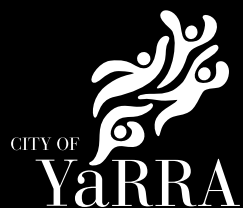


Annual Report

2025/26



Wominjeka

We acknowledge Wurundjeri Woi-wurrung People and their ongoing connection to the land, water, and sky Country. We pay our respects to Elders past and present for their continued care of Culture and Country.

Source: Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation, Whole of Country Plan 2025–2035 (2025), opening acknowledgement.

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Yarra Council language line

العربية 9280 1930

中文 9280 1937

Ελληνικά 9280 1934

Italiano 9280 1931

Español 9280 1935

Tiếng Việt 9280 1939

Other 9280 1940

REF 20837

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Introduction

Purpose of this document

The 2025/26 Yarra City Council (Annual Report) provides an overview of Council's performance over the past year. It tracks our progress in delivering the Council Plan 2025-29, Council Plan Action Plan 2025/26, Municipal Public Health and Wellbeing Plan 2025-29, Capital Works Program and Budget, while also providing a broader reflection on our corporate governance and organisational performance.

The Annual Report meets the requirements set out under the Local Government Act 2020 and supports transparency, demonstrates accountability and reports on Council's performance in delivering its strategic objectives.

The 2025/26 Annual Report showcases the meaningful work Council delivers for the community each and every day. This work is guided by, and captured through, our policies, plans and strategies, and reflects Council's ongoing commitment to delivering services, programs and projects that support the Yarra community.

The contents of this report are guided by the following:

- Yarra City Council's Council Plan 2025–29
- Local Government Act 2020
- Local Government (Planning and Reporting) Regulations 2020
- Local Government Performance Reporting Framework (mandatory)
- Government Victoria's Better Practice Guide.

Copies of the Annual Report

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Message from the Mayor

Roads, bins and parks. Over the year, the new Council has done that work, and this report shows that. But if that's all we thought local government was for, we'd be missing the point. Local government exists to make sure people can live decent lives in the place they call home. That's the standard I hold this Council to.

This year we started delivering our new Council Plan — a plan built with the community, not handed down to it. But plans on paper don't matter unless people can feel the difference in their day-to-day lives. This Annual Report shows what that looked like this year.

We put \$33.6 million into capital works, representing 157 projects. That's not just a number. It's the new Yambla Pavilion that delivers modern, inclusive and accessible facilities that support local clubs and encourage participation for women and girls. It's footpaths people can walk on safely. It's playgrounds rebuilt for the kids who'll use them for the next decade. It's drainage that keeps homes dry when it rains.

More than 130,000 people came out to council-supported festivals and events this summer. That matters more than it might sound. In a City, feeling connected to your neighbours is part of what makes a place liveable, and it's part of what keeps a local economy going.

We know not everyone in Yarra starts from the same place, and we don't pretend otherwise. That's why we put over \$1.5 million into community grants this year, backing First Peoples projects, multicultural organisations, food security programs and neighbourhood groups — because the people closest to a problem are usually the ones with the best ideas for solving it. We adopted a new policy to support older residents. We invested in reducing isolation and improving accessibility. None of that makes headlines. All of it makes a difference.

On climate, we didn't just talk, we acted. Twenty-six new electric vehicle charging locations. An expanded home energy upgrade program. New community energy projects. Real, practical help for households trying to get through extreme weather. Climate change isn't a future problem for someone else to solve — it's already here, and local government has a role to play in making sure the cost of the transition doesn't fall hardest on the people who can least afford it.

We also made it easier for residents to genuinely shape decisions, through a new Community Engagement Policy, as good decisions get made when the people affected by them get a real say, not just a token one.

And we did all of this while strengthening our finances through building up our reserves and reducing debt. It means we're in a stronger position to keep delivering for you next year, and the year after that.

None of this was one person's achievement. I want to thank my fellow Councillors for debating hard and still finding a way forward together. I want to thank our CEO, Sue Wilkinson, and every Council staff member whose work fills the pages of this report. And most of all, I want to thank the people of Yarra — everyone who showed up to a consultation, volunteered, ran a small business, or just cared enough to share an idea. This City works because you do.

There's more to do. There always is. But I'm proud of this year, and I'm looking forward to the next one.

Regards,

Cr Stephen Jolly
Mayor, Yarra City Council



Message from the Chief Executive Officer

This Annual Report reflects the first year of delivery under the Council Plan 2025–29. It is a useful point to take stock of where Council stands financially, because the plan itself sets an improved financial position as one of the measures of success between now and 2029.

Council recorded an operating result of \$31.1 million for 2025/26, \$15.5 million above budget, and ended the year in a stronger position than it began, with higher reserves, more unrestricted cash, and lower borrowings. That result needs some context, because much of the variance to budget reflects timing rather than genuine gains. A portion of our Enterprise Resource Planning (ERP) program shifted into 2026/27, an early Commonwealth grant payment was recognised a year ahead of the services it will fund, and a scheduled asset revaluation reduced this year's depreciation charge. None of these change the underlying financial task in front of us; they change when certain figures land on the ledger.

The more meaningful number, in some respects, is the \$2.4 million fall from last year's \$33.5 million result. Council held operating costs steady. The movement came from higher depreciation on a larger recorded asset base, and from higher bad debt expense linked to unrecovered parking infringements.

Set against that is a genuinely positive finding, our infrastructure condition assessments show assets lasting longer than expected, because they're being renewed on schedule. Maintaining assets on time costs less than replacing them after the fact, and that discipline is now showing up in the numbers.

We also made further progress on the Financial Sustainability Strategy (FSS) adopted in December 2023, the first of its kind among Victorian councils.

Our Risk Mitigation and Strategic Growth Reserves grew from \$14 million to \$25.9 million over the year, and borrowings fell to \$21.3 million, a reduction of \$4.7 million. Unrestricted and unallocated cash rose to \$44.6 million, giving Council more capacity to absorb unplanned costs without borrowing or deferring committed works. We met all financial covenants attached to our Treasury Corporation of Victoria borrowings, and Council complied with the state's three per cent rate cap, as it has every year since the cap's introduction.

Capital investment reached \$33.6 million across 157 completed projects, including the Yambla Pavilion upgrade, the new Yallabirrang Kindergarten, and the Church Street intersection and bike lane works.

Our asset renewal ratio came in at 0.97 against a target of 1.06 — close, but a reminder that renewal spending needs to keep pace with a growing and ageing asset base if we're to avoid a maintenance backlog building up.

The financial pressures ahead are clear enough to name directly. Development contribution income, a significant funding source for new community infrastructure, was materially below budget this year as development activity slowed across the municipality.

Combined with rising construction and renewal costs, this is the principal challenge the *Financial Sustainability Strategy* will need to manage over the coming term.

I want to thank the finance team and colleagues across Council for the discipline this result reflects, and all Council staff whose work, across every service and project, is what these figures ultimately represent.

Regards,

Sue Wilkinson
Chief Executive Officer, Yarra City Council



Community profile

Population

101,356 (Estimated Resident Population 2026 June 2025)

5,157 people per square km

88% live in medium and high-density dwellings (compared to 53% in Greater Melbourne)

Diversity

29% born overseas

20% speak a language other than English at home

Top languages spoken at home other than English, are Vietnamese, Greek, Mandarin, Italian, and Cantonese

3,671 (4.1%) people do not speak English at all or do not speak it well

Religion

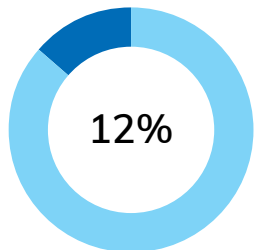
36 religions in total

34% of the population nominated a religion

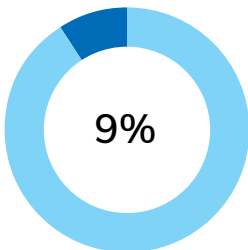
59% said they had no religion



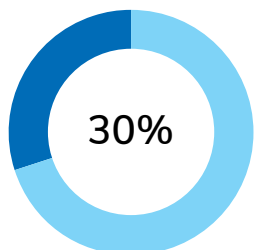
Ages



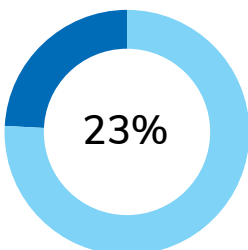
ages 0-17



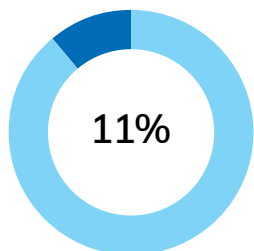
ages 18-24



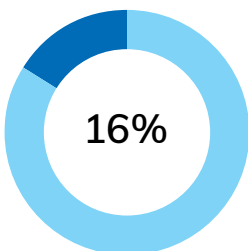
ages 25-34
(compared to 16% in Greater Melbourne)



ages 35-49



ages 50-59



ages 60+

Household type

15% couples with children (compared to 33% in Greater Melbourne)



6% one parent families (compared to 10% in Greater Melbourne)

11% live in share houses (compared to 4% in Greater Melbourne)

More than one third (35%) live alone (compared to 34% in Greater Melbourne)

Household tenure

8% of households live in social housing (compared to 2% Greater Melbourne)

43% of households are privately renting (compared to 27% in Greater Melbourne)

19% of households fully own their home (compared to 29% in Greater Melbourne)



23% of households have a mortgage (compared to 36% in Greater Melbourne)

Employment

96% are employed { 65% full-time
26% part-time

4% (2,260) are unemployed (compared to 5% in Greater Melbourne)

64% of workers are in managerial and professional occupations (compared to 41% in Greater Melbourne)

Income

Median weekly household income \$2,270



26% earn a high individual income more than \$2,000 a week

20% earn a low individual income of less than \$500 a week

Education

56% have a bachelor or higher degree (compared to 33% in Greater Melbourne)



8% have a diploma or advanced diploma

8% have a trade qualification

22% have no qualification

Transport

19% don't own a car (compared to 8% in Greater Melbourne)



18% of residents use sustainable or active transport to get to work in 2021, noting the significant drop from 2016 (49%), likely due to COVID-19

Homelessness

729 people experiencing homelessness

81 people newly identified as experiencing homelessness (year to June 2026; 216 since July 2023).

