboratively with local community and local groups, networks, leaders and service organisations.	700
		725
		(25)
2. Customer experience	This service leads the provision of front line service delivery of five geographically dispersed sites across the municipality. The focus is to lead and partner with the organisation by designing and delivering quality processes and services, enhancing all customer experiences through feedback, analysis and improvement measures to improve overall performance.	3,821
		3,972
		(151)
3. Financial management and reporting	This service provides financial management and reporting functions for Council, including the preparation of the Budget, and the Annual Financial Statements.	1,387
		1,392
		(5)
4. Procurement, contracts, and tendering	This service provides best practice procurement support to the organisation including tendering and collaborative procurement initiatives.	667
		488
		179
5. Corporate planning and performance	This service provides business support to Councillors for the development and reporting of the Council Plan, in addition to business plans across the organisation. It also leads our Business Excellence Program, a program of coordinated process improvement and innovation aligned to the nationally recognised business excellence framework.	1,392
		1,595
		(203)
6. Information services	This service provides a range of different services and solutions related to the Information Management requirements of the Council including information technology; geographic information systems; records management; archives management; courier services; Freedom Of Information; information privacy and an Electronic Document Management System (EDMS).	6,473
		6,581
		(108)

High Performing Organisation		2018-19 Net Cost
Service	Description	Actual Budget Variance \$'000
7. Rating and valuation services	This service provides the generation of rate notices, management of the rates database including the fire services levy, and liaison and support of Council's Valuers.	617
		807
		(190)
8. Council governance and meeting procedures	This service provides leadership of Council's governance framework, including administration and operational support for Council and executive meetings, advice and guidance on legislative changes and requirements focusing on good governance initiatives. It also provides executive support to the CEO and Councillors ensuring a seamless approach to interactions within the organisation and the community.	1,880
		2,067
		(187)
9. Occupational health and safety	This service provides support to the organisation in meeting requirements under the Occupational Health and Safety Act. Protecting the health and safety of employees, Councillors, volunteers, contractors and visitors.	430
		481
		(51)
10. Human resources, employee relations and organisational development	This service provides leadership and coordination of Council's human resources, workplace relations, payroll, and organisational development functions.	3,057
		2,577
		480
11. Maintenance and renewal of plant and equipment to support services of the organisation	This service provides support to procurement, servicing and disposal of vehicles and both large and small plant that the organisation's services require to undertake their business effectively.	2,333
		2,244
		89
12. Organisational and environmental sustainability management	This service provides support to the organisation through management of its long term financial planning for assets and capital works, waste and fleet management, environmental sustainability and service innovation and efficiency for the Environment and Engineering directorate.	201
		196
		5
13. Risk management	This service provides risk management and insurance services to the organisation.	1,687
		1,754
		(67)

High Performing Organisation		2018-19 Net Cost
		Actual Budget Variance
Service	Description	\$'000
14. The digital and data transformation	This service supports the Council to harness the opportunities that digital technology presents and to improve the way services are delivered to our community. This service also plays a vital role in improving and enhancing the way in which the organisation manages, shares and uses data to ensure Council’s decisions are evidence-based.	602
		593
		9
15. Capital works and strategic asset management	This service contributes to the management of Council’s capital works program and management of Council’s infrastructure assets across all infrastructure categories.	50
		96
		(46)
High Performing Organisation Total		25,297
		25,568
		(271)

Capital Works Projects 2018-19

The 2018-19 financial year saw Council undertake approximately \$62.9 million worth of works on 355 capital works and maintenance projects across the municipality. These projects aim to address the diverse needs of communities within the municipality. The following is a summary of the program expenditure, highlighting some of the major projects undertaken this financial year and challenges faced.

Bridges

2 projects – \$0.4 million spent, including:

- Bridge Improvements Program throughout the municipality (ongoing)
- Bridge Rehabilitation Program throughout the municipality (ongoing).

Buildings

44 projects - \$15.9 million spent, including:

- Kilsyth Centre of Excellence (practical completion)
- Carbon management improvement upgrades throughout the municipality (ongoing)
- Community Sports Pavilion, Monbulk (practical completion).

Challenges for the year included:

- Temporary Female Change Rooms – project initially delayed and expected to commence in late 2019.

Carparks

5 projects - \$0.7 million spent, including:

- carpark sealing and minor works projects throughout the municipality (ongoing)
- carpark rehabilitation works throughout the municipality (ongoing)
- Burringa Cultural Centre, Upwey Carpark Upgrade (finalised).

Community and Recreation

39 projects - \$5.7 million spent, including:

- Queens Park, Healesville Playspace Upgrade (finalised)
- Pinks Reserve, Kilsyth Water Harvesting System (finalised)
- sports field lighting renewal program throughout the municipality (ongoing).

Computers and Communication

3 projects - \$0.2 million spent, including:

- upgrade and replacement of computer hardware
- upgrade and replacement of software.

Drainage

22 projects – \$4.2 million spent, including:

- drainage lining throughout the municipality (ongoing)
- stormwater detention tanks, Sassafras (finalised)
- Mt Morton Road, Belgrave new drainage (finalised).

Fixtures, Fittings and Furniture

3 projects – \$0.05 million spent, including:

- public hall furniture and equipment renewal throughout the municipality (ongoing).

Footpaths and Cycleways

55 projects – \$4.9 million spent, including:

- minor footpaths rehabilitation projects throughout the municipality (ongoing)
- Healesville - Yarra Glen Rd, Healesville (finalised)
- Hillview Drive and Deborah Street, Kilsyth (finalised).

Challenges for the year included:

- Path and Trails Strategy review – project initially delayed due to complex consultation, now underway.

Land

1 project - \$0 spent, \$0.8 million held aside, including:

- Chirnside Park Major Activity Centre (ongoing).

Parks, Open Spaces and Trails

46 projects - \$6.2 million spent, including:

- Parks Master Plan implementation throughout the municipality (ongoing)
- Warburton Mountain Bike Destination (ongoing)
- trail rehabilitation projects throughout the municipality (ongoing).

Plant and Equipment

2 projects – \$2.0 million spent, including:

- replacement of Council fleet, machinery and small equipment (ongoing).

Roads

131 projects – \$18.4 million spent, including:

- MacIntyre Lane, Yering Road Pavement Rehabilitation (finalised)
- Steels Creek Rd, Steels Creek Road Renewal (finalised)
- Myers Creek Road, Toolangi Stage 2 - Road Pavement Rehabilitation (finalised).

Project Management

1 project - \$4.1 million spent:

- recognition of salary component of asset delivery (ongoing).

Waste Management

1 project - \$0 million spent:

- Wet Waste Facility put on hold due to tender submissions exceeding available funding.

Financials



Financial Report

Contents

	Page
Guide to our Financial Report	143
Certification of the Financial Statements	147
Victorian Auditor General's Independent Audit Report on the Financial Statements	148
Financial Statements	150
Comprehensive Income Statement	150
Balance Sheet	151
Statement of Changes in Equity	152
Statement of Cash Flows	153
Statement of Capital Works	154
Notes to the Financial Statements	155
Introduction and Significant Accounting Policies	155
Note 1	156
Performance against budget	156
1.1 Income and expenditure	156
1.2 Capital works	159
Note 2.1	161
Analysis of Council result by directorate / program	161
Note 3	163
Funding for the delivery of our services	163
3.1 Rates and charges	163
3.2 Statutory fees and fines	163
3.3 User fees	163
3.4 Funding from other levels of government	164
3.5 Contributions	166
3.6 Other income	166
Note 4	167
The cost of delivering services	167
4.1 Employee costs	167
4.2 Materials and services	168
4.3 Depreciation and amortisation	168
4.4 Bad and doubtful debts	169
4.5 Borrowing costs	169
4.6 Other expenses	169
4.7 Net gain / (loss) on disposal of property, infrastructure and plant and equipment	170
Note 5	171
Our financial position	171
5.1 Financial assets	171
5.2 Non-financial assets	173
5.3 Payables	174
5.4 Interest bearing liabilities	175
5.5 Provisions	176
5.6 Financing arrangements	178
5.7 Commitments	178
5.8 Operating leases	179
Note 6	179
Assets we manage	179
6.1 Non current assets classified as held for sale	179
6.2 Property, infrastructure, plant and equipment	180
6.3 Investments in associates, joint arrangements and subsidiaries	185
Note 7	186
People and relationships	186
7.1 Council and key management remuneration	186
7.2 Related party disclosures	188
Note 8	189
Managing uncertainties	189
8.1 Contingent assets and liabilities	189
8.2 Change in accounting standards	189
8.3 Financial instruments	190
8.4 Fair value measurement	191
8.5 Natural disaster events	192
8.6 Events occurring after balance date	192
Note 9	193
Other matters	193
9.1 Reserves	193
9.2 Reconciliation of cash flows from operating activities to surplus / (deficit)	193
9.3 Superannuation	195
9.4 Prior period adjustments	196
Performance Statement	197
Certification of the Performance Statement	209
Victorian Auditor-General's Independent Audit Report on the Performance Statement	210

Guide to our Financial Report

Introduction

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

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

What is included in the Financial Report?

Council's Financial Report contains two sets of statements:

- Financial Statements and accompanying explanatory notes (page 7) and
- Performance Statement (page 54)

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

Financial Statements

The Financial Statements report on how Council performed financially during the 2018-19 year and the overall financial position at the end of the financial year (30 June 2019).

The Financial Statements include:

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

Comprehensive Income Statement

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

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

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

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

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

Balance Sheet

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

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

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

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

Statement of Changes in Equity

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

Statement of Cash Flows

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

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

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

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

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

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

Statement of Capital Works

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

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

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

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

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

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

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

Notes to the Financial Report

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

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

Performance Statement

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

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

Certification of Statements

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

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

Independent Audit Reports

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

Yarra Ranges Shire Council

Financial Statements

for the year ended 30 June 2019

Certification of Financial Statements

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



Vishantri Perera

Principal Accounting Officer

BSc (Bus Admin), CPA

27 August 2019

Lilydale

In our opinion the accompanying financial statements present fairly the financial transactions of Yarra Ranges Shire Council for the year ended 30 June 2019 and the financial position of Council as at that date.

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

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

Tony Stevenson

Mayor

27 August 2019

Lilydale



Richard Higgins

Councillor

27 August 2019

Lilydale



Tammi Rose

Chief Executive Officer

27 August 2019

Lilydale



Independent Auditor's Report

To the Councillors of Yarra Ranges Shire Council

Opinion	<p>I have audited the financial report of Yarra Ranges Shire Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • balance sheet as at 30 June 2019 • comprehensive income statement for the year then ended • statement of changes in equity for the year then ended • statement of cash flows for the year then ended • statement of capital works for the year then ended • notes to the financial statements, including significant accounting policies • certification of the financial report. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2019 and its financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the <i>Local Government Act 1989</i> and applicable Australian Accounting Standards.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the financial report	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Local Government Act 1989</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

**Auditor's
responsibilities
for the audit
of the financial
report**

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

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

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

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

MELBOURNE
12 September 2019


Jonathan Kyvelidis
as delegate for the Auditor-General of Victoria

Comprehensive Income Statement

for the year ended 30 June 2019

	Note	2019 \$'000	2018 \$'000
Income			
Rates and charges	3.1	141,137	136,131
Statutory fees and fines	3.2	3,147	3,547
User fees	3.3	6,728	7,551
Grants – operating	3.4	29,369	27,545
Grants – capital	3.4	14,487	12,960
Contributions – monetary	3.5	3,087	6,381
Contributions – non-monetary	3.5	1,158	4,093
Other income	3.6	3,261	2,929
Share of net surplus of associates accounted for by the equity method	6.3	193	470
Total income		202,567	201,607
Expenses			
Employee costs	4.1	(58,389)	(61,469)
Materials and services	4.2	(79,325)	(76,428)
Depreciation and amortisation	4.3	(27,667)	(26,737)
Bad and doubtful debts	4.4	(440)	(448)
Borrowing costs	4.5	(937)	(1,096)
Other expenses	4.6	(7,936)	(8,000)
Net loss on disposal of property, plant and equipment and infrastructure	4.7	(2,792)	(1,544)
Total expenses		(177,486)	(175,722)
Surplus for the year		25,081	25,885
Other comprehensive income			
Items that will not be reclassified to surplus or deficit:			
Net asset revaluation increment	6.2	12,020	10,599
Total comprehensive result		37,101	36,484

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

Yarra Ranges Shire Council

Balance Sheet

as at 30 June 2019

		2019	2018
	Note	\$'000	\$'000
ASSETS			
Current assets			
Cash and cash equivalents	5.1	67,876	54,736
Other financial assets	5.1	-	13,500
Trade and other receivables	5.1	29,381	27,787
Non-current assets classified as held for sale	6.1	14	-
Other assets	5.2	2,659	1,874
Total current assets		99,930	97,897
Non-current assets			
Trade and other receivables	5.1	1,956	3,273
Investments in associates, joint arrangements and subsidiaries	6.3	4,899	4,706
Property, infrastructure and plant and equipment *	6.2	1,062,460	1,028,725
Intangible assets	5.2	703	1,148
Total non-current assets		1,070,018	1,037,852
Total assets		1,169,948	1,135,749
LIABILITIES			
Current liabilities			
Trade and other payables	5.3	17,035	17,320
Trust funds and deposits	5.3	2,165	2,079
Provisions	5.5	16,465	15,814
Interest-bearing loans and borrowings	5.4	3,475	3,312
Total current liabilities		39,140	38,525
Non-current liabilities			
Provisions	5.5	4,515	4,557
Interest-bearing loans and borrowings	5.4	13,787	17,262
Total non-current liabilities		18,302	21,819
Total liabilities		57,442	60,344
Net assets		1,112,506	1,075,405
EQUITY			
Accumulated surplus *		546,425	521,331
Reserves	9.1	566,081	554,074
Total equity		1,112,506	1,075,405

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

* Council has recognised prior period adjustments that, as outlined in Note 9.4, required a restatement of property, infrastructure and plant and equipment and accumulated surplus as at 1 July 2018. The outcome of this adjustment is also reflected in Note 6.2.