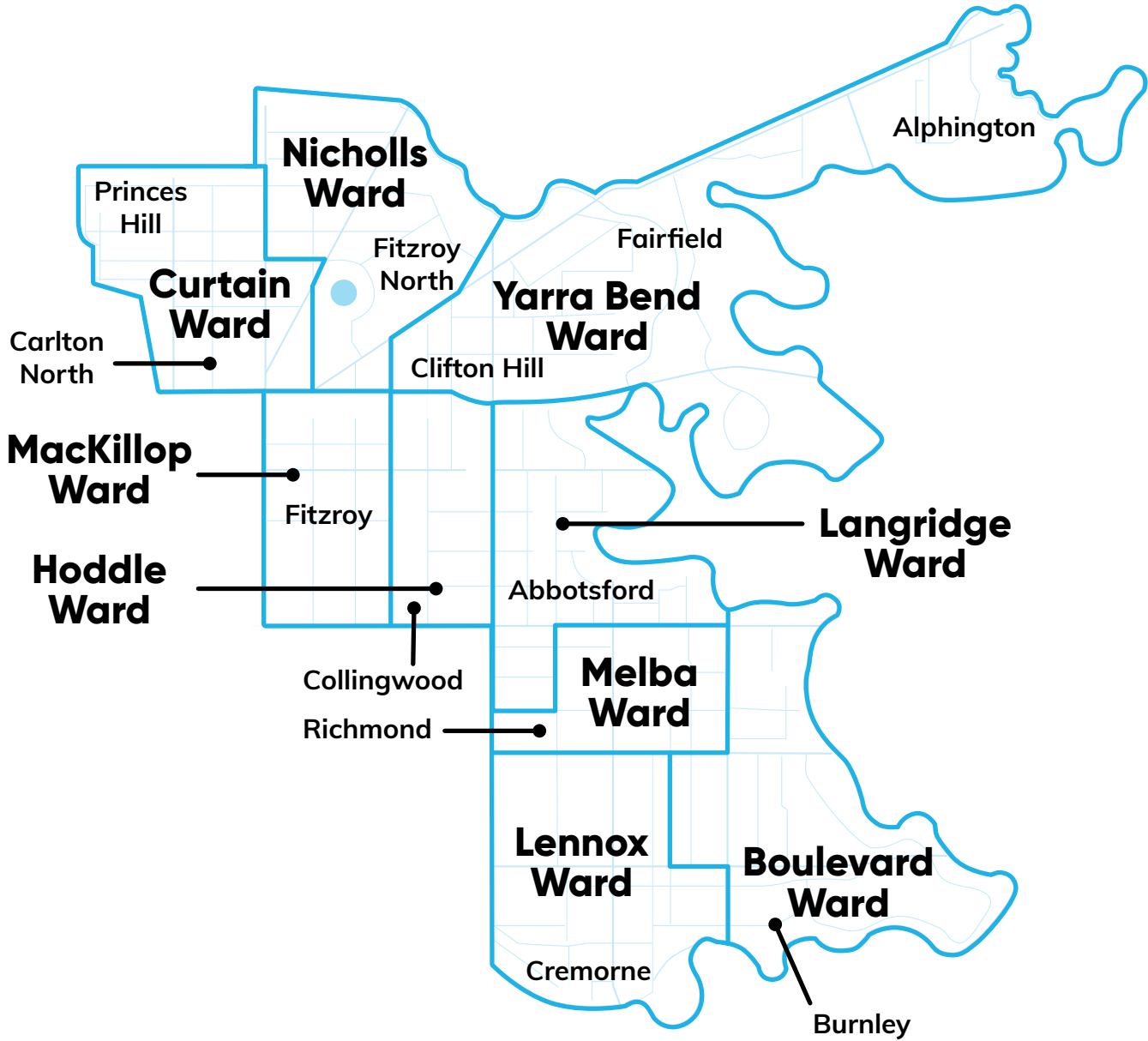
52 people sleeping rough (June 2026).

*Unless noted, these figures are based on the 2021 ABS Census data.

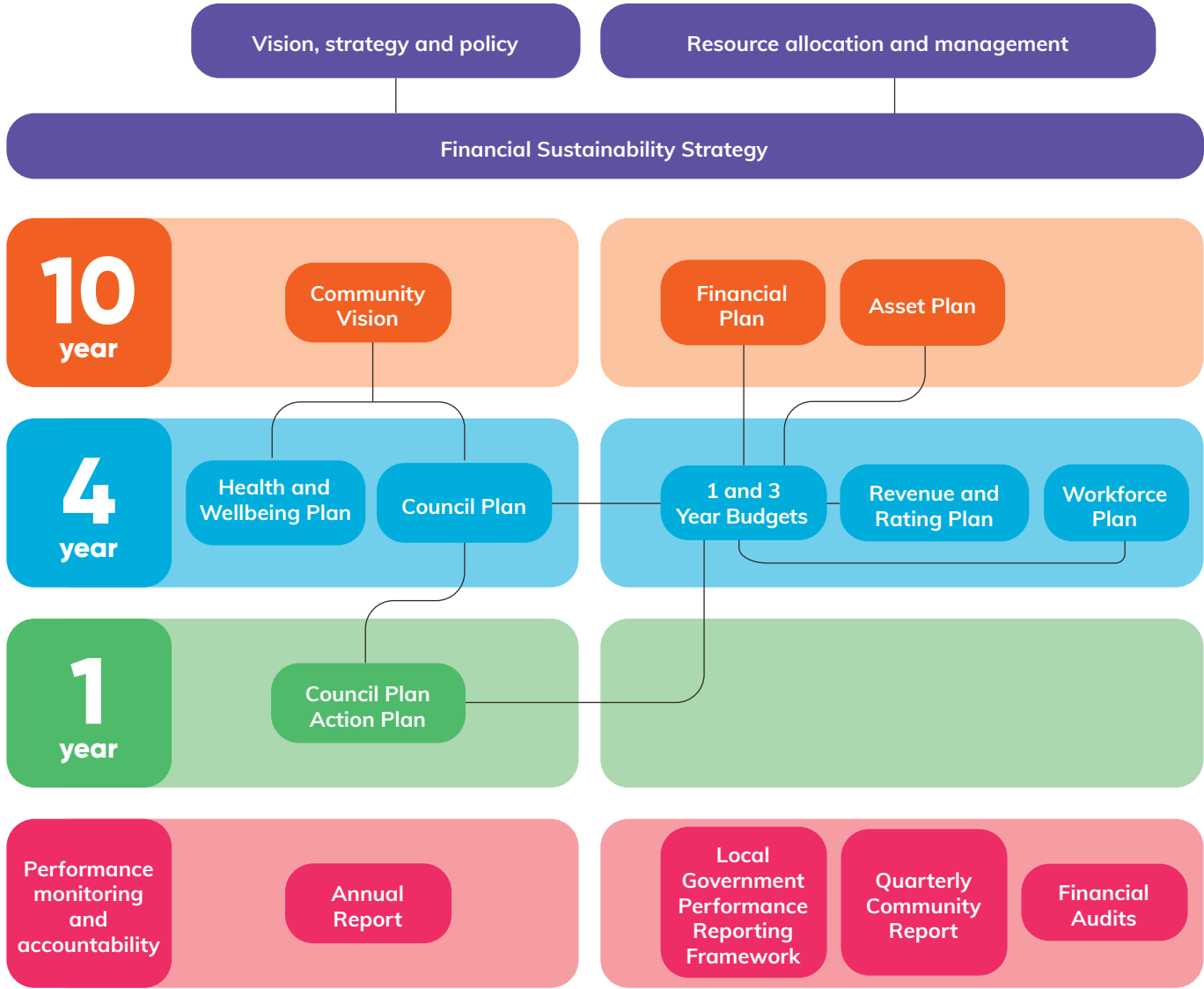
Map of Yarra

Yarra Council is currently represented through a single-Councillor ward model, with the following nine ward structure:

- Boulevard Ward
- Curtain Ward
- Hoddle Ward
- Langridge Ward
- Lennox Ward
- MacKillop Ward
- Melba Ward
- Nicholls Ward
- Yarra Bend Ward.



Our Integrated Planning and Reporting Framework



Ten-year planning

The Yarra 2036 Community Vision, including the 2025 Update and Reflection, outlines Yarra's long-term goals and aspirations. It serves as a foundation for all strategic decisions, guiding our actions and shaping how we work with partners, stakeholders, and the wider community. This Vision informs our Council Plan 2025-29.

The Long Term Financial Plan presents a 10-year outlook on our organisation's resources and funding. It details how these resources will be allocated to services, operations, capital projects, and asset management.

The Asset Plan defines our overarching priorities for asset management over the next decade. It outlines how we will maintain and develop our asset portfolio to meet community needs effectively.

Four-year planning

The Council Plan 2025-29 represents a four-year commitment from Council to the community. Informed by the 2036 Community Vision, it sets out how Council will work toward achieving community aspirations and how progress will be measured and reported.

The Municipal Public Health and Wellbeing Plan 2025-29 (MPHWP) sets out Council's responsibility for public health and wellbeing planning on behalf of its community. The MPHWP addresses key themes for community health and wellbeing and outlines the City's health priorities and strategies.

Updated annually, the Budget outlines the planned activities for the financial year, along with projected revenue and expenditure for the following four years. It identifies the resources needed to deliver the priorities set out in the Council Plan.

The Revenue and Rating Plan explains how we generate the income required to fund Council services, programs, and capital works aligned with the Council Plan 2025-29.

The Workforce Plan sets out our staffing needs and organisational structure over a minimum four-year period, ensuring we have the capability to meet future demands.

Annual Planning: Council Plan Action Plan

Council develops an annual Action Plan that outlines the key actions we'll take over a 12-month period to advance the major initiatives set out in the four-year Council Plan.

Each financial year, we produce four Quarterly Community Reports that compares actual results with budgeted figures and performance reporting on delivery of the actions in the Council Plan Action Plan.

Performance monitoring and accountability

The Annual Report, Local Government Performance Reporting Framework (LGPRF), Quarterly Community Report, and financial audits collectively provide a detailed and transparent framework for monitoring Council performance and ensuring accountability. These documents track progress against strategic objectives, measure service delivery outcomes, inform the community about Council activities and financial sustainability, and ensure compliance with legislative and financial standards. These documents assist Council and the community to make informed decision-making, foster trust, and support continuous improvement across all areas of Council operations.

Our Community Vision and Council Plan

Community Vision

Yarra is a vibrant, safe and inclusive environment. We celebrate and embrace our diversity and connection to each other and the land. Our community is empowered to work together and support one another with respect and trust.

The Yarra 2036 Community Vision sets out the community’s long-term aspirations for Yarra and describes the kind of City our community wants to create together. It was developed by the community and continues to guide Council’s strategic planning, decision-making and service delivery.

The 2025 Community Vision Update and Reflection revisits the original Vision and confirmed its ongoing relevance as Yarra grows and changes. Together, these documents provide the foundation for the Council Plan 2025–29 and the strategic objectives reported through this Annual Report.

Council Plan 2025–29

Our Council Plan 2025–29 guides Council’s work and sets out how we will contribute to achieving the community’s vision for Yarra by 2036. This Annual Report marks the first full year of reporting against the new Council Plan 2025–29.

The Council Plan 2025–29 is structured around a strategic direction, four strategic objectives and supporting strategies. These strategies guide the initiatives and actions Council will deliver over the life of the plan to progress the Community Vision.

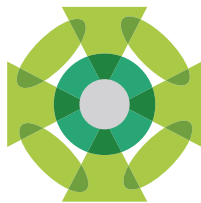
To monitor success, the Council Plan 2025–29 includes 15 strategic indicators across four strategic objectives. These are supported by 58 detailed performance metrics, with progress against the indicators and metrics reported in this Annual Report.