Statement of Changes in Equity

for the year ended 30 June 2019

	Note	Total \$'000	Accumulated Surplus \$'000	Asset Revaluation Reserve \$'000	Other Reserves \$'000
2019					
Balance at beginning of the financial year		1,075,405	521,331	543,091	10,983
Surplus for the year		25,081	25,081	-	-
Net asset revaluation increment	6.2	12,020	-	12,020	-
Transfers to other reserves	9.1	-	(1,806)	-	1,806
Transfers from other reserves	9.1	-	1,819	-	(1,819)
Balance at end of the financial year		1,112,506	546,425	555,111	10,970

		Total \$'000	Accumulated Surplus \$'000	Asset Revaluation Reserve \$'000	Other Reserves \$'000
2018					
Balance at beginning of the financial year		1,047,297	507,304	532,492	7,501
Prior period adjustments		(8,376)	(8,376)	-	-
* Adjusted balance at the beginning of the financial year		1,038,921	498,928	532,492	7,501
Surplus for the year		25,885	25,885	-	-
Net asset revaluation increment	6.2	10,599	-	10,599	-
Transfers to other reserves	9.1	-	(4,192)	-	4,192
Transfers from other reserves	9.1	-	710	-	(710)
Balance at end of the financial year		1,075,405	521,331	543,091	10,983

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

* Council has recognised prior period adjustments that, as outlined in Note 9.4, required a restatement of property, infrastructure and plant and equipment and accumulated surplus as at 1 July 2018. The outcome of this adjustment is also reflected in Note 6.2.

Statement of Cash Flows

For the year ended 30 June 2019

		2019 Inflows (Outflows) \$'000	2018 Inflows (Outflows) \$'000
	Note		
CASH FLOWS FROM OPERATING ACTIVITIES			
Rates and charges		139,253	135,232
Statutory fees and fines		3,034	3,619
User fees (inclusive of GST)		6,823	8,631
Grants - operating (inclusive of GST)		29,528	27,607
Grants - capital (inclusive of GST)		15,716	11,108
Contributions (inclusive of GST)		4,872	4,638
Interest received		1,518	1,282
Trust funds and deposits taken		1,555	970
Other receipts (inclusive of GST)		1,898	1,747
Net GST refund		11,094	10,706
Materials and Services (inclusive of GST)		(92,393)	(82,841)
Employee costs		(57,468)	(61,444)
Trust funds and deposits repaid		(1,469)	(915)
Other payments (inclusive of GST)		(8,662)	(8,673)
Net cash provided by operating activities	9.2	55,299	51,667
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for property, infrastructure, plant and equipment		(52,120)	(36,627)
Proceeds from / (payments) for other financial assets - investments		13,500	(13,500)
Proceeds from sale of property, infrastructure, plant and equipment		716	1,294
Net cash used in investing activities		(37,904)	(48,833)
CASH FLOWS FROM FINANCING ACTIVITIES			
Finance costs		(943)	(1,099)
Repayment of borrowings		(3,312)	(3,156)
Net cash used in financing activities		(4,255)	(4,255)
Net increase in cash and cash equivalents		13,140	(1,421)
Cash and cash equivalents at beginning of the financial year		54,736	56,157
Cash and cash equivalents at the end of the financial year		67,876	54,736
Financing arrangements	5.6	1,900	1,900
Restrictions on cash assets	5.1	2,187	2,099

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

Statement of Capital Works

for the year ended 30 June 2019

	2019	2018
	\$'000	\$'000
Property		
Buildings	11,108	12,573
Building improvements	1,779	1,104
Total buildings	12,887	13,677
Total property	12,887	13,677
Plant and equipment		
Plant, machinery and equipment	1,940	951
Fixtures, fittings and furniture	52	15
Computers and telecommunications	244	491
Total plant and equipment	2,236	1,457
Infrastructure		
Roads	15,872	11,159
Bridges	364	261
Footpaths and cycle ways	3,694	2,209
Drainage	2,056	825
Recreational, leisure and community facilities	5,268	2,941
Parks, open space and streetscape	5,612	2,951
Off street car parks	617	151
Other infrastructure	4,141	-
Total infrastructure	37,624	20,497
Total capital works expenditure	52,747	35,631
Represented by:		
New asset expenditure	9,034	6,146
Asset renewal expenditure	29,420	16,899
Asset expansion expenditure	4,543	4,605
Asset upgrade expenditure	9,750	7,981
Total capital works expenditure	52,747	35,631

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

Notes to the Financial Statements

for the year ended 30 June 2019

Introduction

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

Statement of compliance

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

Significant accounting policies

Basis of accounting

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

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

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

- the fair value of land, buildings, infrastructure, plant and equipment (refer to note 6.2);
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to note 6.2);
- the determination of employee provisions (refer to note 5.5);
- the determination of landfill provisions (refer to note 5.5); and
- other areas requiring judgements.

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

Notes to the Financial Statements

for the year ended 30 June 2019

Note 1. Performance against budget

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

At the time of rate generation for 2018-19, it was discovered that the preliminary valuation data provided by the Victorian Valuer General which was used to calculate the rate in the dollar for the adopted budget differed from the final valuations for some properties. As a result, the rate in the dollar that was declared in the adopted budget was higher than the one based on final valuations and in turn generated higher rates income of \$639k compared to the maximum rates allowable under the State Government's rate cap of 2.25%.

Council revised its 2018-19 budget on 11 December 2018 to correct the rate in the dollar thus adjusting the general rate revenue in line with the State Government's rate cap of 2.25%.

Apart from the changes relating to the rate in the dollar and associated information, the revised budget 2018-19 contains the same financial information as the budget that was adopted on 26 June 2018. The budget figures detailed below are those adopted by Council on 26 June 2018.

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

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

1.1 Income and Expenditure

	Budget	Actual	Favourable / (Unfavourable) Variance	Favourable / (Unfavourable) Variance	
	2018-19	2018-19			
	\$'000	\$'000	\$'000	%	Ref
Income					
Rates and charges	141,405	141,137	(268)	(0.2%)	
Statutory fees and fines	3,251	3,147	(104)	(3.2%)	
User fees	6,687	6,728	41	0.6%	
Grants operating – recurrent	26,361	25,460	(901)	(3.4%)	1
Grants operating – non-recurrent	1,140	3,909	2,769	242.9%	2
Grants capital – recurrent	1,684	1,671	(13)	(0.8%)	
Grants capital – non-recurrent	4,300	12,816	8,516	198.0%	3
Contributions – monetary	1,714	3,087	1,373	80.1%	4
Contributions – non-monetary	2,231	1,158	(1,073)	(48.1%)	5
Other income	1,964	3,261	1,297	66.0%	6
Share of surplus of associates accounted for by the equity method	269	193	(76)	(28.3%)	7
Total income	191,006	202,567	11,561	6.1%	
Expenses					
Employee costs	65,171	58,389	6,782	10.4%	8
Materials and services	65,552	79,325	(13,773)	(21.0%)	9
Bad and doubtful debts	33	440	(407)	(1233.3%)	10
Depreciation and amortisation	26,568	27,667	(1,099)	(4.1%)	11
Finance costs	1,320	937	383	29.0%	12
Net loss on disposal of property, plant and equipment and infrastructure	1,500	2,792	(1,292)	(86.1%)	13
Other expenses	7,752	7,936	(184)	(2.4%)	
Total expenses	167,896	177,486	(9,590)	(5.7%)	
Surplus for the year	23,110	25,081	1,971	8.5%	

The budget figures above have been reclassified from the line item categories of the 2018-19 adopted budget to align with current year actuals that are in a prescribed format.

Notes to the Financial Statements

for the year ended 30 June 2019

Note 1. Performance against budget (continued)

(a) Explanation of material variances - Income and Expenditure

Ref	Commentary
1	Grants operating – recurrent Unanticipated reduction in aged care funding of \$946k due to transition of these services under the National Disability Insurance Scheme (NDIS), offset by savings in salaries and wages that is included in employee costs.
2	Grants operating – non-recurrent Unbudgeted grants of \$1.9m for natural disaster financial assistance received for asset restoration expenditure incurred in the previous years, \$160k for Social Housing project, \$159k from Recycling Temporary Relief Fund, \$150k for Birds to Butterfield program, \$90k for Gender Equity Free from Violence program and other grants of \$259k.
3	Grants capital – non-recurrent Unbudgeted grant funding of \$11m for projects including Warburton Mountain Bike Destination (\$3m), Yarra Valley trail (\$3.5m), RidgeWalk (\$2m) and Soccer Pitches Esther Park, Mooroolbark (\$1.3m), Wandin North Community Sports Pavilion (\$650k) and others (\$550k). This has been offset by grant funding of \$2.8m budgeted in 2018-19 received in 2017-18 for Burrinja Cultural Centre, Upwey redevelopment (\$1.2m) and Monbulk Community Sports Pavilion (\$1.6m).
4	Contributions – monetary Unbudgeted contribution of \$870k for various subdivisions across Council, \$162k capital contributions for recreation facilities and drainage improvement projects, \$94k for Council's annual valuations and \$76k of contribution as finance costs for special charge schemes.
5	Contributions – non-monetary Lower than anticipated assets from completed sub-divisions were transferred to Council. Assets contributed mainly related to free standing sound walls of \$980k at Pinks Reserve Kilsyth Netball courts.
6	Other income Better than anticipated interest on investments of \$629k, rental income of \$134k from leasing Council facilities, sale of discontinued roads of \$110k, Roads to Recovery projects design cost recovery of \$90k, Water Sensitive Urban Design (WSUD) drainage program of \$66k and various other cost recoveries of \$268k.
7	Share of surplus of associates accounted for by the equity method Lower than anticipated surplus from investment in Eastern Regional Library.
8	Employee costs Vacant and disestablished positions have resulted in lower than budgeted salaries and wages and oncosts of \$7.1m, mainly due to \$1.5m for aged care services (offset by a reduction in aged care recurrent grant funding due to NDIS transition), \$521k for School Crossing Supervisors program and \$488k for Parks and Bushland team. These have been offset by increased costs for agency staff of \$3.2m in materials and services incurred in order to continue service delivery. Fringe benefits tax was lower than anticipated by \$91k. Higher than anticipated salaries of \$194k related to staff involved in the delivery of capital works treated as capital expenditure. These are offset by higher leave provisions of \$446k and other employee costs of \$159k.

Notes to the Financial Statements

for the year ended 30 June 2019

Note 1. Performance against budget (continued)

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

9 Materials and services

Maintenance expenditure of \$6.9m incurred on projects that were budgeted as capital, increased provision for landfill \$1.6m, increased expenditure in agency staff \$3.2m in order to continue service delivery (partly offset by savings in employee costs), consultant and general maintenance cost of \$940k for parks, reserves and open spaces and planning for Lilydale quarry development, \$510k incurred for the maintenance of Council buildings, public halls and aquatic facilities, \$330k for weed control and bushfire preparedness, and \$290k for sportsfields maintenance.

10 Bad and doubtful debts

Uncollected infringements of \$431k issued prior to January 2017 provided for and referred to the Magistrate's Court. These have been escalated to the Magistrate court and will be collected through the Magistrate court process.

11 Depreciation and amortisation

Result of an increase in the revaluation of Council's Recreation and Community facilities assets in 2017-18.

12 Finance costs

The finance cost budget was based on an expectation of additional borrowing of \$10.3m. This was not required to be borrowed due to receipt of unbudgeted capital grant funding to deliver projects in 2019-20.

13 Net loss on disposal of property, plant and equipment and infrastructure

Higher than anticipated loss is mainly attributable to disposal of roads and other infrastructure assets as a result of capital works completed in 2018-19.

Notes to the Financial Statements

for the year ended 30 June 2019

Note 1. Performance against budget (continued)

1.2 Capital Works

	Budget 2018-19 \$'000	Actual 2018-19 \$'000	Favourable / (Unfavourable) Variance \$'000	Favourable / (Unfavourable) Variance %	Ref
Property					
Land	800	-	800	100.0%	1
Total land	800	-	800	100.0%	
Buildings	16,854	11,108	5,746	34.1%	2
Building improvements	2,413	1,779	634	26.3%	3
Total buildings	19,267	12,887	6,380	33.1%	
Total property	20,067	12,887	7,180	35.8%	
Plant and equipment					
Plant, machinery and equipment	1,929	1,940	(11)	(0.6%)	
Fixtures, fittings and furniture	60	52	8	13.3%	4
Computers and telecommunications	445	244	201	45.2%	5
Total plant and equipment	2,434	2,236	198	8.1%	
Infrastructure					
Roads	18,742	15,872	2,870	15.3%	6
Bridges	435	364	71	16.3%	7
Footpaths and cycleways	4,866	3,694	1,172	24.1%	8
Drainage	2,261	2,056	205	9.1%	
Recreational, leisure and community facilities	4,415	5,268	(853)	(19.3%)	9
Waste management	50	-	50	100.0%	10
Parks, open space and streetscape	6,428	5,612	816	12.7%	11
Off street car parks	643	617	26	4.0%	
Other infrastructure	3,946	4,141	(195)	(4.9%)	
Total infrastructure	41,786	37,624	4,162	10.0%	
Total capital works expenditure	64,287	52,747	11,540	18.0%	
Represented by:					
New asset expenditure	12,539	9,034	3,505	28.0%	
Asset renewal expenditure	32,161	29,420	2,741	8.5%	
Asset expansion expenditure	5,540	4,543	997	18.0%	
Asset upgrade expenditure	14,047	9,750	4,297	30.6%	
Total capital works expenditure	64,287	52,747	11,540	18.0%	

Notes to the Financial Statements

for the year ended 30 June 2019

Note 1. Performance against budget (continued)

(i) Explanation of material variances - Capital works

Capital works overview

The budget of \$64.3m for capital works adopted on 26 June 2018 was comprised of \$46.2m for new works and \$18.1m for carried forward works from 2017-18. The actual carried forward figure for capital works from 2017-18 to 2018-19 amounted to \$18.9m. Council carried forward a total of \$17.4m from 2018-19 to 2019-20, which includes \$11m of unbudgeted capital grant funding received in 2018-19 to deliver projects in 2019-20.