Strategic Direction

Building a great future for Yarra: As our population grows, we want to work with our community to ensure that Yarra remains a place where people love to live, visit, work and celebrate.

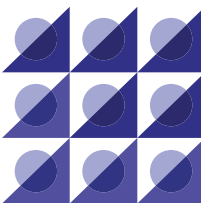
Strategic Objectives

The Council Plan 2025–29 introduced four strategic objectives aligning with our Community Vision developed in 2021 and the 2025 Community Vision Update and Reflection:



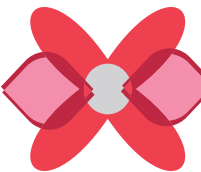
Living in the City

We are a city for everyone. We are welcoming, friendly and connected, where everyone is safe and supported.



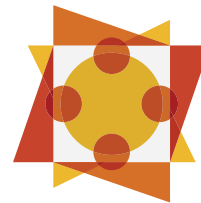
Building the City

We have the infrastructure we need to accommodate a growing community.



Working and Playing in the City

We have a thriving economy with a variety of opportunities to work, create, play and celebrate.



Running the City

We are transparent and accountable, making evidence-based decisions to ensure the sustainability and health of Yarra.



Municipal Public Health and Wellbeing Plan

Under section 26 of the Public Health and Wellbeing Act 2008, local governments in Victoria are required to take responsibility for public health and wellbeing planning on behalf of their community. As part of this, councils must develop a Municipal Public Health and Wellbeing Plan (MPHWP).

At Yarra, the MPWHP for 2025–29 is separate from the Council Plan 2025–29. While the two plans are strategically linked, a separate MPHWP enables focus by Council alongside other partner organisations like health networks, community health centres and State Government bodies on strategies and initiatives that aim to improve health and wellbeing in Yarra.

Throughout this report, a heart symbol ❤️ is used to indicate specific strategies and initiatives that contribute to seven health and wellbeing priority areas in the MPHWP. These priorities are informed by the Victorian Public Health and Wellbeing Plan 2019–23 and are aligned across the objectives of the Council Plan 2025–29.

Key initiatives delivered in 2025/26 under the MPHWP are outlined on page 112.



Your Council

Current Councillors

The Yarra community is represented by nine elected Councillors. While individual Councillors may consult with community members and advocate on their behalf, they can only make decisions as a collective.

The current group of Councillors were sworn in on Tuesday 12 November 2024 to serve for a four-year term. Councillor Stephen Jolly was re-elected as Mayor on Tuesday 19 November 2025. Councillor Dr Sharon Harrison was elected Deputy Mayor on 19 November 2025 and Councillor Sarah McKenzie served as Deputy Mayor until Wednesday 19 November 2025.



Cr Stephen Jolly

Mayor

MacKillop Ward



Cr Evangeline Aston

Langridge Ward



Cr Dr Sharon Harrison

Deputy Mayor

Boulevard Ward



Cr Andrew Davies

Lennox Ward



Cr Sarah McKenzie

Yarra Bend Ward



Cr Meca Ho

Melba Ward



Cr Edward Crossland

Curtain Ward



Cr Ken Gomez

Nicholls Ward



Cr Sophie Wade

Hoddle Ward

To find out more about your Councillors, please visit yarracity.vic.gov.au/councillors

2025/26 Yarra City Council Annual Report – 23

Council staff

Organisational structure

Chief Executive Officer Sue Wilkinson			
Executive Leadership Team			
General Manager City Sustainability and Strategy	General Manager Infrastructure and Environment	General Manager Community Strengthening	General Manager Corporate Services
Mary Osman	Sam Hewett	Brooke Colbert	Matt Balfe
Managers			
Unit Manager Sustainability	Manager City Works	Manager Equity and Community Development	Chief Financial Officer
Unit Manager Strategic Transport	Manager Building and Asset Management	Manager Family, Youth and Children's Service	Chief Information Officer
Manager Statutory Planning	Manager Infrastructure, Traffic and Civil Engineering	Manager Libraries, Arts and Events	Manager People and Culture
Manager City Strategy	Manager Property Services	Manager Victoria Street Revitalisation Project	Manager Customer Experience
Municipal Building Surveyor	Manager Recreation and Leisure	Manager Strategic Communications and Engagement	Manager Governance and Integrity
Manager Parking and Compliance			

The above organisational structure shows the CEO, Executive Leadership Team, Managers (Senior Officers) and Unit Managers.

During the year, the organisational structure was revised, reducing the number of divisions from five to four. This change was implemented to improve alignment across functions, enhance operational efficiency and ensure resources are focused on achieving strategic objectives. The Manager Business Transformation role was also removed, reducing the overall number of management positions and contributing to a more streamlined leadership structure.

Executive Leadership Team



Sue Wilkinson
Chief Executive Officer

Sue is responsible for leading the implementation of Council's policies, decisions and strategic priorities, ensuring the organisation delivers effective services for the Yarra community. As the link between Council and the organisation, she leads day-to-day operations to align with long-term objectives, provides strategic advice to Councillors, and represents the organisation across a range of forums.



Mary Osman
General Manager City Sustainability and Strategy

Mary leads Yarra's regulatory and strategic planning functions, supporting the City's future growth, sustainability and economic vitality. She oversees statutory and strategic planning, building services including the Municipal Building Surveyor function, heritage, community infrastructure planning, economic development, sustainability, strategic transport and parking management, health, and compliance.



Sam Hewett
General Manager Infrastructure and Environment

Sam is responsible for the delivery, maintenance and management of Yarra's public infrastructure, Council-owned buildings and environmental assets. He oversees infrastructure planning and delivery, traffic and civil engineering, construction and maintenance of roads, drainage and footpaths, as well as open space, trees, asset management, natural environment, integrated water management, and waste and recycling services. Sam also leads property, recreation and leisure services, including sporting facilities and leisure centres, and oversees the development and delivery of Council's capital works program.



Matt Balfe
General Manager Corporate Services

Matt leads key corporate service functions that underpin Yarra City Council's operations, performance and long-term sustainability. His portfolio is focused on strengthening financial performance, driving organisational transformation, fostering a contemporary and innovative workplace culture, and enhancing customer experience across the organisation.

He oversees the delivery of the ERP Program, together with governance and integrity, risk and safety, Councillor support, business transformation, customer experience, and the digital and technology services functions.



Brooke Colbert
General Manager Community Strengthening

Brooke leads Council's work to strengthen community connection, participation and wellbeing through policy, service delivery and partnerships. She oversees initiatives that support equity, diversity and inclusion, including respectful partnerships with First Peoples, multicultural communities and the LGBTQIA+ community. Her portfolio includes libraries, arts, festivals, events and venues; families, children and young people; ageing well; access and inclusion; community grants; social and affordable housing policy; homelessness support; community safety; and population health planning.

Brooke is also responsible for Council's corporate planning and performance, communications, media relations, community engagement, marketing and strategic advocacy, supporting meaningful connections with the community across traditional and digital channels.



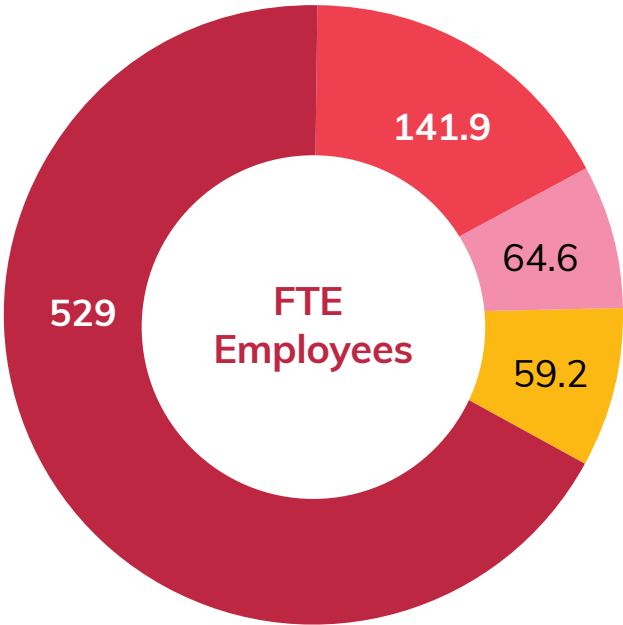
About our workforce

Staff profile

As of 1 July 2026, Council has employed 1,405 people, with a full-time equivalent (FTE) of 794.7. A breakdown of our direct FTE employees is shown below.

FTE Employees	
Permanent, full-time (FTE)	529
Permanent, part-time (FTE)	141.9
Temporary (FTE)	64.6
Casual (FTE)	59.2
Total FTE	794.7

Note: Employee data includes active employees on payroll (employees could be on paid and unpaid leave including casuals and temporary employees) and excludes vacant positions.



Workforce data by banding and gender

(includes casuals and temporary FTE, excludes vacant positions)

Structure	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8	All other	Total
Permanent Full-time - Female	0	0	10	43	43	72	50	28	25	271
Permanent Full-time - Male	0	1	22	29	50	54	50	32	20	258
Permanent Full-time - Self-described	0	0	0	0	0	0	0	0	0	0
Permanent Part-time - Female	2.2	2.2	17.6	25.1	15.2	16.7	5.8	6.1	22	112.9
Permanent Part-time - Male	3.5	0.9	7.6	7.9	1.8	4.6	0.8	0.6	1.3	29
Permanent Part-time - Self-described	0	0	0	0	0	0	0	0	0	0
Temporary - Female	0	0	2.6	16.1	8.9	4.3	3.8	3.8	5.5	45
Temporary - Male	0	0	1.9	2.6	3.1	2	3	3	4	19.6
Temporary - Self-described	0	0	0	0	0	0	0	0	0	0
Casual	6.2	0.4	39.8	9.5	0.2	0	1	0.3	1.7	59.2
Total FTE	11.9	4.5	101.5	133.2	122.2	153.6	114.4	73.8	79.5	794.7

Workforce data by division and gender

(includes casuals and temporary FTE, excludes vacant positions)

Employment type/gender	City Sustainability and Strategy	Community Strengthening	Corporate Services	Infrastructure and Environment	Executive	Total
Permanent Full-time - Female	54	125	50	42	0	271
Permanent Full-time - Male	74	40	43	101	0	258
Permanent Full-time - Self-described	0	0	0	0	0	0
Permanent Part-time - Female	9.9	80.4	10.1	11.8	0.8	112.9
Permanent Part-time - Male	8.8	8.9	2.6	8.7	0	29
Permanent Part-time - Self-described	0	0	0	0	0	0
Temporary - Female	5	26.2	9	3.8	1	45
Temporary - Male	1	5.5	6.8	6.3	0	19.6
Temporary - Self-described	0	0	0	0	0	0
Casual	10	12.2	1.8	35.1	0	59.2
Total FTE	162.8	299.2	123.3	208.7	1.8	794.7

Chief Financial Officer's report

The Chief Financial Officer's report provides a summary of Council's financial activities and performance for the financial year 1 July 2025 to 30 June 2026.