Ref	Commentary
1	Land Council has approved the land acquisition for the Chirnside Park Activity Centre Urban Park. This property will be acquired once the agreement is finalised as negotiations are continuing.
2	Building Due to carry forward of the budget to 2019-20 to deliver projects including the Civic Centre Redevelopment (\$3.7m), Burrinja Cultural Centre Redevelopment (\$1.2m) and Carbon Management Improvement projects (\$700k).
3	Building improvements Works budgeted as capital but treated maintenance in nature.
4	Fixtures, fittings and furniture Due to delay in renewal of furniture at Healesville Memorial Hall.
5	Computers and telecommunications A portion of the 2018-19 budget was forward spent in 2017-18 due to accelerated delivery of this program.
6	Roads \$2.3m budget allocated to deliver the Major Road Streetlights Replacement project in future years. Works of \$2m budgeted as capital but did not meet asset recognition criteria, hence treated as maintenance mainly in sealed roads repair and patching works (\$560k), road pavement rehabilitation and improvement works (\$424k) and intersection sealing works (\$196k). These have been offset by higher than anticipated project cost on projects including Steels Creek Road, Steels Creek (\$800k) and Edward Road and Switchback Road, Chirnside Park Traffic Signals (\$552k).
7	Bridges Works budgeted as capital but treated as maintenance as it did not meet asset recognition criteria.
8	Footpaths and cycleways Footpath rehabilitation works of \$1.1m budgeted as capital but treated as maintenance as it did not meet asset recognition criteria.
9	Recreational, leisure and community facilities Additional funding required to support delivery of Sports Court renewal projects at Kiloran Park, Yarra Glen and Belgrave South and Sports Lighting projects at Wesburn and Queens Park, Healesville.
10	Waste management Wet Waste facility design project on hold due to cost estimates exceeding the allocated budget.
11	Parks, open space and streetscape Delivery of a number of township projects in this program including Warburton Community Recreation Precinct (\$300k), Belgrave township improvements (\$200k), Upwey township masterplan (\$200k) and Olinda Creek shared trail (\$100k) has been delayed due to extensive stakeholder consultation.

Notes to the Financial Statements

for the year ended 30 June 2019

Note 2.1 Analysis of Council results by program

Note 2.1 (a) Directorates / programs

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

Chief Executive's Office and Corporate Services

The Chief Executive's Office works closely with Council advocating on behalf of the municipality on issues of community importance and ensuring that the Council's business affairs are transparent and accessible.

The Corporate Services directorate provides support and coordinates services primarily relating to the internal functions and activities of the organisation. This directorate is responsible for People and Culture (including Human Resources, Payroll, Organisational Development and Workplace Relations), Customer and Business Transformation (including Transformation, Digital, Customer Experience, Corporate Strategy and Communication), Financial Services (including Finance, Procurement, Risk, Governance and Rating Services) and Information Services.

Environment and Engineering

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

Social and Economic Development

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

Organisational Finance

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

Natural Disasters

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

Notes to the Financial Statements

for the year ended 30 June 2019

Note 2.1 Analysis of Council results by program (continued)

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

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

	Income	Expenses	Surplus / (Deficit)	Grants (included in income)	Total Assets
	\$'000	\$'000	\$'000	\$'000	\$'000
2019					
CEO's Office and Corporate Services	999	23,218	(22,219)	90	110,243
Environment and Engineering	18,471	73,195	(54,724)	15,465	980,444
Social and Economic Development	21,763	47,169	(25,406)	12,558	79,261
Organisational Finance	159,203	33,661	125,542	13,612	-
Natural Disasters	2,131	243	1,888	2,131	-
Total	202,567	177,486	25,081	43,856	1,169,948

	Income	Expenses	Surplus / (Deficit)	Grants (included in income)	Total Assets
	\$'000	\$'000	\$'000	\$'000	\$'000
2018					
CEO's Office and Corporate Services	1,134	22,442	(21,308)		111,703
Environment and Engineering	19,595	70,775	(51,180)	13,950	947,450
Social and Economic Development	20,933	44,557	(23,624)	11,360	76,596
Organisational Finance	159,332	36,965	122,367	14,582	-
Natural Disasters	613	983	(370)	613	-
Total	201,607	175,722	25,885	40,505	1,135,749

Notes to the Financial Statements

for the year ended 30 June 2019

Note 3. Funding for the delivery of our services

	2019 \$'000	2018 \$'000
3.1 Rates and charges		
Council uses Capital Improved Value (CIV) as the basis of valuation of all properties within the municipal district. The CIV of a property is the total market value of the land, buildings and any other improvements.		
The valuation base used to calculate general rates for 2018-19 was \$41,914,814,000 (2017-18 \$33,023,072,500). The 2018-19 general rate in the CIV dollar was \$0.002846 (2017-18 \$0.003493)		
General rates	121,249	117,279
Waste management charge	17,948	15,782
Supplementary rates and rate adjustments	529	806
Interest on rates	1,171	1,089
Special rates and charges	240	1,175
Total rates and charges	141,137	136,131

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2019 and the valuation will be applied to the rating year commencing 1 July 2019.

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

Note 3.2 Statutory fees and fines

Infringements and costs	531	832
Town planning fees	1,944	1,869
Court recoveries	668	844
Other	4	2
Total statutory fees and fines	3,147	3,547

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

Note 3.3 User fees

Registration and other permits	1,691	1,591
Child care / children's programs	1,361	1,725
Waste management services	-	732
Animal control	1,092	1,164
Aged and health services	863	898
Leisure centre and recreation	732	646
Other fees and charges	510	439
Building services	479	356
Total user fees	6,728	7,551

User fees are recognised as revenue when the service has been provided, the payment is received or Council has otherwise earned the income, whichever first occurs.

Notes to the Financial Statements

for the year ended 30 June 2019

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

	2019 \$'000	2018 \$'000
Note 3.4 Funding from other levels of government		
Grants were received in respect of the following:		
Summary of grants		
Commonwealth funded grants	23,222	28,755
State funded grants	20,634	11,750
Total grants	43,856	40,505
(a) Operating grants		
Recurrent - Commonwealth Government		
Financial assistance grants *	13,612	14,582
Aged care	4,392	4,176
Family and children	1,990	1,452
Community health	25	21
Recurrent - State Government		
Aged care	1,684	2,311
Maternal and child health	1,685	1,572
School crossing supervisors #	658	
Family and children	663	679
Community safety	461	455
Environmental planning	170	175
Recreation	120	120
Total recurrent operating grants	25,460	25,543
* Council received 50% of its 2019-20 Victorian Grants Commission allocation in 2018-19 and 50% of its 2018-19 Victorian Grants Commission allocation in 2017-18.		
# 2017-18 funding of \$530k for school crossing supervisors was recognised in June 2017.		
Non-recurrent - Commonwealth Government		
Family and children	48	
Community safety	-	11
Non-recurrent - State Government		
Environmental planning	832	863
Community safety	311	26
Family and children	375	466
Natural disaster events	2,131	613
Community health	209	20
Aged care	3	3
Total non-recurrent operating grants	3,909	2,002
Total operating grants	29,369	27,545

Notes to the Financial Statements

for the year ended 30 June 2019

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

Note 3.4 Funding from other levels of government (continued)

	2019 \$'000	2018 \$'000
(b) Capital grants		
Recurrent - Commonwealth Government		
Roads to recovery	1,671	3,378
Total recurrent capital grants	1,671	3,378
Non-recurrent - Commonwealth Government		
Buildings	720	4,869
Recreation, leisure and community	114	266
Roads	650	-
Non-recurrent - State Government		
Buildings	-	1,250
Drainage	50	10
Roads	15	518
Off street carpark	88	-
Recreation, leisure and community	11,172	2,669
Parks, open space and streetscape	7	-
Total non-recurrent capital grants	12,816	9,582
Total capital grants	14,487	12,960
Total grants	43,856	40,505
Unspent grants received on condition that they be spent in a specific manner		
Balance at start of year *	7,380	4,162
Received during the financial year and remained unspent at balance date - operating grants	2,537	1,717
Received during the financial year and remained unspent at balance date - capital grants (Note 5.1 (a))	10,979	4,017
Received in prior years and spent during the financial year	(4,760)	(2,516)
Balance at year end (Note 5.1 (a))	16,136	7,380

* Balance at start of year has been restated as a result of changes identified in unspent grants at balance date after completion of 2017-18 audit.

Grant income is recognised when Council obtains control of the contribution. This is normally obtained upon receipt (or acquittal) or upon earlier notification that a grant has been secured, and are valued at their fair value at the date of transfer.

Where grants or contributions recognised as revenues during the financial year were obtained on condition that they be expended in a particular manner or used over a particular period and those conditions were undischarged at balance date, the unused grant or contribution is disclosed above in this note. The note also discloses the amount of unused grant or contribution from prior years that was expended on Council's operations during the current year.

Notes to the Financial Statements

for the year ended 30 June 2019

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

	2019	2018
	\$'000	\$'000
Note 3.5 Contributions		
Monetary	3,087	6,381
Non-monetary	1,158	4,093
Total contributions	4,245	10,474
Contributions - monetary		
Contributions monetary - resort and recreation fees	1,803	4,191
Contributions monetary - operating	713	655
Contributions monetary - capital	571	1,535
Total contributions - monetary	3,087	6,381
Contributions - non-monetary		
Contributions of non monetary assets were received in relation to the following asset classes:		
Recreational and community facilities	997	
Building	149	148
Drains	12	506
Land		2,185
Roads		480
Footpaths		81
Land under roads		8
Kerb and Channel		609
Furniture		74
Other		2
Total contributions - non-monetary	1,158	4,093

Monetary and non-monetary contributions are recognised as revenue when Council obtains control over the contributed asset.

Note 3.6 Other income

Interest	1,482	1,335
Rent	932	877
Cost recovery and reimbursements	718	627
Other	129	90
Total other income	3,261	2,929

Interest is recognised as it is earned.

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

Notes to the Financial Statements

for the year ended 30 June 2019

Note 4. The cost of delivering services

	2019	2018
	\$'000	\$'000
Note 4.1 Employee costs		
Wages and salaries [#]	49,260	52,669
Superannuation	4,943	4,793
Casual staff	1,700	1,669
Other employee costs	1,464	1,431
WorkCover	649	545
Fringe benefits tax	373	362
Total employee costs	58,389	61,469

[#] Salaries of staff engaged in the delivery of capital works (\$4.1m) have been capitalised in 2018-19. In 2018-19 Council paid \$684k (2017-18: \$1.4m) in redundancy payments as a result of structure changes and service reviews.

(b) Superannuation

Council made contributions to the following funds:

Defined benefit fund

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	276	317
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Accumulation funds

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	2,760	2,732
Employer contributions - other funds	1,907	1,744
Total accumulation funds	4,667	4,476

Employer contributions payable at reporting date	123	121
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Refer to Note 9.3 for further information relating to Council's superannuation obligations.

Notes to the Financial Statements

for the year ended 30 June 2019

Note 4. The cost of delivering services (continued)

	2019 \$'000	2018 \$'000
Note 4.2 Materials and services		
Major contracts payments *	29,561	28,513
Other contract payments	25,662	24,820
Office administration	6,437	6,114
Consultants	4,522	4,292
Utilities	2,998	2,588
Building maintenance	3,108	2,734
Information technology	3,397	3,369
Community seminars and programs	1,214	1,173
General maintenance	1,886	2,271
Other materials and services	540	554
Total materials and services	79,325	76,428
* Major contract payments		
Garbage collection and disposal	8,462	8,190
Contracted services for programmed maintenance	7,132	7,395
General recycling service	3,088	2,386
Green waste collection and disposal	2,459	2,357
Hard waste service	1,932	1,749
Trees reactive maintenance	3,173	3,262
Aquatic facility management	1,493	1,426
Insurance	1,331	1,209
Building Maintenance – minor works	491	539
Total major contract payments	29,561	28,513
Note 4.3 Depreciation and amortisation		
Infrastructure	16,589	15,997
Property	8,371	8,005
Plant and equipment	2,159	2,131
Total depreciation	27,119	26,133
Intangible assets	548	604
Total amortisation	548	604
Total depreciation and amortisation	27,667	26,737

Refer to note 5.2 (b) and 6.2 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.

Notes to the Financial Statements

for the year ended 30 June 2019

Note 4. The cost of delivering services (continued)

	2019 \$'000	2018 \$'000
Note 4.4 Bad and doubtful debts		
Other debtors	440	448
Total bad and doubtful debts	440	448
Movement in provision for doubtful debts		
Balance at the beginning of the year	265	382
New provisions recognised during the year	203	44
Amounts already provided for and written off as uncollectible	(40)	(78)
Amounts provided for but recovered during the year	(14)	(83)
Balance at end of year (Refer Note 5.1 trade and other receivables)	414	265
Provision for doubtful debts is recognised based on expected credit loss model. This model considers both historic and forward looking information in determining the level of impairment. Bad debts are written off when identified.		
Note 4.5 Borrowing costs		
Interest – borrowings	937	1,096
Total borrowing costs	937	1,096
Borrowing costs are recognised as an expense in the period in which they are incurred. Borrowing costs include interest on bank overdrafts and interest on borrowings.		
Note 4.6 Other expenses		
Council contributions and grants	6,879	7,008
Operating lease rentals	483	423
Councillors allowances	375	368
Councillors other expenses and reimbursements	74	74
Auditors remuneration - internal	56	62
Auditors remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	57	56
Auditors remuneration - internal acquittals	12	9
Total other expenses	7,936	8,000

Notes to the Financial Statements

for the year ended 30 June 2019

Note 4. The cost of delivering services (continued)

	2019 \$'000	2018 \$'000
Note 4.7 Net gain / (loss) on disposal of property, infrastructure and plant and equipment		
(a) Assets held for sale		
Proceeds from sale of assets held for sale	-	838
Written down value of assets held for sale	-	(1,051)
Total net loss on disposal of assets held for sale	-	(213)
Loss on sale of an asset is recognised when the control of the asset has passed to the buyer.		
(b) Property, infrastructure and plant and equipment		
Proceeds from sale of assets	716	456
Written down value of assets disposed	(3,508)	(1,787)
Total net loss on disposal of property, plant and equipment and infrastructure	(2,792)	(1,331)
Loss on sale of an asset is recognised when the control of the asset has passed to the buyer.		
Total net loss on disposal of property, plant and equipment and infrastructure	(2,792)	(1,544)