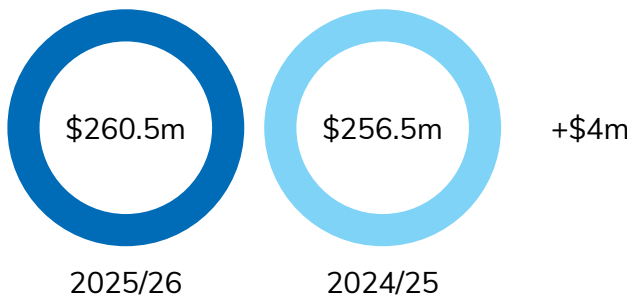
The Council Plan 2025–29 began its first year of delivery in 2025/26, shaped by the input of our community.

The plan identifies financially sound, transparent and accountable decision-making as a strategic objective, and includes an improved financial position for Council among the measures of success for the four-year term.

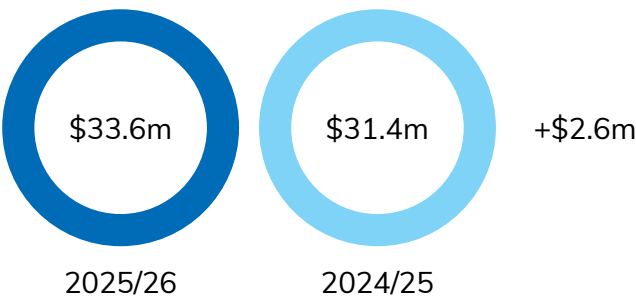
Council made a solid financial start to the new Council Plan 2025–29, recording an operating result of \$31.1 million, \$15.5 million above budget, and finishing the year in a stronger position than it began, with higher reserves, more unrestricted cash and decreased borrowings.

The year at a glance

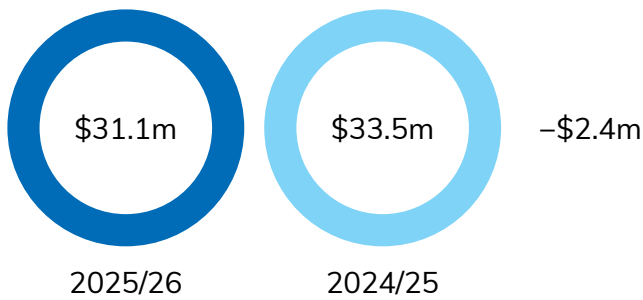
Total income



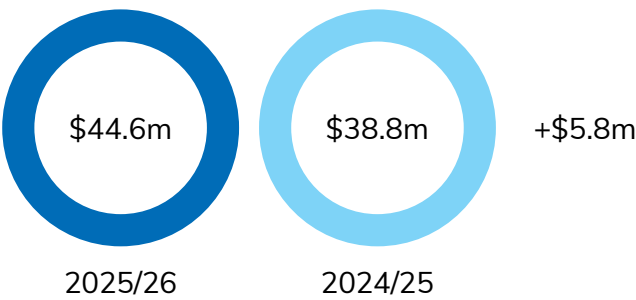
Capital works investment

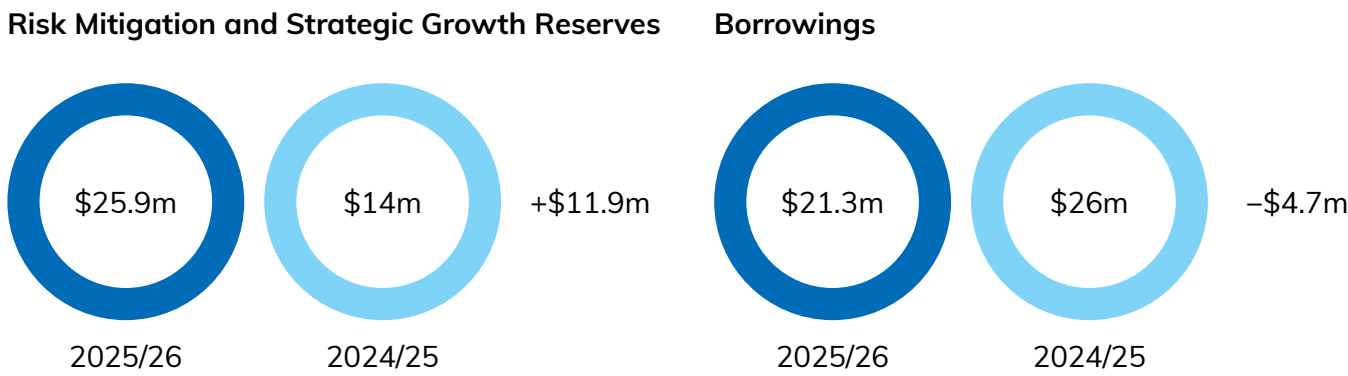


Operating result



Unrestricted and unallocated cash





Reserves and financial resilience

Financial sustainability means holding enough in reserve to meet unforeseen or emergency costs without having to borrow or cut essential services.

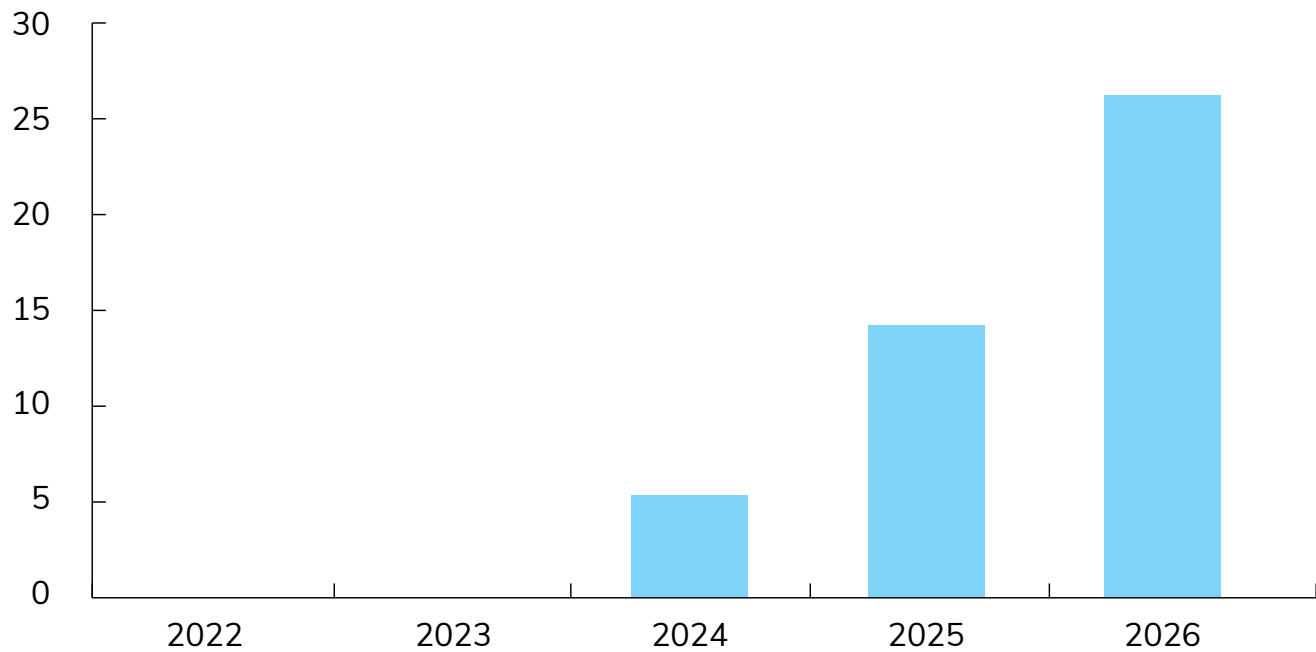
When Council adopted the FSS 2023/24, reserves had declined to levels that limited Council's ability to respond to emerging community needs, while borrowings were at a historic high. The FSS committed Council to rebuilding reserves and holding them against known future commitments, identified financial risks and the demands of a growing population.

As of 30 June 2026, Council's Risk Mitigation and Strategic Growth Reserves totalled \$25.9 million, compared with \$14.0 million the previous year.

This outcome demonstrates the progress made since Council adopted its FSS back in 2023/24. A key objective of the Strategy is to rebuild reserves after a period of decline, ensuring Council has the capacity to manage unforeseen events, meet future obligations and invest in strategic priorities without increasing borrowings. The growth in reserves places Council in a stronger financial position and includes funding set aside for future stages of the ERP program, the timing of which has shifted from 2025/26 into 2026/27.

Unrestricted and unallocated cash (funds not already committed to a specific purpose) were \$44.6 million as at 30 June 2026, up from \$38.8 million the previous year.

Cash Reserves \$M



Enterprise Resource Planning (ERP) program

The ERP program is a significant investment for this Council term. It supports commitments in the Council Plan 2025–29 to improve customer service systems and to deliver services to benefit customers.

The program is on track and within its approved budget.

Some delivery milestones and their associated costs have moved into 2026/27. In accordance with the FSS, the funds not spent in 2025/26 have been transferred to the Risk Mitigation Reserve and allocated to completing the program. Council will draw on these reserves during 2026/27 as we deliver the next stage of the program.

Capital works

Council invested \$33.6 million in community assets during 2025/26, which was 87 per cent of the adopted budget and 99 per cent of the revised forecast. A total of 157 projects were completed during the year, with a further \$3.3 million across four projects being carried forward into 2026/27.

Investment was spread across three categories:

- \$22.2 million on infrastructure, including open space, roads, footpaths, cycling routes and stormwater
- \$10.0 million on Council buildings and facilities
- \$1.4 million on plant, equipment, technology and library collections.