Notes to the Financial Statements

for the year ended 30 June 2019

Note 5 Our financial position

	Note	2019 \$'000	2018 \$'000
Note 5.1 Financial assets			
(a) Cash and cash equivalents			
Deposits at call		51,000	38,500
Cash at bank		16,872	16,232
Cash on hand		4	4
Total cash and cash equivalents		67,876	54,736
(b) Other financial assets			
Term deposits - current		-	13,500
Total other financial assets		-	13,500
Council's cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:			
Trust funds and deposits	5.3 (b)	2,165	2,079
Museum of Lilydale Gift Fund		22	20
Total restricted funds		2,187	2,099
Total unrestricted cash and cash equivalents		65,689	66,137
Intended allocations			
Although not externally restricted the following amounts have been allocated for specific purposes by Council:			
- Cash held to fund carried forward capital works		6,409	19,221
- Funding received in advance held to deliver capital projects		11,032	-
- Development of recreational land	9.1	10,970	10,983
- Government grants	3.4	16,136	7,380
- Capital grants received during the financial year and remained unspent at balance date	3.4	(10,979)	(4,017)
Total funds subject to intended allocations		33,568	33,567

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

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

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

Yarra Ranges Shire Council

Notes to the Financial Statements

for the year ended 30 June 2019

Note 5 Our financial position (continued)

Note 5.1 Financial assets (continued)

	Note	2019 \$'000	2018 \$'000
(c) Trade and other receivables			
Current			
<i>Statutory receivables</i>			
Rates debtors		21,254	18,829
Less: provision for doubtful debts - rates debtors		(111)	(111)
Special rate and charges		608	628
Environmental upgrade agreement receivables		325	-
Net GST receivables		3,318	1,982
Infringement debtors		1,336	1,453
Less: Provision for doubtful debts - infringements		(255)	(101)
<i>Non statutory receivables</i>			
Other debtors		2,954	5,160
Less: provision for doubtful debts - other debtors		(48)	(53)
Total current trade and other receivables		29,381	27,787
Non-current			
<i>Statutory receivables</i>			
Special rates and charges		1,956	2,415
<i>Non statutory receivables</i>			
Other debtors [#]		-	858
Total non-current trade and other receivables		1,956	3,273
Total trade and other receivables		31,337	31,060
Short term and long term receivables are carried at invoice amount. Overdue Rate receivables incur interest at 10%. A provision for doubtful debts is recognised based on an expected credit loss model. This model considers both historic and forward looking information in determining the level of impairment.			
[#] Other debtors of \$858k for 2018 related to the non-current component of Public Open Space contribution for Eastridge development at Maroondah Highway - Chirnside Park. This was received earlier than anticipated in 2018-19.			
d) Ageing of other debtors			
The ageing of Council's other debtors was:			
Current (not yet overdue)		1,107	3,446
Past due by up to 30 days		184	210
Past due between 31 and 180 days		96	375
Past due between 181 and 365 days		194	191
Past due by more than 1 year		1,373	938
Total other trade and other receivables		2,954	5,160
e) Ageing of individually impaired trade and other receivables			
At balance date, other debtors representing financial assets with a nominal value of \$47,825 (2018: \$53,063) were impaired. The amount of the provision raised against these debtors was \$47,825 (2018 \$53,063). The individually impaired debtors relate to other debtors and have been impaired based on expected credit loss model.			
The ageing of trade and other receivables that have been individually determined as impaired at reporting date was:			
Past due between 31 and 180 days		7	13
Past due between 181 and 365 days		-	3
Past due by more than 1 year		41	37
Total impairment of trade and other receivables		48	53

Notes to the Financial Statements

for the year ended 30 June 2019

Note 5 Our financial position (continued)

	Note	2019 \$'000	2018 \$'000
Note 5.2 Non-financial assets			
(a) Other assets			
Accrued income		779	796
Prepayments		1,880	1,078
Total other assets		2,659	1,874
(b) Intangible assets - software			
Gross carrying amount			
Balance at 1 July		4,298	3,965
Additions		103	333
Balance at 30 June		4,401	4,298
Accumulated amortisation and impairment			
Balance at 1 July		(3,150)	(2,546)
Amortisation expense		(548)	(604)
Balance at 30 June		(3,698)	(3,150)
Net book value at the end of the year		703	1,148

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

Notes to the Financial Statements

for the year ended 30 June 2019

Note 5 Our financial position (continued)

	2019	2018
	\$'000	\$'000
Note 5.3 Payables		
(a) Trade and other payables		
Trade payables	11,332	11,203
Accrued expenses	4,301	5,116
Prepaid income	1,378	971
Loan interest accrued	24	30
Total trade and other payables	17,035	17,320
(b) Trust funds and deposits		
Refundable deposits	1,548	1,507
Retention amounts	89	265
Fire services property levy	203	307
Environmental upgrade agreement payables	325	-
Total trust funds and deposits	2,165	2,079

Trade creditors and other current liabilities are amounts due to external parties for the purchase of goods and services and are recognised as liabilities when the goods and services are received. Trade creditors are normally paid 30 days from date of invoice. Interest is not payable on these liabilities.

Purpose and nature of items:

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

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

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

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

During 2018-19, Council entered into EUAs with four business organisations and \$325k were outstanding as receivable, as shown under Note 5.1(c), and payable as shown in the above Note 5.3 (b) as at 30 June 2019.

Notes to the Financial Statements

for the year ended 30 June 2019

Note 5 Our financial position (continued)

	2019 \$'000	2018 \$'000
Note 5.4 Interest-bearing liabilities		
Current		
Borrowings – secured	3,475	3,312
Total current interest-bearing loans and borrowings	3,475	3,312
Non-current		
Borrowings – secured	13,787	17,262
Total non-current interest-bearing loans and borrowings	13,787	17,262
Total interest-bearing loans and borrowings	17,262	20,574
Borrowings are secured against rate income.		
The maturity profile for Council's borrowings is:		
Not later than one year	3,475	3,312
Later than one year and not later than five years	13,147	14,151
Later than five years	640	3,111
Total interest-bearing loans and borrowings	17,262	20,574
Aggregate carrying amount of interest-bearing loans and borrowings:		
Current	3,475	3,312
Non-current	13,787	17,262
Total interest-bearing loans and borrowings	17,262	20,574

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

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

Notes to the Financial Statements

for the year ended 30 June 2019

Note 5 Our financial position (continued)

	Employee \$'000	Landfill restoration \$'000	Special rates and charges \$'000	Other \$'000	Total \$'000
Note 5.5 Provisions					
2019					
Balance at the beginning of the financial year	15,517	4,171	678	5	20,371
Additional provisions	2,413	1,702	48	1	4,164
Amounts used	(1,777)	(1,934)	(156)	-	(3,867)
Increase / (decrease) in the discounted amount arising because of time and effect of any change in discount rate	202	110	-	-	312
Balance at the end of the financial year	16,355	4,049	570	6	20,980
2018					
Balance at the beginning of the financial year	15,291	3,355	640	5	19,291
Additional provisions	1,499	2,359	163	-	4,021
Amounts used	(1,257)	(1,536)	(125)	-	(2,918)
Increase in the discounted amount arising because of time and effect of any change in discount rate	(16)	(7)	-	-	(23)
Balance at the end of the financial year	15,517	4,171	678	5	20,371
				2019	2018
				\$'000	\$'000
(a) Employee provisions					
Current provisions expected to be settled within 12 months					
Annual leave				4,776	4,653
Long service leave				964	884
Other entitlements				158	153
Total current employee provisions expected to be settled within 12 months				5,898	5,690
Current provisions expected to be settled after 12 months					
Annual leave				49	46
Long service leave				8,679	7,953
Total current employee provisions expected to be settled after 12 months				8,728	7,999
Total current employee provisions				14,626	13,689
Non-current					
Long service leave				1,729	1,810
Other entitlements				-	18
Total non-current employee provisions				1,729	1,828
Aggregate carrying amount of employee provisions					
Current				14,626	13,689
Non-current				1,729	1,828
Total employee provisions				16,355	15,517

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

Wages and salaries and annual leave

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

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

Notes to the Financial Statements

for the year ended 30 June 2019

Note 5 Our financial position (continued)

Note 5.5 Provisions (continued)

Long service leave

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

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

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

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

	2019 \$'000	2018 \$'000
Weighted average increase in employee costs	2.25%	2.50%
Weighted average discount rates	1.32%	2.65%

(b) Landfill restoration

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

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

The costs are expected to be in the order of \$4.05m, however this will be dependent on the availability of suitable cover material and the management and treatment of the landfill gas.

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

	2019 \$'000	2018 \$'000
Landfill restoration		
Current	1,713	1,991
Non-current	2,336	2,180
Total landfill restoration	4,049	4,171

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

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

Weighted average increase in costs	2.00%	2.00%
Weighted average discount rates	1.32%	2.65%

(c) Other provisions

Current

Special rates and charges	120	129
Other	6	5
Total current other provisions	126	134

Non-current

Special rates and charges	450	549
Total non-current other provisions	450	549
Total other provisions	576	683

Summary of provisions

Current	16,465	15,814
Non-current	4,515	4,557
Total provisions	20,980	20,371

Notes to the Financial Statements

for the year ended 30 June 2019

Note 5 Our financial position (continued)

	2019 \$'000	2018 \$'000
Note 5.6 Financing arrangements		
Bank overdraft	1,500	1,500
Credit card facilities	400	400
Total facilities	1,900	1,900
Used facilities	54	58
Unused facilities	1,846	1,842

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

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

2019

Operating

Waste Management	11,527	11,815	23,414	-	46,756
Buildings maintenance	2,318	378	109	112	2,917
Roads maintenance	7,843	-	-	-	7,843
Open space management	1,758	990	720	757	4,225
Consultancies	3,445	3,019	4,866	366	11,696
Meals for delivery	54	-	-	-	54
Total operating commitments	26,945	16,202	29,109	1,235	73,491

Capital

Buildings	15,916	15,061	-	-	30,977
Roads	149	-	-	-	149
Other	3,891	329	118	-	4,338
Total capital commitments	19,956	15,390	118	-	35,464
Total commitments	46,901	31,592	29,227	1,235	108,955

2018

Operating

Waste management	11,918	12,201	15,159	-	39,278
Buildings maintenance	2,524	2,562	550	-	5,636
Roads maintenance	7,625	6,929	-	-	14,554
Open space management	1,608	993	-	-	2,601
Consultancies	1,614	996	342	8	2,960
Meals for delivery	550	-	-	-	550
Cleaning contracts for council buildings	660	-	-	-	660
Total operating commitments	26,499	23,681	16,051	8	66,239

Capital

Buildings	4,897	213	138	-	5,248
Roads	737	-	-	-	737
Drainage	110	-	-	-	110
Other	3,292	121	99	-	3,512
Total capital commitments	9,036	334	237	-	9,607
Total commitments	35,535	24,015	16,288	8	75,846

Operating commitments of 2018 have been restated to reflect the fixed component of the contractual commitments in Waste Management and Utilities.

Notes to the Financial Statements

for the year ended 30 June 2019

Note 5 Our financial position (continued)

Note 5.8 Operating leases

	2019	2018
	\$'000	\$'000
Operating lease commitments		
At balance date, the Council had the following obligations under non-cancellable operating leases for the lease of equipment and land and buildings for use within Council's activities (these obligations are not recognised as liabilities).		
Not later than one year	783	799
Later than one year and not later than five years	907	736
Later than five years	954	1,029
Total operating leases	2,644	2,564

Lease payments for operating leases are recognised as an expense in the years in which they are incurred as this reflects the pattern of benefits derived by Council.

Note 6 Assets we manage

Note 6.1 Non-current assets classified as held for sale

Plant and equipment	14	-
Total non-current assets classified as held for sale	14	-

A non-current asset classified as held for sale is measured at the lower of its carrying amount and fair value less costs of disposal, and are not subject to depreciation. Non-current assets, disposal groups, related liabilities and assets are treated as current and classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset's sale is expected to be completed within 12 months from the date of classification.

Notes to the Financial Statements

for the year ended 30 June 2019

Note 6 Assets we manage (continued)

Note 6.2 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment

	At cost/fair adjusted value 30 June 2018	Acquisitions	Contributions	Revaluation	Depreciation	Disposal	Transfers	At cost/fair value 30 June 2019
Property	522,498	5,358	149	19,574	(8,371)	(453)	1,478	540,233
Plant and equipment	8,534	2,666	-	-	(2,159)	(253)	(220)	8,568
Infrastructure	478,961	15,810	1,009	(7,554)	(16,589)	(2,802)	9,340	478,175
Work in progress	18,732	28,810	-	-	-	-	(12,058)	35,484
Total	1,028,725	52,644	1,158	12,020	(27,119)	(3,508)	(1,460)	1,062,460

Summary of Work in Progress (WIP)

	Opening WIP 1 July 2018	Additions	Transfers	project expenditure reclassification	Closing WIP 30 June 2019
Property	3,875	7,891	(1,468)	(10)	10,288
Plant and equipment	-	11	-	-	11
Infrastructure	14,857	20,908	(9,164)	(1,416)	25,185
Total	18,732	28,810	(10,632)	(1,426)	35,484

Notes to the Financial Statements

for the year ended 30 June 2019

Note 6 Assets we manage (continued)

Note 6.2 Property, infrastructure, plant and equipment (continued)