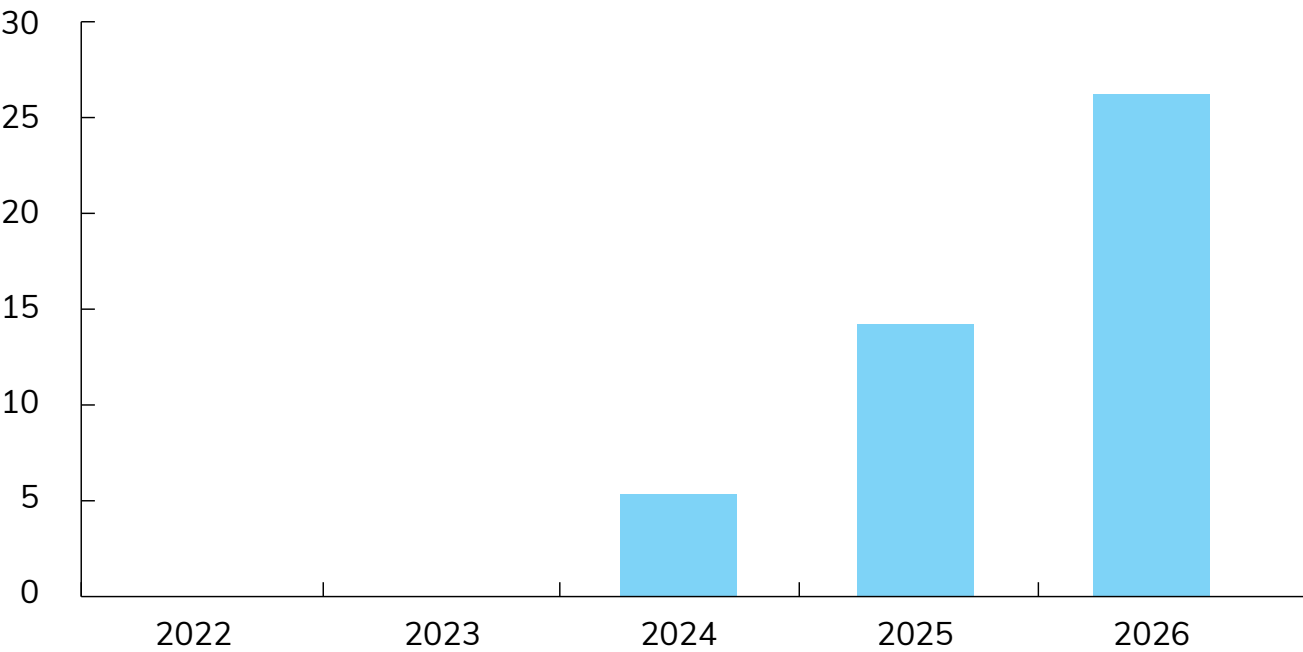
Completed projects over the financial year include:

- The Yambla Pavilion upgrade
- A new Yallabirrang Kindergarten
- Church Street Abbotsford intersection and bike lane upgrade – initial design completed
- A program of playground, drainage and streetscape renewal works across the municipality.

Council invested \$15.4 million in asset renewal, \$0.6 million above its budget allocation. Combined renewal and upgrade expenditure of \$28.1 million was \$1.4 million below the combined budget for those two categories. Council manages more than \$2 billion of community assets, including roads, drainage, buildings, parks and playgrounds.

The FSS targets an asset renewal ratio of 1.0 (the point at which assets are replaced at the same rate as they are consumed) for 2025/26 Council achieved 0.97.

Cash Reserves \$M



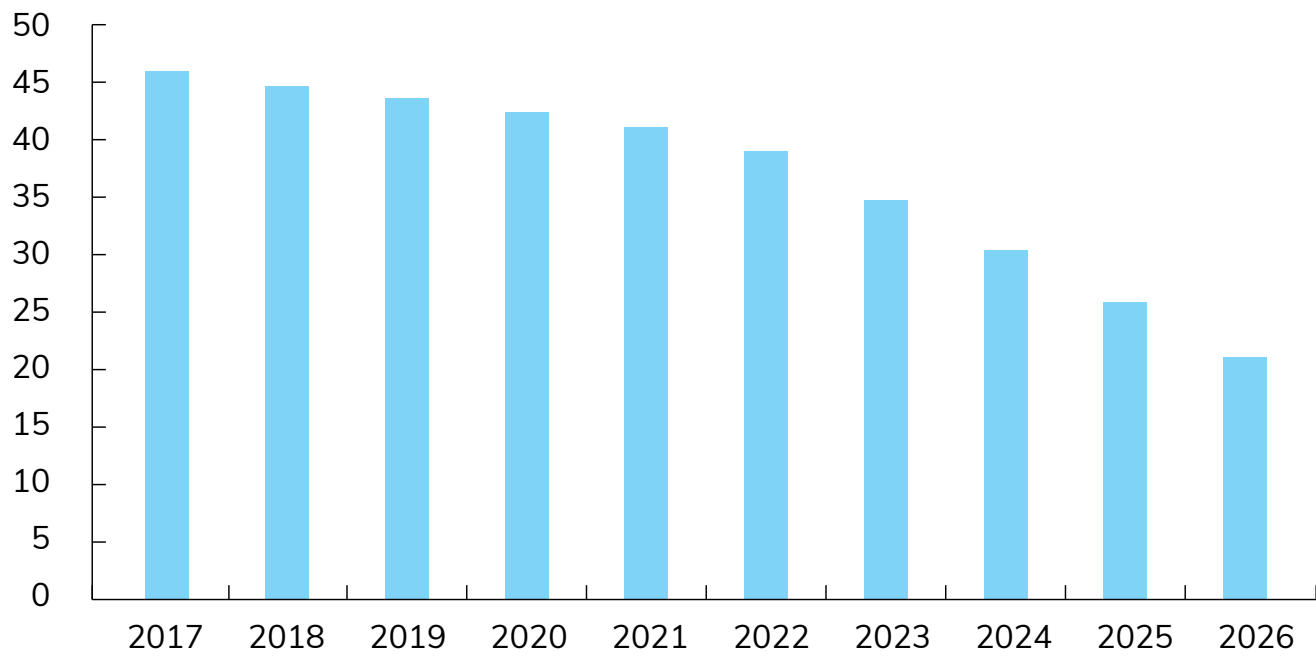
Borrowings and rate cap compliance

In line with the FSS, Council continued to pay down its borrowings during the year, borrowings reduced to \$21.3 million, a decrease of \$4.7 million. Council met all financial covenants attached to its Treasury Corporation of Victoria borrowings, including the interest cover and interest-bearing loans ratios.

Borrowings remain low relative to own-source revenue. Council's *Borrowings Policy* limits new borrowings to specific purposes, including Council Plan priorities.

Council increased rates in line with the Victorian Government's rate cap of three per cent for 2025/26.

Borrowings \$M



Outlook

While Council delivered a positive result in 2025/26, the underlying financial environment remains challenging. Costs continue to rise across key areas including waste management, energy, technology and construction, generally outpacing the annual rate cap.

As costs grow faster than revenue, a greater share of Council's budget is required to maintain existing services and infrastructure. These places increasing pressure on Council's ability to respond to community needs and invest in the infrastructure required to support future growth.

Year in review

Awards and recognition

2026 Energy Efficiency Council Awards	Yarra Home Energy Upgrade Program was awarded the Energy Management Government Program Leadership Award - Highly Commended
Victorian Early Years Awards 2025	Winner: Connie Benn Early Learning Centre Promoting Children's Health and Wellbeing category Finalist: Early Years Unit The Emeritus Professor Collette Tayler Excellence in Educational Leadership Award
LGPRO Awards for Excellence	High Commendation: Yarra Youth Services and Neighbourhood Justice Centre Partnership. Community Partnership category



Grants to the community

Council invested \$1.54 million through the Yarra Community Grants Program, alongside \$277,496 through Community Funding Agreements and \$379,079 through Nutrition and Social Inclusion Funding Agreements, supporting community-led initiatives, established services, partnerships and ongoing community infrastructure across Yarra.

Yarra Community Grants Program

This reporting period marked the first year of the redesigned Yarra Community Grants Program, which was aligned with the *Council Plan 2025–29* priorities and strategic directions. The grants continue to support locally-led initiatives that enhance community wellbeing, participation, inclusion, economic opportunity and environmental sustainability across Yarra. ❤️

The new program introduced six strategic funding streams:

- First Peoples Self-Determination and Partnerships
- Healthy, Inclusive and Connected Communities
- Vibrant and Resilient Local Economies
- Creative City and Cultural Participation
- A Climate-Resilient and Adapted City
- Safe, Clean and Welcoming Neighbourhoods.

It also introduced three grant tiers:

- Small Grants up to \$4,000
- Medium Grants \$4,001 to \$20,000
- Large Grants \$20,001 to \$40,000.

The grants program moved to a streamlined funding model, with a single annual funding round complemented by responsive Small Grants available year-round.

The first year of the redesigned program represented a significant shift in how Council funds community-led activity, with clearer alignment to the *Council Plan 2025–29*, simplified grant tiers and more transparent assessment pathways.

Council also strengthened support for regular, low-barrier social connection activities, funding 29 additional community groups delivering social, cultural and wellbeing programs for seniors, multicultural communities, LGBTIQ+ communities and women.

Funded project highlights

The Yarra Community Grants Program supported a diverse range of community, cultural, economic and environmental outcomes for Yarra residents in 2026.

ILBIJERRI Youth Ensemble – Creating career pathways for Aboriginal and Torres Strait Islander Youth

The ILBIJERRI Youth Ensemble reconnects creative and cultural practice to strengthen First Peoples’ participation in the performing arts sector. Through vocational training, industry mentoring, Elders’ guidance and masterclasses, the program supports emerging First Peoples theatre practitioners and creates pathways into professional employment and cultural leadership. ❤️

Vietnamese Peer Support Program

This community-led project supports Yarra’s Vietnamese community to build knowledge and skills to manage type two diabetes through culturally safe, in-language education and peer leadership training. Delivered in partnership with local organisations, the program strengthens health literacy, social connection and long-term community wellbeing. ❤️

Open Pantry – Community lunches, pantry and fresh food markets

Delivered by Open Table, Open Pantry provides free weekly community lunches at North Fitzroy Library, access to a community pantry, and regular fresh food markets at Atherton Gardens. The program improves food security, strengthens community connections and rescues surplus food, helping more residents access nutritious food in a welcoming and dignified environment. ❤️

Supporting microenterprises at The Community Grocer markets

This initiative supports local microenterprises to develop and grow food-based businesses through participation in The Community Grocer’s weekly markets. The project provides public housing residents with opportunities for income generation, skills development and employment pathways, while celebrating the cultural diversity of the local community through food. ❤️

A Garden for All – Revitalising Richmond Primary School’s community space

This project revitalises Richmond Primary School’s community garden through infrastructure improvements, biodiversity enhancements and native and edible plantings. The renewed space provides opportunities for learning, play and community connection while creating a more inclusive and sustainable environment for students and the broader community. ❤️

Community Funding agreements

Separate to the competitive Yarra Community Grants Program, Council continued to support established community services and programs through direct funding agreements. These agreements provide a more appropriate funding mechanism in which Council supports defined services, ongoing programs, or established community infrastructure, rather than open, competitive, community-led projects.

During the reporting period, Council invested \$353,000 through Community Funding Agreements supporting local services and programs, including toy libraries, Fitzroy Legal Service's free legal advice service, Princes Hill Community Centre's Socialisation and Support Program, and First Peoples' housing, health access and engagement initiatives. ❤️

As part of the transition arising from Commonwealth aged care reforms, funding previously provided through the Commonwealth ceased. Recognising the important role these groups play in promoting social connection and wellbeing, Council invested \$379,000 through Nutrition and Social Inclusion Funding Agreements with trusted community partners delivering meals, food relief, outreach, neighbourhood house activities, seniors clubs and other group-based activities that help older residents and vulnerable community members remain connected, active and supported. ❤️

North Richmond Precinct Grants

In partnership with the Victorian Government, through the Department of Families, Fairness and Housing, Council administered the North Richmond Precinct Grants 2026 program. The grants supported projects that improved community safety and amenity, promoted health and wellbeing, created local employment opportunities and contributed to the revitalisation of the precinct's retail and hospitality sector.

A total of 26 grants of \$1,000 each were awarded, representing an investment of \$26,000 in community-led initiatives.

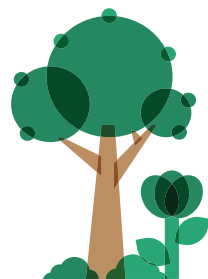
Overview of Community Grants 2025/26

Stream - small, medium and large	Number of applications approved	Total \$ grants awarded
First Peoples Self-Determination and Partnerships	6	\$77,350
Healthy, Inclusive and Connected Communities	59	\$464,100
Vibrant and Resilient Local Economies	14	\$153,963
Creative City and Cultural Participation	36	\$309,400
A Climate-Resilient and Adapted City	24	\$242,957
Safe, Clean and Welcoming Neighbourhoods	18	\$94,035
Quarantined Grants (Community groups)	29	\$116,000
Total	186	\$1,457,805
Town Hall Subsidy Grant (THSG)	Number of applications approved	Awarded
Total Town Hall Subsidy Grant (THSG)	53	\$84,080
North Richmond Precinct Grants (NRPG)	Number of applications approved	Awarded (funds from State Government)
Total North Richmond Precinct Grants	26	\$26,000





Project spotlights



Climate Emergency Plan

Council continued to deliver strongly on the second year of the *Climate Emergency Plan*. Highlights include:

- Delivered 26 pole mounted EV chargers across Yarra (exceeding our commitment of 20). This is the largest deployment across a single Council of pole mounted EV chargers in Victoria, providing 41 new charging bays.
- Council was one of 300 cities globally to be selected to deliver the Bloomberg Philanthropies Youth Climate Action Fund during 2026/27. Council will manage a grants program to support young people in Yarra to develop climate solutions and put these ideas into action, with a maximum grant size of \$7,000. ❤️
- Launched Community Battery and associated accessible fast-EV chargers (run but the Yarra Energy Foundation and funded by the State Government) sited adjacent to the Collingwood Leisure Centre. This is the only example of a community battery linked to an EV charger in Australia. The facility is designed to be wheelchair accessible thanks to the inclusion of the Yarra Disability Advisory Committee in the project.
- The second iteration of the Yarra Home Energy Upgrade Program retrofitted 45 households across Yarra that were at risk of climate impacts. For more information about the program, refer to page 119. ❤️

- o Developed and launched the Greening Business Tool with Yarra, Darebin, Hume, Merri-bek and the Northern Alliance for Greenhouse Action (NAGA) to help local SMEs reduce costs, waste and emissions. The free tool provides tailored sustainability action plans and connects businesses with relevant funding and support.
- o Delivered its first Yarra Environmental Film Festival. The festival included four film screenings about a range of environmental challenges, followed by opportunities to engage with filmmakers, campaigners, and community leaders in discussions designed to deepen understanding and build practical skills for taking climate action. ❤️
- Council continued to engage and support our community to take climate action through a range of climate issues/topics including:
 - o Connecting with and protecting nature
 - o Swimmable Birrarung
 - o Electrification including switching to electric vehicles
 - o Draught-proofing workshops helped people in social housing and rental properties improve home comfort during extreme heat and cold. Participants received hands-on training and free draught-proofing materials. ❤️
 - o Programs to support young people to develop climate advocacy and collective action skills. ❤️
 - o Facilitated game-based workshops using The Adaptation Game, to identify local climate risks and test practical actions to build collective resilience. ❤️
 - o Delivery of Climate Voices program to equip specifically targeted cohorts with the skills and knowledge needed to develop and implement effective climate action and advocacy campaigns. ❤️
- Over summer, Council provided four cool spaces for community members during declared heatwave events. These indoor, air-conditioned venues offered respite from dangerous heat, particularly for older adults, children, people experiencing homelessness, and residents living in poorly insulated homes. Council also distributed heat health and safety information to community members most at risk from extreme heat as a part of the campaign. ❤️
 - o Council continued to convene the Climate Risk and Resilience Sub-Committee under the Yarra Municipal Emergency Management Planning Committee. The committee strengthened community resilience through advocacy and support, hosted heat health and energy bill relief sessions, and made a submission to the Victorian Government's Inquiry into Climate Resilience. ❤️
 - o Partnered with Carlton Neighbourhood Learning Centre to deliver three more iterations of Climate Voices, a 10-week climate advocacy and leadership program. The program equips community members, particularly those from underrepresented and at-risk groups, with the skills to advocate for climate action, counter misinformation, and influence climate policy. ❤️
 - o Developed climate resilience indicators, including equitable access to nature, shaded routes to essential services, urban heat island effect, heat vulnerability, access to nature, permeable vs impermeable surfaces. ❤️
- Through the Community Charge project, Council installed solar panels and community-scale batteries at four Council sites, supported by State Government funding. The solar fed batteries feed excess energy into the grid at times of need - when the grid is also less green, and costs are higher. Revenue generated will be put into a Community Benefits Fund.
- Supported the retrofit EV charging into apartment buildings through detailed analysis of three apartments and development of an overall lessons and opportunities report for all apartment buildings in Yarra.



Community Engagement review



Council recorded 45 engagements during the year, compared with 22 in 2024/25. The increase was partly due to road discontinuance consultations being added to the Your Say Yarra platform in 2025/26.

Quarter 1 and 2

The first two quarters of the year were busy with 24 engagements. Key highlights from the Quarter 1 included the final stage of broad community consultation on two of Council's strategic plans: The 10 Year Asset Plan and the Municipal Public Health and Wellbeing Plan 2025–29. This was the third stage of engagement for both plans, providing Council with an opportunity to check in and giving the community a final chance to provide feedback. Council also checked in on the Community Infrastructure Plan, which was consulted alongside the two strategic plans.

Council also engaged on other policies: Rainbow Yarra Policy, Art and Heritage Collection Policy, and Feedback was also sought on the new Community Engagement Policy.

Feedback was sought on to understand community priorities for three park upgrades: Annettes Place, Garryowen Park and Edwardes Place.

Consultation was also undertaken on the proposed upgrade options for Wellington Street active transport, a major inner-city corridor. Feedback from the community was also sought on seven transport intersections across Yarra.

Key highlights included consultation on the Waste and Recycling Strategy stage one, where Council sought community feedback to understand their views on current waste and recycling provision and what needed improvement.

The community also had the opportunity to provide ideas on what our waste service should look like into the future. Different methods were provided for the community to engage, including 15 targeted sessions to ensure we heard from traditionally underrepresented communities.

Council sought feedback about the potential use of approximately 2,000m² of land behind Collingwood Town Hall to develop new affordable key worker housing. The community also had the opportunity to have their say on the stage one engagement of three road safety studies in the areas of Richmond, Fitzroy and Abbotsford.

Other engagements included a planning scheme amendment in Cremorne, check-in engagements for a playground upgrade in Clifton Hill, a futsal pitch upgrade in Fitzroy, and the draft Ageing Well Policy.

Quarter 3 and 4

Community Engagement Policy 2026–29.

A key milestone was the adoption of the Community Engagement Policy 2026–29 and a new approach to encourage more people into the conversation. The Policy was updated to align with the Council Plan 2025–29, Community Vision 2036, legislative requirements and current best practice in engagement. Community feedback helped finalise the Policy and shape the commitment statements that guide how Council will engage with traditionally harder-to-reach communities and report back on engagement outcomes.

Council has begun implementing the year one communities of focus under the Policy. This included improving the demographic question on disability to make it more inclusive and more comparable with the ABS Census. As part of the implementation, Council also refreshed the Your Say Yarra online engagement platform with a more modern look and simpler navigation.

The Policy includes an Engagement Matrix for Council activities, which groups different types of Council projects and outlines the engagement approach and typical activities the community can expect for each category.

Key engagement activities

Highlights included stage two consultation on the Local Law Review 2025/26, as well as stage two engagement for two park upgrade projects: Annettes Place and Garryowen Park.

Other major consultations included the draft Victoria Street Revitalisation Plan, which offered a range of ways for Yarra's diverse communities to provide feedback, as well as consultation on the draft Economic Development Strategy, draft Budget and updated draft Long-Term Financial Plan.

Council also sought community feedback on several place-based projects. This included proposed changes near Princes Hill Primary School to improve street connections and make it safer and easier for students, parents and staff to walk, cycle and scoot to and from school. Feedback was sought through stage two engagement on the road safety studies for Rowena Parade, Richmond and Little Turner Street, Abbotsford. In Collingwood, Council consulted on two new open spaces and checked in with the community on the draft concept designs.



Advocacy year review

Council has been very active this year, advocating directly to both the Federal and State Governments, and supporting our community's advocacy efforts towards shared goals for the community. Over the course of the year Council has:

- Been awarded over \$6 million in grant funding
- Stopped the closure of vital free community health services in Fitzroy and Collingwood
- Sent 132 letters to elected officials and senior public servants
- Held and attended over 20 advocacy-related events
- Attended over 30 meetings with elected officials and senior public servants, including as sector representatives of inner metropolitan councils
- Made eight submissions to State and Federal consultations and parliamentary inquiries to ensure our community's interests are represented in government decision making
- Lodged budget submissions in the lead up to the Federal and State Government Budgets 2026/27.

Advocacy Roadmap 2025–29 and Yarra Decides community campaign

Council adopted its Advocacy Roadmap 2025–29 in November 2025, a blueprint for actioning Council's advocacy objectives over the Council term.

In May, Council launched the 'Yarra Decides' campaign, designed to raise community awareness of the challenges facing the City of Yarra, and the influence that community voices can have on local candidates in the lead up to the Victorian Election.

Council's eight key asks of local candidates and an incoming government relate to much needed community infrastructure, open space, free community health services, affordable housing for key workers, community safety, support for small businesses, and the importance of supporting the live music industry.



By amplifying Council's voice with community voices, we will strengthen the influence we have to get the best outcomes for Yarra. Campaign collateral has been made available to community members via Council venues and digitally through Council's dedicated webpage - the Yarra Decides Hub.

Saving our community health services

In October 2025, cohealth announced that it would close its Collingwood clinic entirely and stop offering free General Practice (GP), pharmacy, and general counselling services at its Fitzroy and Kensington clinics. The community activated immediately and Council has been supporting the campaigning against the closures ever since.

Over the past nine months, Council has held public meetings, met with elected officials, met with cohealth, and lodged a submission and been interviewed as part of the Government's independent review. The City of Yarra Open Campaign Committee — Community Health Services was set up to provide advice to Council on its continuing advocacy agenda. Campaign banners have been installed at each of our town halls and campaign signage shared with the community.

Strong Council and community advocacy has stopped the closures, leading to:

- a Federal Government injection of \$1.5m in December 2025, to enable bulk billing GP services to continue until mid-2026
- an independent review of cohealth General Practice and related services, which identified the need for improvements to cohealth's governance, management and service delivery models to support long-term sustainability of the general practices
- a further injection of \$1.5 million, as cohealth implements the improvements under the guidance and support of the North Western Melbourne Primary Health Network.