Note	Adjusted opening balance			Movements in fair value					Movements in accumulated depreciation					Closing balance			
	At cost / fair value 1 July 2018	Accumulated depreciation at 1 July 2018	Written down value at 1 July 2018	Acquisition of assets	Contributed assets	Revaluation increments / decrements	Cost / fair value of assets disposed	Transfers	Total	Depreciation and amortisation	Revaluation increments / decrements	Accumulated depreciation of disposals	Transfers	Total	At cost / fair value 30 June 2019	Accumulated depreciation at 30 June 2019	Written down value at 30 June 2019
	\$'000	\$'000	\$'000	\$'000		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000		\$'000	\$'000	\$'000	
Land and Buildings at Fair Value																	
Land																	
Land - specialised	306,525		306,525			7,292			7,292						313,817		313,817
Land - non specialised	29,815		29,815			2,542	(225)		2,317						32,132		32,132
Land – other controlled	25,240		25,240			783			783						26,023		26,023
Land improvements	9,041	(4,319)	4,722	103					103	(308)				(308)	9,144	(4,627)	4,517
Total land	370,621	(4,319)	366,302	103		10,617	(225)		10,495	(308)				(308)	381,116	(4,627)	376,489
Buildings																	
Heritage buildings	5,497	(125)	5,372			(65)			(65)	(125)	250			125	5,432		5,432
Buildings - specialised	153,334	(6,801)	146,533	4,691	149	(6,302)	(2,231)	864	(2,829)	(5,613)	10,409	2,003	(2)	6,797	150,505	(4)	150,501
Buildings - non specialised	1,245	(439)	806			4,430			4,430	(1,926)	235			(1,691)	5,675	(2,130)	3,545
Building improvements	3,261	(1,111)	2,150	564				616	1,180	(339)				(339)	4,441	(1,450)	2,991
Leasehold improvements	1,819	(484)	1,335							(60)				(60)	1,819	(544)	1,275
Total buildings	165,156	(8,960)	156,196	5,255	149	(1,937)	(2,231)	1,480	2,716	(8,063)	10,894	2,003	(2)	4,832	167,872	(4,128)	163,744
Work in progress	3,875		3,875	7,891				(1,478)	6,413						10,288		10,288
Total land and buildings	539,652	(13,279)	526,373	13,249	149	8,680	(2,456)	2	19,624	(8,371)	10,894	2,003	(2)	4,524	559,276	(8,755)	550,521
Plant and equipment at cost																	
Plant, machinery and equipment																	
Plant, machinery and equipment	14,866	(7,932)	6,934	2,329			(1,251)	(50)	1,028	(1,542)		998	37	(507)	15,894	(8,439)	7,455
Fixtures, fittings and furniture	2,515	(1,658)	857	207				(207)		(200)				(200)	2,515	(1,858)	657
Computers and telecomms	2,685	(1,942)	743	130					130	(417)				(417)	2,815	(2,359)	456
Work in progress				11					11						11		11
Total plant and equipment	20,066	(11,532)	8,534	2,677			(1,251)	(257)	1,169	(2,159)		998	37	(1,124)	21,235	(12,656)	8,579
Infrastructure at fair value																	
Roads (See note below*)																	
Roads	491,962	(272,376)	219,586	7,040		(110,644)	(11,730)	4,662	(110,672)	(7,124)	101,759	7,722		102,357	381,290	(170,019)	211,271
Footpaths and cycleways	75,751	(44,619)	31,132	1,315			(68)	937	2,184	(1,449)		9		(1,440)	77,935	(46,059)	31,876
Drainage	230,698	(98,028)	132,670	936	12		(375)	317	890	(2,813)		166		(2,647)	231,588	(100,675)	130,913
Bridges	34,781	(16,579)	18,202				866		866	(482)		183		(299)	35,647	(16,878)	18,769
Recreational, leisure and Community	87,658	(46,963)	40,695	4,065	997		(973)	1,977	6,066	(2,949)		1,343	(35)	(1,641)	93,724	(48,604)	45,120
Parks, open space and streetscapes	17,676	(8,927)	8,749	1,343				1,456	2,799	(729)				(729)	20,475	(9,656)	10,819
Off street car parks	28,000	(8,167)	19,833	48			78	27	153	(669)		(23)	(1)	(693)	28,153	(8,860)	19,293
Other Infrastructure	11,820	(6,222)	5,598	1,063					1,063	(374)				(374)	12,883	(6,596)	6,287
Work in progress	14,857		14,857	20,908				(10,580)	10,328						25,185		25,185
Total infrastructure	993,203	(501,881)	491,322	36,718	1,009	(110,644)	(12,202)	(1,204)	(86,323)	(16,589)	101,759	9,400	(36)	94,534	906,880	(407,347)	499,533
Other																	
Other	2,496		2,496			1,331			1,331						3,827		3,827
Total other	2,496		2,496			1,331			1,331						3,827		3,827
Total	1,555,417	(526,692)	1,028,725	52,644	1,158	(100,633)	(15,909)	(1,459)	(64,199)	(27,119)	112,653	12,401	(1)	97,934	1,491,218	(428,758)	1,062,460

* Roads include the sealed roads sections where both 'treatment' and 'wearing course' components exist. 'Wearing course' components for such sections of the roads have been revalued with zero replacement cost as Council will not replace the 'wearing course' components and only replace 'treatment' component, which will still provide full functionality of these roads.

Notes to the Financial Statements

for the year ended 30 June 2019

Note 6 Assets we manage (continued)

Note 6.2 Property, infrastructure, plant and equipment (continued)

Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date.

In accordance with Council's policy, the threshold limits detailed in the above table have been applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

Asset recognition thresholds and depreciation periods

Major depreciation periods and threshold limits are listed below and are consistent with the prior year unless otherwise stated:

Asset category	Useful lives	Asset threshold limit (\$)
Property		
Land	-	5,000
Land improvements	10-50	1,000
Buildings	50	5,000
Building and leasehold improvements	5-30	1,000 - 5,000
Plant and equipment		
Light plant and equipment	6-10	1,500
Heavy plant and equipment	12	1,500
Motor vehicles	6-8	1,500
Fixtures, fittings and furniture	5-10	1,000
Computers and telecommunication	3-5	1,000
Infrastructure		
Road sub base	100 - 125	5,000
Road base	100 - 135	5,000
Road surface	12-60	5,000
Road treatments	12-30	5,000
Road kerb and channel	50	1,000
Road inventory	30	1,000
Footpaths and cycleways	25-50	1,000
Drainage	50-100	1,000
Bridges	30-120	5,000
Recreational, leisure and community facilities	5-50	1,000
Parks, open space and streetscape	10-50	500
Off street car parks	15-120	1,000
Other infrastructure	25-50	1,000
Intangible assets		
Software	5	10,000
Other		
Art work	-	5,000

Notes to the Financial Statements

for the year ended 30 June 2019

Note 6 Assets we manage (continued)

Note 6.2 Property, infrastructure, plant and equipment (continued)

Land under roads

AASB 1051 - Land Under Roads provides four options (as below) to recognise Land Under Roads:

- (i) recognise all land under roads at fair value (preferred option)
- (ii) recognise all land under roads at (deemed) cost
- (iii) recognise land under roads acquired after 1 July 2008 at fair value
- (iv) recognise land under roads acquired after 1 July 2008 at (deemed) cost

Council has elected to use the option to recognise land under roads acquired after 1 July 2008 at (deemed) cost, which is calculated based on the site value of the municipality per m² discounted by 90% for englobo (undeveloped and / or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services.

Depreciation and amortisation of property, infrastructure, plant and equipment and intangibles

Buildings, land improvements, plant and equipment, infrastructure and other assets having limited useful lives are systematically depreciated over their useful lives to Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives are made on a regular basis with major asset classes reassessed annually. Depreciation rates are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and a separate depreciation rate is determined for each component.

Land and road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life.

Straight line depreciation is charged based on the residual useful life as determined each year.

Repairs and maintenance

Routine maintenance, repair costs and minor renewal costs are expensed as incurred. Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold, the costs are capitalised and depreciated. The carrying value of the replaced asset is expensed.

Leasehold improvements

Leasehold improvements are recognised at cost and are amortised over the unexpired period of the lease or the estimated useful life of the improvement, whichever is the shorter. At balance date, leasehold improvements are amortised over a 30 year period.

Valuation of land and buildings

The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the Comprehensive Income Statement.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the Comprehensive Income Statement.

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

Valuation of Council's land and building has been conducted in June 2019 by Council's qualified independent valuer - Herron Todd White Ltd (Chris Johnson, API Membership Number 62481). Details of Council's land and buildings, information about the fair value hierarchy as at 30 June 2019 and the date of the latest valuation is detailed in the following table.

Council's land improvement assets have not been revalued during the year 2018-19. An indexed based revaluation of land improvement assets was conducted in 2015-16. This valuation was based on the Victorian Producers Price Index.

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Date of Valuation
Property				
Land	-	32,132	-	06/19
Specialised land	-	-	339,840	06/19
Land improvements	-	-	4,517	06/16
Heritage buildings	-	-	5,432	06/19
Buildings	-	3,545	150,501	06/19
Building improvements	-	-	2,991	N/A
Leasehold improvements	-	-	1,275	N/A
Total	-	35,677	504,556	

Notes to the Financial Statements

for the year ended 30 June 2019

Note 6 Assets we manage (continued)

Note 6.2 Property, infrastructure, plant and equipment (continued)

Valuation of infrastructure

Council's Roads assets have been valued at June 2019. A valuation of Council's other infrastructure assets was conducted as set out below at fair value based on replacement cost (Greenfields approach) less accumulated depreciation as at the date of valuation. Details of Council's infrastructure, information about the fair value hierarchy as at 30 June 2019 and the date of the current valuation is detailed in the following table:

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Date of Valuation
Roads			211,271	06/19
Footpaths and cycleways			31,876	06/16
Drainage			130,913	06/16
Bridges			18,769	06/16
Recreational, leisure and community			45,120	06/18
Parks, open space and streetscapes			10,819	06/16
Off street car parks			19,293	06/16
Other infrastructure			6,287	06/16
Total	-	-	474,348	

Description of significant unobservable inputs into level 3 valuations:

Specialised land and land under roads is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 5% and 95%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$1 and \$1,442 per square metre.

Specialised buildings are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement cost is calculated on a square metre basis and ranges from \$5 and \$9,195 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 1 year to 50 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

Infrastructure assets are valued based on the depreciated replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 5 years to 135 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

Reconciliation of specialised land

	2019 \$'000	2018 \$'000
Land under roads	188	188
Parks and reserves	339,652	331,577
Total specialised land	339,840	331,765

Valuation of Art Work

Council's Art Work assets, included in the asset class 'Other', have been valued as at 30 June 2019. The valuation was conducted by Simon Storey Valuers. The fair value of the valuation is \$1.33m.

Notes to the Financial Statements

for the year ended 30 June 2019

Note 6 Assets we manage (continued)

	2019	2018
Note	\$'000	\$'000
Note 6.3 Investments in associates, joint arrangements and subsidiaries		
Investments in Associates accounted for using the equity method are:		
Eastern Regional Library Corporation	4,899	4,706
Total investment in associates	4,899	4,706
On 1 July 1996 the Eastern Regional Library Corporation (ERL) commenced operations. Yarra Ranges Shire Council recognises its interest in the net assets of the ERL as an investment in accordance with AASB 128 'Investments in Associates'. In 2018 Council's interest was 38.72% of net assets (2017 38.72%). This is based on the audited statements of the ERL.		
Fair Value in Council's investment in Eastern Regional Library	4,899	4,706
Council's share of accumulated surplus / (deficit)		
Council's share of accumulated surplus at start of year	4,706	4,236
Reported surplus for year	193	470
Council's share of accumulated surplus at end of year	4,899	4,706
Movement in carrying value of specific investment:		
Carrying value of investment at start of year	4,706	4,236
Share of surplus for year	193	470
Carrying value of investment at end of year	4,899	4,706
Council's share of expenditure commitments:		
Operating commitments	233	457
Total commitments	233	457

Associates are all entities over which Council has significant influence but not control or joint control. Council's investment in associates is accounted for by the equity method as Council has the ability to influence rather than control the operation of the entity. The investment is initially recorded at the cost of acquisition and adjusted thereafter for post-acquisition changes in Council's share of the net assets of the entity. Council's share of the financial result of the entity is recognised in the Comprehensive Income Statement.

Notes to the Financial Statements

for the year ended 30 June 2019

Note 7. People and relationships

Note 7.1 Council and key management remuneration

(a) Related parties

Subsidiaries and Associates

Interests in subsidiaries and associates are detailed in note 6.3.

(b) Key management personnel

Details of persons holding the position of Councillor or other members of key management personnel at any time during the year are:

Councillors

Tony Stevenson	1 July 2018 to 30 June 2019. Mayor 12 November 2018 to 30 June 2019.
Len Cox	1 July 2018 to 30 June 2019. Mayor 1 July 2018 to 11 November 2018.
Noel Cliff	1 July 2018 to 30 June 2019
Jim Child	1 July 2018 to 30 June 2019
Terry Avery	1 July 2018 to 30 June 2019
Fiona McAllister	1 July 2018 to 30 June 2019
Mike Clarke	1 July 2018 to 30 June 2019
Richard Higgins	1 July 2018 to 30 June 2019
Tim Heenan	1 July 2018 to 30 June 2019
Chief Executive Officer	1 July 2018 to 30 June 2019
Director Corporate Services	1 July 2018 to 30 June 2019
Director Social and Economic Development	1 July 2018 to 24 August 2018
Director Environment and Engineering	1 July 2018 to 30 June 2019
Acting Director Corporate Services	20 August 2018 to 16 November 2018 and 17 November 2018 to 14 December 2018
Acting Director Social and Economic Development	27 August 2018 to 30 June 2019
Acting Director Environment and Engineering Services	17 December 2018 to 4 Jan 2019 and 7 Jan 2019 to 1 Feb 2019

	2019	2018
	No	No
Total Number of Councillors	9	9
Total of Chief Executive Officer and other Key Management Personnel (See note below *)	10	4
Total key management personnel	19	13

* This includes five senior officers who acted as Directors while the positions were vacant.

(c) Remuneration of key management personnel

Total remuneration of key management personnel was as follows:

Short-term benefits	1,564	1,607
Long-term benefits	13	28
Total (See note below *)	1,577	1,635

* This includes \$266k paid to senior officers in 2019, identified as key management personnel, when they acted as Directors for the period as specified in the note 7(b) above.

Notes to the Financial Statements

for the year ended 30 June 2019

Note 7. People and relationships (continued)

Note 7.1 Council and key management remuneration (continued)

(c) Remuneration of key management personnel continued

The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:

	2019 No	2018 No
\$0 - \$9,999	1	-
\$10,000 - \$19,999	2	-
\$30,000 - \$39,999	7	7
\$50,000 - \$59,999	1	1
\$60,000 - \$69,999	1	-
\$70,000 - \$79,999	-	1
\$80,000 - \$89,999	2	-
\$130,000 - \$139,999	1	-
\$140,000 - \$149,999	1	-
\$190,000 - \$199,999	1	-
\$250,000 - \$259,999	-	1
\$260,000 - \$269,999	1	2
\$270,000 - \$279,999	1	-
\$390,000 - \$399,999	-	1
Total	19	13

(d) Senior officers remuneration

A Senior Officer, other than a key management personnel, is an officer of Council who:

- a) has management responsibilities and reports directly to the Chief Executive; or
- b) whose total annual remuneration exceeds \$148,000 (2018: \$145,000)

The number of Senior Officers, other than the key management personnel, are shown below in their relevant income bands:

Income range	2019 No	2018 No
\$150,000 - \$159,999	3	3
\$160,000 - \$169,999	2	1
\$170,000 - \$179,999	5	5
\$180,000 - \$189,999	1	1
\$190,000 - \$199,999	2	2
\$250,000 - \$259,999	1	-
Total	14	12
	2019	2018
	\$'000	\$'000
Total remuneration for the reporting year for senior officers included above, amounted to (see note below *)	2,488	2,375

* This includes an amount of \$266k in 2019, related to remuneration paid to senior officers identified as key management personnel, which has also been included under Key Management Personnel remuneration. 2018 figures have been restated to align with the 2019 income range.