Nevertheless, these interventions by Government have not secured the future of these vital community health services. Council will continue to advocate directly to Ministers, key elected representatives and government officials to ensure that community health services continue permanently in Collingwood and Fitzroy.

Other advocacy wins

Following years of Council advocacy, the Minister for Equality confirmed that the Victoria's Pride Street Party would be continuing in Fitzroy, if the Labor Government is re-elected.

Two concessions on the Victorian Government's Congestion Levy Bill were achieved – a 50 per cent concession for conditional free retail parking spaces and the allocation of \$15 million annually to affected councils for local projects that encourage walking and cycling.

Council has been awarded government grants totalling \$6.26 million:

- \$3.75 million from the Australian Government to upgrade Linear Park in Fitzroy North
- \$1.542 million through the Victorian Government's Building Blocks Program across three separate grants to upgrade Yarraberg Children's Centre, Richmond Multicultural Children's Centre and John St Child Care Co-op
- \$485,000 to enable the Richmond Youth Hub and Learning Bank to continue to operate in 2026/27
- \$250,000 through the Victorian Government's Pick My Park program, to upgrade George Knott Reserve in Clifton Hill
- \$230,000 through the Victorian Government's Multicultural Business Precinct Revitalisation Program, to deliver a vacant shop and shopfront improvement program on Victoria Street, Richmond
- \$100,000 to build a new cricket pitch at Kevin Bartlett Reserve, Burnley.

Victoria Street Revitalisation



In April 2025, Council resolved to develop a Revitalisation Plan for Victoria Street, focused on priorities that are within Council's remit. A draft Plan was developed by engaging with community and stakeholders, seeking expert advice and incorporating the ideas from the Council established Community Reference Group; made up of local residents and businesses.

Between 14 May and 7 June 2026, Council engaged more than 580 stakeholders through a mix of online surveys, face to face conversations, community events, and targeted outreach activities, including a walking tour.

Council met with residents, businesses, community groups and visitors directly on Victoria Street and the surrounding areas to gather a diverse range of perspectives, insights and feedback on the draft Plan. A revised version of the Plan, incorporating community feedback, will be presented for consideration at a future Council meeting.

In parallel with this strategic work, Council delivered quick wins focused on improving safety and enhancing amenity within the Victoria Street precinct.

Activities included replanting garden beds, regular graffiti removal from roller doors and in high foot traffic areas, minor streetscape upgrades at Park and Charles Streets (including new seating, bike hoops and planting), refreshed bins and signage, as well as upgrades to some lighting and footpaths.

Council collaborated with the Victoria Street Business Association to deliver 16 mobile planter boxes to businesses. The program provides additional planting in the precinct and contributes to the street's visual appearance. (This project was co-funded by the State Government).

On Saturday 20 June, the Vietnamese 50th Anniversary Commemorative Marker was unveiled in Butler Park, recognising the ongoing connection the Vietnamese community has to the Victoria Street precinct. Over 150 people gathered to celebrate the new artwork, *Mythical Crane Boat* by Van Phu Le. The artwork brings a new focus to the park, inviting people into the space to engage with the work and learn more about this significant anniversary and history of Yarra's Vietnamese community. The new artwork will now be managed as part of Council's Art and Heritage Collection.



Festivals and Events

Festivals and events continued to play a key role in celebrating the diversity of Yarra's communities and creating opportunities for shared experiences. They foster local pride, strengthen intercultural understanding, and help people build meaningful connections to each other and to place.

Council's investment in 2025/26 supported a robust calendar of festivals, events, and civic activities, each contributing to Yarra's vibrant community life while activating neighbourhoods, public spaces, and activity centres across the municipality. Through a combination of Council-produced, Council-funded and supported, and Council-enabled events, Council continued to balance direct event delivery with strategic investment and partnership opportunities.

Council programming saw the delivery of Carols in the Park, New Year's Eve at Edinburgh Gardens, Fairfield in Feb music series and the annual Leaps and Bounds Music Festival, which provides direct funding to live music venues across Yarra to support increased programming during the winter months.

This year also marked a significant transition in Council's approach to supporting major festivals. Following Council's decision to transition several longstanding festivals from the Community Partnership Grants program to formalised funding and service agreements, work commenced to establish clearer governance arrangements and support models for major street-based events including Victoria Street Lunar Festival and Johnston Street Fiesta.

Highlights

- More than 130,000 people attended festivals and events across Yarra during the summer event season
- Victoria Street Lunar Festival and Johnston Street Fiesta each received \$36,000 in direct funding, along with up to \$150,000 per event in-kind support for waste, traffic and safety management through newly established funding and service agreements
- With Council support, Victoria's Pride Street Party delivered by Midsumma, recorded its most successful event to date, attracting more than 65,000 visitors to Gertrude and Smith Streets in Fitzroy. The one-day event generated significant economic activity for local businesses and engaged more than 250 artists across a diverse program of performances and activations
- Leaps and Bounds Music Festival continued to champion Yarra's live music sector, directing \$80,000 to 22 live music venues to support increased winter programming. The festival also hosted a live music roundtable bringing together peak bodies, Councillors, and venue operators to identify opportunities and priorities for the sector, helping to inform future advocacy and renewed focus on Yarra's live music precincts.

A key focus for the coming year will be progressing plans for the Brunswick Street Festival, scheduled for October 2027. As a new Council-produced event, the festival will celebrate the unique character of Brunswick Street while creating opportunities for local artists and performers, supporting live music venues and driving visitation to local businesses. The initiative reflects Council's commitment to activating activity centres through festivals and events, recognising the capacity to strengthen local businesses, support artists, and creative industries, and generate employment, visitation, and broader economic benefits.





Ageing Well Policy



In 2025/26, Yarra strengthened its commitment to creating an age-friendly community through the adoption of the Yarra Ageing Well Policy, establishing a clear vision for supporting older residents to remain connected, active, safe and included as they age.

Through a diverse range of programs, events and partnerships, Council supported older people to participate fully in community life, maintain their wellbeing and access opportunities that foster connection, inclusion and belonging.

A key highlight of the year was the Victorian Seniors Festival, which celebrated the contributions of older residents and created opportunities for social connection, cultural participation and lifelong learning.

Festival activities reflected the diversity of Yarra's ageing community and included a Seniors Exchange initiative at Quang Minh Temple, Flow by the Birrarung: Tai Chi and Bánh Mì Lunch for Seniors. The *Old is Beautiful* photography exhibition at Richmond Library celebrated older people by promoting positive ageing. A Carers' Swing Class delivered as part of National Carers Week, recognised the invaluable contribution of unpaid carers.

Social connection remained a key focus throughout the year. Dancing from the Heart events brought older residents together for music, movement and friendship in the historic Collingwood Town Hall ballroom, while the Seniors and Sprouts program created meaningful intergenerational connections between older residents and kindergarten children through shared learning experiences.



Council also supported a broad network of multicultural seniors' groups representing Chinese, Greek, Vietnamese, Italian, Serbian and other communities, helping older residents stay connected through shared language, culture and community. In addition, the Bent Twig Alliance provided a welcoming and inclusive social space for LGBTQIA+ elders to build friendships and strengthen community networks.

Council continued to support older residents to age well at home through practical initiatives such as the Companion Animal Support Program, which connected volunteers with older people and people with disability who required assistance walking their dogs. The program supported independence, reduced social isolation and recognised the important role companion animals play in promoting health and wellbeing.

Creating a safe and respectful community for older people was another priority. A community education event delivered in partnership with Elder Rights Australia and Victoria Police's Multicultural Liaison Proactive Policing Unit marked World Elder Abuse Awareness Day (WEAAD). The event increased awareness of elder abuse, personal safety and available support services; and empowered older residents about their rights and strengthened connections to trusted sources of support.

Yarra's Home Library Service helped older residents and others who are unable to visit a library to stay connected to reading, learning and recreation through free monthly home delivery of books, audiobooks, magazines, DVDs and multilingual resources. The service supported inclusion, lifelong learning, and wellbeing by ensuring accessible library services for community members experiencing age, mobility, health, or caring-related barriers.

Neighbourhood Houses continued to play an important role in supporting older residents to stay connected, active and engaged. Yarra's local neighbourhood houses delivered a diverse range of age-friendly programs including community lunches, friendship groups, choir, music, art classes and fitness activities, Tai Chi, line dancing, digital inclusion and computer mentoring, gardening and sustainability projects, sewing and knitting groups, and the Yarra Men's Shed. These welcoming community spaces fostered social connection, lifelong learning, creativity, health and wellbeing, while providing opportunities for older residents to build skills, pursue interests and contribute to their local community.

Senior Support Services, delivered through the Commonwealth Home Support Programme (CHSP), helped older residents maintain their independence, wellbeing and connection in the community. Services included home-delivered meals, social support programs at Willowview Centre, home maintenance and minor repairs, as well as community transport. Through activities, outings, meals, digital learning opportunities, and culturally inclusive social groups, these services supported older people in remaining active, connected, and living safely in their own homes for longer.

Together, these initiatives reflect Council's commitment to implementing the Ageing Well Policy by fostering social participation, inclusion, safety, cultural connection, lifelong learning and wellbeing. Through strategic leadership, community partnerships and targeted programs, Yarra continues to create opportunities for older residents of all backgrounds to remain active, connected and valued members of the community.