Notes to the Financial Statements

for the year ended 30 June 2019

Note 7. People and relationships (continued)

Note 7.2 Related party disclosures

(a) Transactions with related parties

No transactions other than remuneration payments or the reimbursement of approved expenses were entered into by Council with related parties.

(b) Outstanding balances with related parties

There were no outstanding balances with related parties.

(c) Loans to/from related parties

No loan transactions were entered by Council with related parties.

(d) Commitments to/from related parties

There were no commitments in existence at balance date that have been made, guaranteed or secured by the council to a related party other than those related to the employment contracts of Key Management Personnel.

Notes to the Financial Statements

for the year ended 30 June 2019

Note 8. Managing uncertainties

Note 8.1 Contingent assets and liabilities

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed by way of a note and, if quantifiable, are measured at nominal value.

(a) Contingent assets

Subdivisions

There are 16 major subdivisions and other developments underway as at 30 June 2019, from which Council will receive certain assets. The maintenance of these assets will become Council's responsibility once control has passed to Council.

(b) Contingent liabilities

Defined benefits superannuation fund

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme to ensure that the liabilities of the fund are covered by the assets of the fund. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists. At this point in time it is not known if additional contributions will be required, their timing or potential amount.

Insurance

As a local authority with ownership of numerous parks, reserves, roads and other land holdings, Council regularly receives claims and demands allegedly arising from incidents which occur on land belonging to Council. There are 12 outstanding claims as at 30 June 2019 against Council in this regard currently lodged with our liability insurer. Council carries \$600 million of public liability insurance and had a deductible of \$20,000 in 2018-19. The accumulated deductible liabilities are \$230,000 as the maximum liability of Council in any single claim is the extent of its outstanding (unpaid) deductible. The primary insurer is MAV Insurance. There are no claims of which Council is aware which would fall outside the terms of Council's policy.

Bank guarantees

The amount disclosed for financial guarantee in this note is the outstanding amount of the underlying loan that is guaranteed by the Council, not the fair value of the financial guarantee. As at 30 June 2019, Council has provided bank guarantees for community groups totalling \$61,990 (2018: \$169,990). The bank guarantees are secured via a mortgage over Council rates. At balance date Council has received assurances from the clubs that they are continuing to meet all repayments in accordance with the requirements of the loan agreement.

Community organisation	Financial institution	Purpose	Original loan amount	Amount outstanding 30 June 2019	Year loan commenced
Kilsyth & Mountain District Basketball Association Sports Stadium	National Australia Bank	Extension of 2 multi-purpose courts	863,000	41,000	2009-2010
Montrose Football Club	Bendigo Bank	Assist with development of club	25,000	20,990	2014-2015
			888,000	61,990	

Financial guarantee contracts are not recognised as a liability in the Balance Sheet unless the lender has exercised their right to call on the guarantee or Council has other reasons to believe that it is probable that the right will be exercised.

Eastern Regional Waste Management Group – Provision for Rehabilitation of Narre Warren Landfill

Yarra Ranges Shire Council is a member of the Narre Warren Landfill User Group (NWUG) which has created a provision for the site rehabilitation at Narre Warren landfill. Yarra Ranges Shire Council has shared responsibility with the other members of the NWUG for the rehabilitation works. If costs exceed the provision, additional funding may be required as a contribution from the member Councils of the former Eastern Regional Waste Management Group (Least Waste), who managed the works on behalf of NWUG. As at 30 June 2019, NWUG held \$1,863,621.79 (2018: \$1,860,717.75) in trust for future liabilities. If this amount is insufficient to cover the liability, Council's share of the additional liability will be limited to 3.68%. The landfill rehabilitation works are complete and have been handed back to City of Casey. There was no financial contribution made for the 2018-19 financial year.

Enterprise Agreement negotiations

Yarra Ranges Shire Council Enterprise Agreement 2016 (EA) expired on 30 September 2018. Council endeavoured to negotiate a new EA with the Australian Services Union (ASU), the Australian Nursing and Midwifery Federation and Professionals Australia. However, Council and the Unions are at an impasse in relation to the quantum of the proposed pay increases and the wording around the transfer of business clause. Council organised information sessions for staff and a ballot has been deployed through the Australian Election Company to put the draft agreement out to a vote.

A possible obligation of \$920k exists as at 30 June 2019 in relation to the estimated back pay for existing staff, calculated based on an increment proposal of 2.25% by Council for 2018-19.

Note 8.2 Change in accounting standards

The following new Australian Accounting Standards have been issued that are not mandatory for the 30 June 2019 reporting period. Council has assessed these pending standards and has identified the following potential impacts will flow from the application of these standards in future reporting periods.

Revenue from contracts with customers (AASB 15) (applies 2019-20 for LG sector)

The standard shifts the focus from the transaction-level to a contract-based approach. Recognition is determined based on what the customer expects to be entitled to (rights and obligations), while measurement encompasses estimation by the entity of the amount expected to be entitled for performing under the contract. The full impact of this standard is not known however it is most likely to impact where contracts extend over time, where there are rights and obligations that may vary the timing or amount of the consideration, or where there are multiple performance elements. This has the potential to impact on the recognition of certain grant income.

Amendments to Australian Accounting Standards – Deferral of AASB 15 for Not-for-Profit Entities (AASB 2016-7) (applies 2019-20)

This Standard defers the mandatory effective date of AASB 15 for not-for-profit entities from 1 January 2018 to 1 January 2019.

Notes to the Financial Statements

for the year ended 30 June 2019

Note 8. Managing uncertainties (continued)

Note 8.2 Change in accounting standards (continued)

Leases (AASB 16) (applies 2019-20)

The classification of leases as either finance leases or operating leases is eliminated for lessees. Leases will be recognised in the Balance Sheet by capitalising the present value of the minimum lease payments and showing a 'right-of-use' asset, while future lease payments will be recognised as a financial liability. The nature of the expense recognised in the profit or loss will change. Rather than being shown as rent, or as leasing costs, it will be recognised as depreciation on the 'right-of-use' asset, and an interest charge on the lease liability. The interest charge will be calculated using the effective interest method, which will result in a gradual reduction of interest expense over the lease term.

Council has elected to adopt the modified retrospective approach to the transition to the new lease standard. This will mean that only existing operating leases for non low value assets, with remaining terms greater than 12 months, will be recognised on transition (1 July 2019). Council has 42 operating leases, based on the current lease commitments, of which 10 will be impacted as a result of this change. This may result in approximately assets of \$1.5m and equivalent liability recognised.

Income of Not-for-Profit Entities (AASB 1058) (applies 2019-20)

This standard is expected to apply to certain transactions currently accounted for under AASB 1004 Contributions and establishes revenue recognition principles for transactions where the consideration to acquire an asset is significantly less than fair value to enable to not-for-profit entity to further its objectives. Council has identified transactions in relation to the volunteer services where consideration to acquire the service is significantly less than fair value. However, Council will not acquire these services at the same level due to funding constraints if no volunteer contributions are received.

Note 8.3 Financial instruments

(a) Objectives and policies

Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in the notes of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

(b) Market risk

Market risk is the risk that the fair value or future cash flows of our financial instruments will fluctuate because of changes in market prices. Council's exposure to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Our interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes us to fair value interest rate risk. Council does not hold any interest bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating interest rates (on call investment account).

Investment of surplus funds is made with approved financial institutions under the Local Government Act 1989. Council manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment product,
- monitoring of return on investment,
- benchmarking of returns and comparison with budget.

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk, from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have an impact on Council's year end result.

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council has exposure to credit risk on some financial assets included in the Balance Sheet. Particularly significant areas of credit risk exist in relation to outstanding fees and fines as well as receivables from sporting clubs and associations.

To help manage this risk Council:

- has a policy for establishing credit limits for the entities we deal with;
- may require collateral where appropriate; and
- only invests surplus funds with financial institutions which have a recognised credit rating specified in our investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with Council's financial assets is minimal because the main rates debtors are secured by charges over the rateable property.

There are no material financial assets which are individually determined to be impaired.

Notes to the Financial Statements

for the year ended 30 June 2019

Note 8. Managing uncertainties (continued)

Note 8.3 Financial instruments (continued)

(c) Credit risk (continued)

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when Council provides a guarantee for another party. Details of our contingent liabilities are disclosed in Note 8.1 (b).

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.

(d) Liquidity risk

Liquidity risk includes the risk that, as a result of council's operational liquidity requirements it will not have sufficient funds to settle a transaction when required or will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

- has a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- has readily accessible standby facilities and other funding arrangements in place;
- has a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitors budget to actual performance on a regular basis; and
- sets limits on borrowings in line with its borrowing strategy specified in the Long Term Financial Plan.

Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed in the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 8.1 (b), and is deemed insignificant based on prior periods data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period. However, Council has changed its rating strategy to meet the rate cap and presents challenges to liquidity in future years.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at Note 5.4.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

(e) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are "reasonably possible" over the next 12 months:

A parallel shift of +1% and -0.5% in market rates (AUD) from year-end cash rates of 1% as published by the Reserve Bank of Australia.

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

8.4 Fair value measurement

Fair value hierarchy

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy. They are measured at amortised cost.

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair value measurement, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

AASB 13 defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Fair value under AASB 13 is an exit price regardless of whether that price is directly observable or estimated using another valuation technique.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities;

Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and

Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

Notes to the Financial Statements

for the year ended 30 June 2019

Note 8. Managing uncertainties (continued)

Note 8.4 Fair value measurement (continued)

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use on an asset result in changes to the permissible or practical highest and best use of the asset. Further details regarding the fair value hierarchy are disclosed at Note 6.2 Property, infrastructure, plant and equipment.

In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis, ranging from 2 to 5 years. Art works are revalued every five years. The valuation is performed either by experienced council officers or independent experts.

Where the assets are revalued, the revaluation increments are credited directly to the asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation reserve for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

Impairment of assets

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

Note 8.5 Natural disasters

In 2018-19 Yarra Ranges was affected by storms and floods which resulted in an increase in expenditure, particularly contractors and materials and services. The asset restoration works for the assets affected by these events were completed in 2018-19. The claims relating to some of these events were lodged with the Department of Treasury and Finance (DTF) in 2018-19 and the claims approved by DTF have been recognised as income in 2018-19.

	2019	2018
	\$'000	\$'000
Expenditure incurred is as follows:		
Contractors	240	693
Employee costs	3	
General materials and services		290
Total natural disaster events	243	983

Grant funding assistance received for natural disaster events are disclosed in note 3.4.

Note 8.6 Events occurring after balance date

No matters have occurred after balance date that require disclosure in the financial report (2018:nil).

Notes to the Financial Statements

for the year ended 30 June 2019

Note 9. Other matters

Note 9.1 Reserves

	Balance at beginning of reporting period	Increment (decrement)	Balance at end of reporting period
	\$'000	\$'000	\$'000
(a) Asset revaluation reserve			
2019			
Property			
Land	262,893	10,617	273,510
Land improvements	1,716	-	1,716
Buildings	42,107	8,957	51,064
Total property	306,716	19,574	326,290
Infrastructure			
Roads	123,249	(8,885)	114,364
Footpaths and cycleways	11,810	-	11,810
Drainage	58,254	-	58,254
Recreational, leisure and community facilities	18,609	-	18,609
Parks, open space and streetscape	2,110	-	2,110
Off-street car parks	12,277	-	12,277
Other infrastructure	1,985	-	1,985
Bridges	7,461	-	7,461
Total infrastructure	235,755	(8,885)	226,870
Total other	620	1,331	1,951
Total asset revaluation reserve	543,091	12,020	555,111
2018			
Property			
Land	262,893	-	262,893
Land improvements	1,716	-	1,716
Buildings	42,107	-	42,107
Total property	306,716	-	306,716
Infrastructure			
Roads	123,249	-	123,249
Footpaths	11,810	-	11,810
Drainage	58,254	-	58,254
Recreational, leisure and community facilities	8,010	10,599	18,609
Parks, open space and streetscape	2,110	-	2,110
Off-street car parks	12,277	-	12,277
Other infrastructure	1,985	-	1,985
Bridges	7,461	-	7,461
Total infrastructure	225,156	10,599	235,755
Total other	620	-	620
Total asset revaluation reserve	532,492	10,599	543,091

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

Notes to the Financial Statements

for the year ended 30 June 2019

Note 9. Other matters (continued)

Note 9.1 Reserves (continued)

	Balance at beginning of reporting period \$'000	Transfer from accumulated surplus \$'000	Transfer to accumulated surplus \$'000	Balance at end of reporting period \$'000
(b) Other reserves				
2019				
Public open space / development of recreational land	10,983	1,806	(1,819)	10,970
Total other reserves	10,983	1,806	(1,819)	10,970

2018

Public open space / development of recreational land	7,501	4,192	(710)	10,983
Total other reserves	7,501	4,192	(710)	10,983

The Public Open Space Reserve was established to control contributions received from developers that will, upon completion of developments, be utilised to develop recreation and other facilities for residents in the respective development areas.

	2019 \$'000	2018 \$'000
Summary of reserves		
Asset revaluation reserve	555,111	543,091
Other reserves	10,970	10,983
Total reserves	566,081	554,074

Note 9.2 Reconciliation of cash flows from operating activities to surplus / (deficit)

	2019 \$'000	2018 \$'000
Surplus / (deficit) for the period	25,081	25,885
Depreciation and amortisation	27,667	26,737
Loss on disposal of property, plant and equipment and infrastructure	2,792	1,544
Contributions – non-monetary assets	(1,158)	(4,093)
Project expenditure reclassification	1,442	893
Finance costs	937	1,096
Bad debts written off	440	448
Movement in investment in Eastern Regional Library Corporation	(193)	(470)
<u>Change in assets and liabilities:</u>		
Increase / (decrease) in trade and other payables	(1,036)	2,295
(Increase) / decrease in trade and other receivables	(604)	(4,143)
(Increase) / decrease in other assets	(766)	341
Increase / (decrease) in trust funds	86	55
Increase / (decrease) in provisions	611	1,079
Net cash provided by operating activities	55,299	51,667

Notes to the Financial Statements

for the year ended 30 June 2019

Note 9. Other matters (continued)

Note 9.3 Superannuation

Council makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (Vision Super), 'the Fund'. This fund has two categories of membership, accumulation and defined benefit, each of which is funded differently.

Council also makes employer superannuation contributions to various other funds of employees' choice. Obligations for contribution to these funds are recognised as an expense in the Comprehensive Income Statement when they are due.

Accumulation

The Fund's accumulation category, Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2019, this was 9.5% as required under Superannuation Guarantee legislation).

Defined benefits fund

Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan. Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary. For the year ended 30 June 2019, this rate was 9.5% of members' salaries (9.5% in 2017-18).

As at 30 June 2018, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 106%. To determine the VBI, the Fund Actuary used the following long-term assumptions:

Net investment returns 6% pa

Salary inflation 3.5% pa

Price inflation (CPI) 2% pa

The VBI is to be used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2018 interim actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

Vision Super has advised that the VBI at June 2019 quarter end was 107.1%.

2018 interim actuarial investigation surplus amounts

The Fund's interim actuarial investigation as at 30 June 2018 identified the following in the Defined Benefit category of which Council is a contributing employer:

A VBI surplus of \$131.9 million; and

A total service liability surplus of \$218.3 million.

A discounted accrued benefits surplus of \$249.1 million.

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2018. The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses. Council was notified of the 30 June 2018 VBI during August 2018.

2019 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2019. It is anticipated that this actuarial investigation will be completed in October 2019.

Note 9. Other matters (continued)

Note 9.4 Prior period adjustments

		Audited Statements 2018 \$'000	Adjustments 2018 \$'000	Amended Statements 2018 \$'000
	Note			
Restatement of Balance Sheet				
ASSETS				
Total current assets		97,897	-	97,897
Non-current assets				
Property, infrastructure and plant and equipment (See comment below #)	6.2	1,037,101	(8,376)	1,028,725
Other non-current assets		9,127	-	9,127
Total non-current assets		1,046,228	(8,376)	1,037,852
Total assets		1,144,125	(8,376)	1,135,749
Total liabilities		60,344	-	60,344
Net assets		1,083,781	(8,376)	1,075,405

EQUITY

Accumulated surplus		529,707	(8,376)	521,331
Reserves		554,074	-	554,074
Total equity		1,083,781	(8,376)	1,075,405

In 2018-19, Council conducted a data validation exercise on its infrastructure assets. During the process it was discovered that there were assets that were non Council owned assets in the database requiring de-recognition. Offsetting these were Council owned found assets that were not included in the database and not valued as a result. As a result of the data validation, Council is required to adjust the written down values of such assets. A third balance sheet has not been presented to disclose the prior year adjustments as they were considered not material to the comparative amounts in the Balance Sheet. The net changes are displayed in the following table and prior period adjustments have been made in respect of the following non-current assets:

Found Assets

Asset	Replacement Cost	Accumulated Depreciation	Written Down Value
Drainage	475	(175)	300
Footpaths	19	(17)	2
Total	494	(192)	302

Derecognised Assets

Asset	Replacement Cost	Accumulated Depreciation	Written Down Value
Drainage	(9,732)	4,602	(5,130)
Footpaths	(5,292)	1,744	(3,548)
Total	(15,024)	6,346	(8,678)

Net adjustment for found and derecognised assets	(14,530)	6,154	(8,376)
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Yarra Ranges Shire Council

Performance Statement

for the year ended 30 June 2019

Council is required to prepare and include a Performance Statement within its Annual Report. The Performance Statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the *Local Government Act 1989* and *Local Government (Planning and Reporting) Regulations 2014*.

Where applicable the results in the Performance Statement have been prepared on an accounting basis consistent with those reported in the Financial Statements. The other results are based on information drawn from Council information systems or from third parties (e.g. Australian Bureau of Statistics).

The Performance Statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by Council's Strategic Resource Plan. The *Local Government (Planning and Reporting) Regulations 2014* requires explanation of any material variations in the results in the Performance Statement. Yarra Ranges Shire Council has determined a materiality threshold relevant to each indicator which was approved by the Audit and Risk Management Committee for the 2018-19 year.

The forecast figures included in the Performance Statement are those adopted by Council in its Strategic Resource Plan on 25 June 2019 and which form part of the Council Plan. The Strategic Resource Plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The Strategic Resource Plan is in the Council Plan which is available on Council's website, www.yarraranges.vic.gov.au.

About Yarra Ranges

Yarra Ranges Shire Council is situated on metropolitan Melbourne's eastern fringe, 35 km from the Central Business District. It covers an area of almost 2,500 square kilometres. It is well known for its growing tourism industry including the Yarra Valley wine region, farming and the natural beauty of the Dandenong Ranges. The tourism region has experienced an 8% growth over the past five years, now attracts 5.6 million tourists annually and generating an estimated \$619 million gross revenue by businesses and organisations.

The 158,173 residents live in over 55 suburbs, townships and small communities. Yarra Ranges has about 70 per cent of its population living in approximately 3 per cent of the total land area. The remaining population is mostly distributed throughout rural areas. It has a young population, with 19 per cent aged between 5 and 19 years and has a growing ageing population, with the number of people aged over 65 expected to increase by 32% between 2019 and 2029. Yarra Ranges is still attracting couples with children, who are looking for a lifestyle choice in one of the 5,941 new dwellings expected to be built over the next ten years.

Yarra Ranges' economy is strong with 13,428 businesses employing 41,700 people. Manufacturing and construction are the most valuable sectors, yielding \$5.1 billion in regional output. Agriculture is also a strong contributor with an output generating \$706 million in the last year. Retail, construction, education and training, health care and social assistance, and manufacturing industries are the key industry sectors and employ almost 56 per cent of people who work in Yarra Ranges.

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

Performance Statement

Sustainable Capacity Indicators

For the year ended 30 June 2019

Indicator	Results 2016	Results 2017	Results 2018	Results 2019	Material Variation
Population					
Expenses per head of municipal population	\$1,088.72	\$1,144.15	\$1,119.38	\$1,122.10	A slight increase in this indicator from 2018 to 2019 is due to an increase in Council's operating expenses. Being a service delivery organisation, Council will always have significant operating expenses as labour is our main expense. Through careful financial management, Council is making a concerted effort to hold expenditure as low as reasonably possible and make savings where it can.
[Total expenses / Municipal population]					
Infrastructure per head of municipal population	\$4,241.90	\$4,266.07	\$4,310.49	\$4,369.84	The increasing trend indicates that Council continues to fund a robust capital program. Council is fully committed, through its capital works program, to ensure infrastructure is maintained and meets the needs of the community.
[Value of infrastructure / Municipal population]					
Population density per length of road	85.02	85.39	88.04	88.71	The estimated population in Yarra Ranges has slightly increased while the kilometres of local roads have remained the same.
[Municipal population / Kilometres of local roads]					
Own-source revenue					
Own-source revenue per head of municipal population	\$928.06	\$952.00	\$959.52	\$976.56	Council's own source revenue has increased as a result of rate increase. Council has less control over its rate revenue due to the State Government's rate capping framework.
[Own-source revenue / Municipal population]					
Recurrent grants					
Recurrent grants per head of municipal population	\$152.11	\$237.62	\$184.05	\$171.53	The indicator decreases in 2019 as Council received lower Roads to Recovery funding from Commonwealth Government in 2019

[Recurrent grants / Municipal population]					compared to 2018.
Disadvantage					
Relative socio-economic disadvantage	8	8	8	8	Yarra Ranges is ranked in the top 20% of the SEIFA index suggesting low levels of disadvantage, but at a more localised level, it has several pockets of high levels of disadvantage.
[Index of Relative Socio-economic Disadvantage by decile]					

Definitions

"adjusted underlying revenue" means total income other than—

- (a) non-recurrent grants used to fund capital expenditure
- (b) non-monetary asset contributions
- (c) contributions to fund capital expenditure from sources other than those referred to in paragraphs (a) and (b).

"infrastructure" means non-current property, plant and equipment excluding land.

"local road" means a sealed or unsealed road for which Council is the responsible road authority under the *Road Management Act 2004*.

"material variation" is the quantitative threshold set by Yarra Ranges Shire Council and adopted for the 2016-17 results and based its comparable commentary using this threshold.

"population" means the resident population estimated by Council based on the ABS ERP as at 27 March 2019.

"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of Council (including government grants).

"relative socio-economic disadvantage", in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA.

"SEIFA" means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet website decile.

"unrestricted cash" means all cash and cash equivalents other than restricted cash.

Performance Statement

for the year ended 30 June 2019

Indicator	Results 2016	Results 2017	Results 2018	Results 2019	Material Variation
Animal management					As a result of the decrease in reported Animal Management requests Council has experienced a subsequent decrease in the number of prosecution cases.
Health and safety					
Animal management prosecutions	25	20	21	15	
[Number of successful animal management prosecutions]					
Aquatic facilities					Utilisation of pools has remained steady over the past three years. The Olinda Community Pool Association completed its first year of operating the facility and experienced a substantial increase in attendance. This contributed to the increase in the overall number of visits to aquatic facilities over the last 12 months.
Utilisation					
Utilisation of aquatic facilities	3.14	3.17	3.11	3.12	
[Number of visits to aquatic facilities / Municipal population]					
Food safety					The number of non-compliance notifications substantially increased from 12 to 88 over the period due to a greater focus on compliance and prevention.
Health and safety					
Critical and major non-compliance outcome notifications	85.93%	84.09%*	100.00%*	97.73%*	
[Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about food premises] x100					
Governance					Council continues to place a strong focus on consulting with the community to ensure decisions are made in the interest of the community. This is reflected in the
Satisfaction					
Satisfaction with Council decisions	51	53	54	56	

Indicator	Results 2016	Results 2017	Results 2018	Results 2019	Material Variation
[Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]					improved result over the last four years. In line with our revised engagement approach, there has been a greater focus on expanding our use of social media and other digital modes of communication to keep the community informed.
Home and community care					Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
Participation					
Participation in HACC service	21.18%	N/A	N/A	N/A	
[Number of people that received a HACC service / Municipal target population for HACC services] x100					
Participation					Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
Participation in HACC service by CALD people	22.50%	N/A	N/A	N/A	
[Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100					
Libraries					The participation of active members has remained stable over the last 12 months. Yarra Ranges residents continue to have access to seven library branches, three reading rooms and a mobile flexi library service providing various opportunities to further their lifelong learning experiences.
Participation					
Active library members	17.71%	10.87%	11.22%	11.12%	
[Number of active library members / Municipal population] x100					
Maternal and child health					Participation in the Maternal and Child Health Service has increased slightly and remains steady and in line with State trends.
Participation					
Participation in the MCH service	78.47%	74.57%	76.10%	76.66%	
[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100					
					Participation in the Maternal

Indicator	Results 2016	Results 2017	Results 2018	Results 2019	Material Variation
<i>Participation</i>					and Child Health Service by Aboriginal families has increased slightly in the past year. Aboriginal children continue to make up slightly less than 2% of children enrolled in the Maternal and Child Health service.
<i>Participation in the MCH service by Aboriginal children</i>	80.39%	76.69%	75.38%	76.10%	
[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100					
Roads					Whilst storms and heavy rains in previous years had degraded the condition of road network, 2018-19 was drier which resulted in a reduction in customer requests.
<i>Satisfaction</i>					
<i>Satisfaction with sealed local roads</i>	58	57	49	55	
[Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]					It is important to note that 31% of sealed kilometres of road within the municipality are managed by the Department of Transport (previously known as VicRoads). The community satisfaction rating reflects both Council and Department of Transport roads.
Statutory Planning					The proportion of Council decisions upheld at VCAT has remained stable whilst the total number of applications going to VCAT almost doubled from 17 to 33 applications.
<i>Decision making</i>					
<i>Council planning decisions upheld at VCAT</i>	68.29%	70.00%	41.18%	42.42%	
[Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100					
Waste Collection					The diversion rate to landfill has been increasing over the past four financial years, reflecting a positive change in behaviours and attitudes towards recycling.
<i>Waste diversion</i>					
<i>Kerbside collection waste diverted from landfill</i>	47.48%	48.49%	48.43%	49.15%	
[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100					

Definitions

"Aboriginal child" means a child who is an Aboriginal person.

"Aboriginal person" has the same meaning as in the Aboriginal Heritage Act 2006.

"active library member" means a Yarra Ranges member of the Eastern Regional Library who has borrowed a physical or electronic book from the library in the last 12 months.

"Annual Report" means an annual report prepared by a Council under sections 131, 132 and 133 of the Act.

"CALD" means culturally and linguistically diverse and refers to persons born outside Australia in a country whose national language is not English.

"critical non-compliance outcome notification" means a notification received by Council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to Council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health. In Yarra Ranges a critical non-compliance will be followed up within 48 hours.

"food premises" has the same meaning as in the *Food Act 1984*

"HACC program" means the Home and Community Care program established under the Agreement entered into for the purpose of the Home and Community Care Act 1985 of the Commonwealth.

"HACC service" means home help, personal care or community respite provided under the HACC program.

"local road" means a sealed or unsealed road for which Council is the responsible road authority under the *Road Management Act 2004*.

"major non-compliance outcome notification" means a notification received by a council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to Council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken. In Yarra Ranges a major non-compliance will be followed up within 90 days.

"MCH" means the Maternal and Child Health Service provided by Council to support the health and development of children within the municipality from birth until school age.

"population" means the resident population estimated by Council.

Performance Statement

Financial Performance Indicators

for the year ended 30 June 2019

	Results					Forecasts		
Indicator	2016	2017	2018	2019	2020	2021	2022	Material Variation
Efficiency								
Revenue level								Increase in this indicator denotes the rate increase during 2019 and anticipated rate increases in the future years. * 2018 indicator has been restated as a result of a correction in the number of residential assessments.
Average residential rate per residential property assessment	\$1,782.42	\$1,891.03	\$1,944.50*	\$2,053.29	\$2,080.98	\$2,142.27	\$2,203.71	
[Residential rate revenue / Number of residential property assessments]								
Expenditure level								The ratio is increasing each year as Council has significant operating expenses being a service delivery organisation, employee cost being our main expense. Council is making a concerted effort to hold expenditure as low as reasonably possible and make savings where it can. Unless Council decreases its services, it is unlikely this measure will decrease further over time. * 2018 indicator has been restated as a result of a correction in the total number of property assessments.
Expenses per property assessment	\$2,549.34	\$2,721.27	\$2,717.92*	\$2,723.35	\$2,685.96	\$2,733.54	\$2,746.54	
[Total expenses / Number of property assessments]								
Workforce turnover								Compared to 2018 Council had a fewer service reviews and structural changes in 2019, which has resulted in a decrease in workforce turnover. Council does not project the future resignations and terminations compared to average staff due to the unknown nature of these denominators.
	12.97%	13.89%	15.96%	12.31%	-	-	-	
[Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100								

	Results					Forecasts		
Indicator	2016	2017	2018	2019	2020	2021	2022	Material Variation
Liquidity								
Working capital								A slight increase in working capital from 2018 to 2019 is due to rate increase and Council receiving unbudgeted capital grant funding in 2019. The downward trend in the future years is due to the forecasted delivery of capital works funded by additional borrowings of \$38m, in alignment with 2019-20 adopted budget and the Long Term Financial Plan. Council continues to experience liquidity challenges as a result of rate capping, which has limited Council's ability to fund capital works from the rates revenue.
Current assets compared to current liabilities	228.42%	227.80%	254.11%	255.31%	136.32%	110.73%	111.55%	
[Current assets / Current liabilities] x100								
Unrestricted cash								Council's unrestricted cash decreases in 2019 and further to 17.42% in 2022 due to the actual and forecasted delivery of capital works, co-funded by additional borrowings of \$38m from 2019 to 2022, in alignment with 2019-20 adopted budget and Long Term Financial Plan. Council continues to experience liquidity challenges as a result of rate capping, which has limited Council's ability to fund capital works from the rates revenue. * 2018 indicator has been restated as a result of a change in unspent grant funding carried forward from 2017-18.
Unrestricted cash compared to current liabilities	73.73%	82.69%	84.55%*	82.07%	33.07%	14.69%	17.42%	
[Unrestricted cash / Current liabilities] x100								
Obligations								
Asset renewal								Increase in this indicator in 2018-19 and in the future years reflects Council's commitment towards spending dedicated funds for renewal of assets as Council is committed to close its asset renewal gap
Asset renewal compared to depreciation	69.92%	67.84%	64.67%	108.48%	123.11%	119.94%	118.97%	
[Asset renewal expenses / Asset								

Indicator	Results					Forecasts		Material Variation
	2016	2017	2018	2019	2020	2021	2022	
depreciation] x100								through its 15 years asset renewal strategy.
<i>Loans and borrowings</i>								Decrease of 2.99% from 2018 to 2019 is due to loan repayments in 2019.
<i>Loans and borrowings compared to rates</i>	21.66%	18.16%	15.24%	12.25%	14.36%	23.85%	25.12%	Council has forecasted additional borrowings of \$38m in the years from 2020 to 2022 to fund the delivery of the capital works program, in alignment with 2019-20 adopted budget and the Long Term Financial Plan. However, the actual borrowings will depend on the delivery of the capital works program during these years.
[Interest bearing loans and borrowings / Rate revenue] x100								
<i>Loans and borrowings repayments compared to rates</i>	3.45%	3.26%	3.15%	3.02%	3.43%	4.77%	5.65%	This indicator has decreased from 2018 to 2019 as a result of loan repayments. The indicator trends upward in the future years as Council has forecasted the borrowings in the years from 2020 to 2022 based on the funding required for the delivery of the capital works program for these years. However, the actual borrowings will depend on the delivery of the capital works program during these years.
[Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100								
<i>Indebtedness</i>								A decrease of 2.64% from 2018 to 2019 is mainly due to loan repayments. An upward trend in the future years is due to forecasted borrowings in the years from 2020 to 2022 based on the funding required for the delivery of the capital works program for these years. However, the actual borrowings will depend on the delivery of the capital works program during
<i>Non-current liabilities compared to own source revenue</i>	19.92%	16.56%	14.49%	11.85%	13.38%	21.10%	22.51%	
[Non-current liabilities / Own source revenue] x100								

	Results					Forecasts		
Indicator	2016	2017	2018	2019	2020	2021	2022	Material Variation
								these years.
Operating position								A slight decrease in this indicator from 2018 to 2019 relates to higher monetary contributions and Roads to Recovery recurrent funding received in 2018, partly offset by rate increase. The upward trend from 2020 to 2022 is due to projected rate increases in the future.
Adjusted underlying result								
Adjusted underlying surplus (or deficit)	2.46%	5.93%	5.73%	5.60%	4.69%	5.96%	7.01%	
[Adjusted underlying surplus (deficit)/ Adjusted underlying revenue] x100								
Stability								The trend is slightly increasing each year, indicating Council’s reliance on rate revenue. Council continues to seek other sources of revenue (e.g. surplus asset rationalisation) and cost savings, however to maintain services and deliver a robust capital program and renew our assets, the reliance on rate revenue continues to increase and this is very challenging in a rate capping environment.
Rates concentration								
Rates compared to adjusted underlying revenue	73.38%	70.56%	72.40%	74.94%	77.68%	77.26%	77.95%	
[Rate revenue / Adjusted underlying revenue] x100								
Rates effort								Increase in the Capital Improved Value of rateable properties in the municipality in 2019 has resulted in a decrease of 0.07% in this indicator from 2018 to 2019. Future trend is increasing slightly due to Council’s projected rates increases in the future years.
Rates compared to property values	0.41%	0.40%	0.41%	0.34%	0.34%	0.35%	0.36%	
[Rate revenue / Capital improved value of rateable properties in the municipality] x100								

Definitions

"adjusted underlying revenue" means total income other than:

- (a) non-recurrent grants used to fund capital expenditure
- (b) non-monetary asset contributions

(c) contributions to fund capital expenditure from sources other than those referred to above.

"adjusted underlying surplus (or deficit)" means adjusted underlying revenue less total expenditure.

"asset renewal expenditure" means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability.

"current assets" has the same meaning as in the AAS.

"current liabilities" has the same meaning as in the AAS.

"non-current assets" means all assets other than current assets.

"non-current liabilities" means all liabilities other than current liabilities.

"non-recurrent grant" means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council's Strategic Resource Plan.

"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants).

"population" mean the resident population estimate by council.

"rate revenue" means revenue from the general rates, municipal charges, service rates and service charges.

"recurrent grants" means a grant other than a non-recurrent grant.

"residential rates" means revenue from general rates, municipal charges, service rates and service charges levied on residential properties.

"restricted cash" means cash and cash equivalents, within the meaning of the AAS, that are not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year.

"unrestricted cash" means all cash and cash equivalents other than restricted cash.

Performance Statement

for the year ended 30 June 2019

Certification of Performance Statements

In my opinion the accompanying Performance Statement has been prepared in accordance with the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.



Vishantri Perera

Acting Director – Corporate Services

Bsc. (Bus Admin), CPA

27 August 2019

In my opinion, the accompanying Performance Statement of the Yarra Ranges Shire Council for the year ending 30 June 2019 presents fairly the results of Council's performance in accordance with the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

The Performance Statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the Performance Statement to be misleading or inaccurate.

We have been authorised by Council and by the *Local Government (Planning and Reporting) Regulations 2014* to certify this performance statement in its final form.



Cr Tony Stevenson

Mayor

27 August 2019



Cr Richard Higgins

27 August 2019



Tammi Rose

Chief Executive Officer

27 August 2019

Independent Auditor's Report

To the Councillors of Yarra Ranges Shire Council

Opinion	<p>I have audited the accompanying performance statement of Yarra Ranges Shire Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • description of municipality for the year ended 30 June 2019 • sustainable capacity indicators for the year ended 30 June 2019 • service performance indicators for the year ended 30 June 2019 • financial performance indicators for the year ended 30 June 2019 • notes to the performance statement • certification of the performance statement. <p>In my opinion, the performance statement presents fairly, in all material respects, the performance of the council for the year ended 30 June 2019, in accordance with the performance reporting requirements of Part 6 of the <i>Local Government Act 1989</i>.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Performance Statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the performance statement	<p>The Councillors of the council are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 1989</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the statement of performance that is free from material misstatement, whether due to fraud or error.</p>
Auditor's responsibilities for the audit of the performance statement	<p>As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion.</p> <p>Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists.</p>


Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement.

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

- identify and assess the risks of material misstatement of the performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether the performance statement represents the underlying events and results in a manner that achieves fair presentation.

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

MELBOURNE
12 September 2019


Jonathan Kyvelidis
as delegate for the Auditor-General of Victoria

Glossary

Amortisation	The systematic allocation of the depreciable amount of an intangible asset over its useful life.
ABW	ABW stands for Activity Based Working environment, which provides employees with the flexibility to choose a place in the office where it is most suitable for them to complete their work tasks.
Best Value	Best on offer services that meet the needs of the community, encouraged by State Government legislation which requires all Councils to review all services on an ongoing basis.
Business Excellence Framework	The Business Excellence Framework is an integrated leadership and management system that describes the elements essential to sustainable organisational excellence. Yarra Ranges has adopted this framework to form the Business Excellence Program.
Business Excellence Program	A program adapted from the Business Excellence Framework which aims to make Yarra Ranges a high performing organisation through a systems approach, increasing our customer focus and by building a culture of continuous improvement.
Capital Expenditure	The expenditure on items which are expected to produce future economic benefits for Council, with a useful life in excess of 12 months.
Capitalisation	The process whereby expenditure is charged to an account in the Statement of Financial Position rather than to an expense account.
Chief Executive Officer	The head of the organisation.
Council Plan 2017-21	Strategic document that sets Council's direction for four years, identifying key objectives, strategies and actions to be undertaken.
Current Assets	Assets where Council expects to receive the future economic benefit within the next 12 months unless the asset is restricted from being exchanged or used to settle a liability for at least 12 months after the reporting date.
Current Liabilities	Liabilities where Council expects to fulfil its obligation within the next 12 months unless the Council does not have an unconditional right to defer settlement of the liability for at least 12 months after reporting date.
Depreciation	The process of allocating the value of a non-current physical asset over its useful life having regard to any residual value remaining at the end of that economic life.
Enterprise Agreement	A formal agreement on pay and conditions established jointly by employers and employees in an individual workplace.
Gain/ (Loss) on Disposal	The gross proceeds of sale less the carrying amount of the asset at the time of disposal and expenses directly incurred in disposing of that asset.
Grants – non-recurrent income	Grant income received for a 'one off' specific purpose, generally for a particular project.
Grants – recurrent income	Grant income received on a regular basis (i.e. quarterly, annually) and granted to Council by another entity for specific or general purposes.
Gross Regional Product	Gross regional product (GRP) is a monetary measure of the market value of all final goods and services produced in a region in a period of time (quarterly or yearly).
Income Statement	Measures Council's operating performance over the year and shows if a profit or loss has been made in delivering services.

Infrastructure	Physical assets of Council or of another entity that contribute to meeting the public's need for access to major economic and social facilities and services.
Key Performance Indicator	A significant measure used on its own, or in combination with other key performance indicators, to monitor how well a business is achieving its quantifiable objectives.
Liabilities	Future sacrifices of service potential or economic benefits that Council is currently obliged to make to other entities as a result of past transactions or other past events.
Medal of the Order	In the Australian honours system appointments to the Order of Australia confer the highest recognition for outstanding achievement and service. The Medal of the Order of Australia is awarded for service worthy of particular recognition.
Municipal Association of Victoria	A body established to protect the interests, rights and privileges of local government.
Net assets	The difference between total assets and total liabilities, which represents Council's net worth. Net assets are also equal to total equity.
Non-current assets	Assets where the future economic benefit is not expected to be received within the next 12 months or where the asset is restricted from being exchanged or used to settle a liability for at least 12 months after the reporting date.
Occupational Health and Safety	The process by which Council creates a safe environment for its employees, the community, contractors, and visitors.
Operating Leases	A lease under which the lessor effectively retains substantially all the risks and benefits incidental to ownership of the leased asset.
Rate capping	In 2015, a system to cap rates was introduced to limit the amount of revenue increases a council can levy through rates. All of Victoria's 79 councils have been operating under rate caps since 1 July 2016. Each year the Minister for Local Government sets a cap on rate increases based on that period's Consumer Price Index (CPI) and advice from the Essential Services Commission (ESC).
SafetyMAP	Safety Management Achievement Program – an audit tool provided by WorkSafe Victoria used to undertake an independent audit and review of our health and safety management system.
Surplus (deficit)	Represents the difference between total revenues, expenses, net gain (loss) on disposal of property, plant and equipment, infrastructure and share of net profits (losses) of associates and joint ventures accounted for by the equity method.
Sustainability	Meeting the needs of the present community without compromising the ability of future generations to meet their own needs.
tCO2e	CO2e is the shorthand for carbon dioxide equivalents. It is the standard unit in carbon accounting to quantify greenhouse gas emissions, emissions reductions and carbon credits, expressed in tons (t).
Wards	The geographical area of Yarra Ranges Council is broken into nine electoral divisions named wards. Each ward has one elected representative.

Abbreviations

AASB	- Australian Accounting Standards Board
ABS	- Australian Bureau of Statistics
ABW	- Activity Based Working Environment
AICD	- Australian Institute of Company Directors
CEO	- Chief Executive Officer
CIV	- Capital Improved Value
CPA	- Certified Practising Accountants
Cr	- Councillor
DAC	- Disability Advisory Committee
EA	- Enterprise Agreement
EAP	- Employee Assistance Program
EFT	- Equivalent full time
ETC	- Eastern Transport Coalition
ERG	- Eastern Region Group
ERPN	- Eastern Region Procurement Network
FOI	- Freedom of Information
GRP	- Gross Regional Product
HACC	- Home and Community Care
IBAC	- Independent Broadbased Anti-corruption Commission
LGBTIQ	- Lesbian, Gay, Bisexual, Trans and Gender Diverse, Intersex, Queer
MAV	- Municipal Association of Victoria
OAM	- Medal of Order of Australia
OHS	- Occupational Health and Safety
SEIFA	- Socio-Economic Indexes for Areas
SLT	- Strategic Leadership Team
tCO₂e	- tons of carbon dioxide equivalents
UNESCO	- United Nations Educational, Scientific and Cultural Organization




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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

**This document is available
in text format online at
yarraranges.vic.gov.au**

National Relay Service

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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,
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