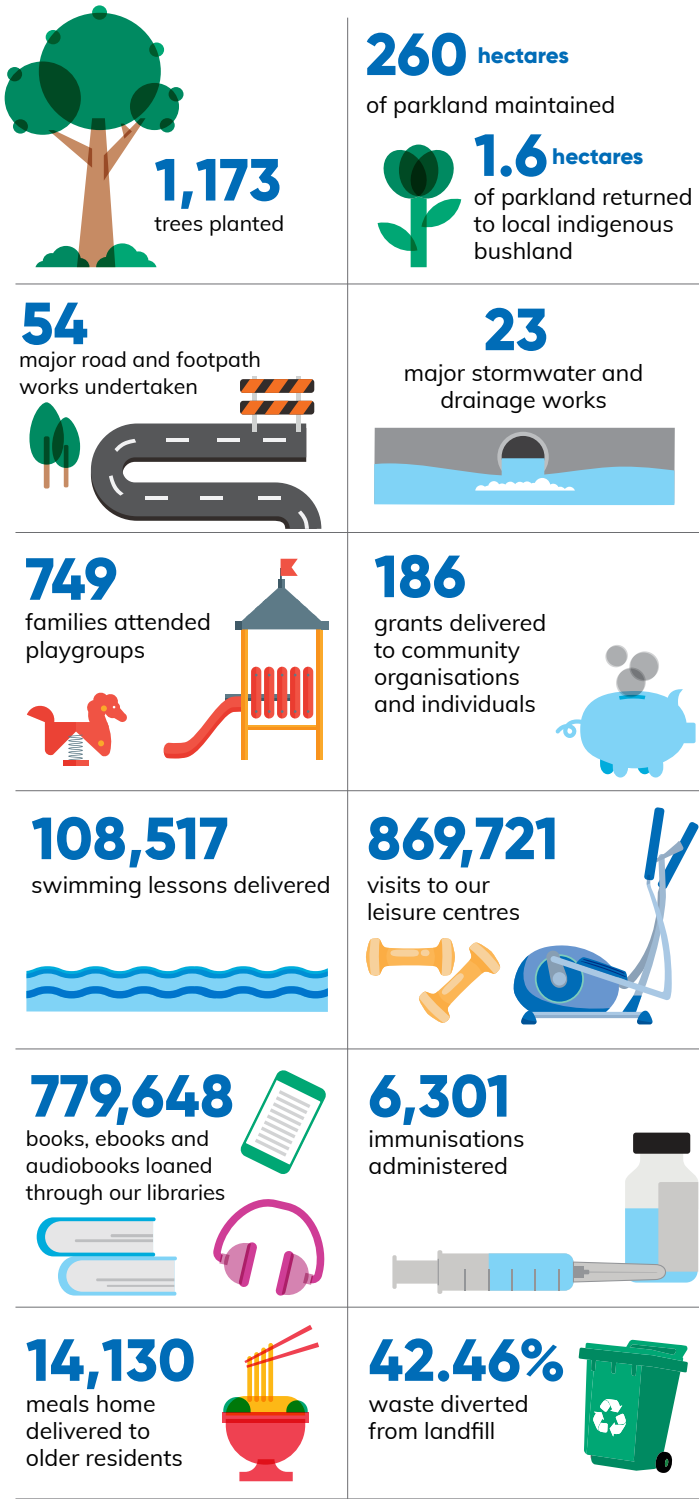


Your rates at work

Your rates help us deliver over 100 services and programs that contribute to the wellbeing and vibrancy of Yarra, making it a fantastic place for our community to live, work, and play.

Rates account for over 57% of Yarra’s total income in the 2025/26 Budget. Despite significant external financial pressures Yarra remains committed to delivering high-quality services and programs across the community.

Your rates at work in 2025/26



Capital works

Working for you

The adopted capital works budget for 2025/26 was \$38.51 million, including \$2.75 million of works carried forward from 2024/25.

This financial year, Council completed 157 projects, and the total capital works expenditure was \$33.6 million. An additional \$350,000 of capital projects was delivered to the community but expensed under accounting standards and Council's asset accounting policy.

The full year expenditure was in line with the expected spend after taking into account budget adjustments that took place during the financial year. The adjustments include the approved carry forward of \$3.27 million.

The capital works program includes investment in Yarra’s infrastructure and community assets to enable services to be provided. Our capital investment allows us to establish new community infrastructure as well as revitalising and enhancing existing facilities and infrastructure.

The expenditure summaries for this financial year are provided below.

Capital works summary 2025/26

	\$'000
Capital works	
Buildings	10,028
Parks, open space and streetscapes	7,452
Roads	6,403
Drainage	4,010
Footpaths and cycleways	3,626
Computers and telecommunications	804
Other infrastructure	634
Library books	619
Waste Management	49
Plant, machinery and equipment	0
Total	33,625

Capital works highlights

	\$'000
Buildings	
Yambla Pavilion upgrade	3,034
Collingwood Leisure Centre plant upgrade	1,460
Brunswick St Oval Project upgrade	637
Community Charge – Community facilities leading the energy transition	420
Public Toilet renewal	350
Richmond Town Hall roof renewal works	334
Children’s services minor buildings renewal works	284
Fitzroy Town Hall risk mitigation and improvement works	243
Parks and Open Space	
Charles Evans Reserve park upgrade - Construction	861
Tree planting program	805
Fairfield Park playground upgrade - Construction	799
Golden Square Reserve Burnley playground and garden bed and tree plantings - Construction	747
Streetscape improvement - Corner Gertrude and Brunswick Streets, Fitzroy	535
Rewilding and planting of garden areas across the City	439
Quarries Park Clifton Hill dog park	325
Roads, footpath and cycleways	
Road surface renewals	3,319
Footpath renewal works	2,773
Elizabeth Street, Richmond bike lane modifications	515
Laneway renewal works	442

	\$'000
Drainage	
Drainage renewals including design works	4,010
Computer and telecommunication	
IT assets to support community services	804
Other infrastructure	
Commemoration for the Vietnamese migration anniversary	281
Bike parking facilities	103
Other infrastructure	
Physical library collection renewal	366
Digital library collection renewal	233
Waste management	
Fixed bin replacement	49
Computer and telecommunication	
IT assets to support community services	804



Capital works spotlight

Road and laneways infrastructure improvement

Expenditure: \$8.43 million

Council continues to invest in road and transport infrastructure improvements across Yarra. Over 55 road rehabilitation projects were completed including kerb and channel works, and footpath and laneway surface renewals in various locations across the municipality. These works improve surface conditions, enhance pedestrian and vehicle safety, and extend the life of Yarra’s transport assets.

Delivery was coordinated to minimise disruption, maintain access, and maximise efficiency in construction timing and resource use.

Some notable projects include:

- Road, kerb and channel, footpath renewal works - Old Heidelberg Road, Alphington (Heidelberg Road to End of Street)
- Road, kerb and channel, footpath renewal works - Queen Street, Fitzroy North (Miller Street to boundary with City of Merri Bek)
- Road, kerb and channel, footpath renewal works - St Heliers Street, Abbotsford (Wombat crossing to Children’s Farm)
- Road, kerb and channel, footpath renewal works - Stephenson Street, Cremorne (Cubitt Street to Dunn Street)
- Footpath and kerb and channel renewal works - Napier Street, Fitzroy (Greeves Street to Chapel Street)
- Footpath and kerb and channel renewal works - Wiltshire Street, Richmond (Brighton Street to End of Street)
- Footpath renewal works - Council Street, Clifton Hill - (Smith Street to Wellington Street)
- Footpath renewal works - McKean Street, Fitzroy North (Brennand Street to Rushall Crescent).

These renewals have improved movement and safety, particularly for people walking or accessing local destinations while contributing to more resilient, accessible, and well-maintained streetscapes across Yarra. ❤️

Public toilets renewals

Expenditure: \$350,000

Yarra has completed a program of public toilet renewals and maintenance to enhance the reliability, safety, and accessibility of toilet facilities across the municipality. Works included upgrades to fittings, drains, entrances and locks, partitions, and hoists to ensure facilities remain functional and in good working order.

Works were completed at Edinburgh Gardens, Emely Baker, Richmond Recreation Centre, Abbotsford Maternal and Child Health Centre, Alphington Park, Djerring Centre, and Kerr Street. A new toilet unit was also installed at Kerr Street, providing a more modern and functional public toilet network for residents and visitors.

These improvements make public toilets cleaner, more reliable, and easier to use, supporting greater everyday convenience for the community. They also contribute to a more inclusive and welcoming public environment, helping residents, visitors, and families access well-maintained facilities when needed.

Golden Square Reserve

Expenditure: \$750,000

Works progressed on the Golden Square Bicentennial Park playground, which will provide expanded play opportunities for children of different ages, an additional nine mature trees, and a better link to the much-loved ‘Fairy Tree’ and other nature-based elements in the park.

The previous playground had come to the end of its life, and a new design was taken to the community in 2024 for their feedback. In response, the design provided additional shade, whimsical elements including sculpted creatures, a mixing stone within a seating nook and lots of nature-based opportunities for balancing and climbing. The cubby in the new park has been built from reclaimed timbers from the old park, and the rocks, timber steppers and bluestone components have all been salvaged and reused from other projects.

Additional landscaping has also been provided throughout the park, working towards the perimeter planting which formed part of the 2023 Masterplan.

The project has been fully funded by Council, and the new playground will open in mid-August 2026.

Electric vehicle chargers

Expenditure: \$60,000

Council is expanding access to electric vehicle charging through a practical, community-focused rollout that supports both emissions reduction and everyday convenience. In 2026, investment was made to install electric vehicle chargers at 26 locations across the municipality.

The installation program reflects Yarra’s broader commitment to reducing transport emissions. Yarra is working with other councils, private providers, power companies, and the Victorian Government to deliver public charging.

The rollout of EV chargers will make charging more convenient for residents, visitors, and local businesses. It also supports local activity by encouraging drivers to spend time in the area while charging, while helping Yarra build a more sustainable, future-ready municipality.

Yambla Pavilion

Expenditure: \$3.034 million

Council delivered an upgraded sporting facility in Quarries Park, Clifton Hill with the new Yambla Pavilion opened in late 2025/26. The modernised pavilion is designed to support the growing needs of local clubs and the wider community, while creating more opportunities for women and girls to get involved in the game as players, officials, volunteers and supporters. ❤️

The upgraded facility features four all-gender changerooms, improved public amenities, a social space, kiosk, referee and first aid facilities, and a viewing deck overlooking the soccer pitch.

It also includes a striking laser-cut mural by Melbourne-based artist Angharad Neal-Williams.

The new pavilion was opened by the Member for Cooper, Ged Kearney, with the upgrade made possible through a partnership between all three levels of government — including \$2.25 million from the Australian Government through the Thriving Suburbs Program, \$500,000 from the Victorian Government through the World Game Facilities Fund, and Council’s own investment of up to \$2.6 million.



Performance report

Strategic objectives

The Council Plan 2025-29 includes four strategic objectives that describe our strategic direction for the four-year period. They are:

1. Living in the City
2. Building the City
3. Working and playing in the City
4. Running the City

Strategies

Each strategic objective is supported by strategies, which identify the focus for the four-year period.

Strategic indicators

Strategic indicators provide a framework for measuring progress towards the achievement of each strategic objective.

Actions

Actions are the activities we undertook in pursuit of the strategic objectives and strategies. Drawn from the initiatives in the Council Plan 2025–29 and actions in the 2025/26 Council Plan Action Plan, these provide a framework for measuring our progress towards each strategic objective.

Service performance indicators

Local Government (Planning and Reporting) Regulations 2020 require councils to report on service performance indicators. The results of these indicators, including comparisons with other councils and sector averages, will be published on the State Government’s Know Your Council website later this year. Council has reported these under the relevant strategic objectives.

Performance statement

Yarra City Council is required to publish an audited performance statement as part of our Annual Report. The performance statement contains a selection of the service performance indicators as well as several financial performance indicators and sustainable capacity indicators. This is provided in the performance statement section.



Council Plan Action Plan

Each year, we also produce an annual Council Plan Action Plan aligned to the four-year 2025–29 Council Plan. It sits alongside the yearly Budget and directs the projects and activities we will deliver towards achieving the strategic objectives.

The 2025/26 Council Plan Action Plan comprised 26 actions for delivery. Of these, 12 actions (46%) were completed, 14 (54%) actions remained in progress at the end of June.

Of these actions in progress, 10 were on track (more than 90% complete), 3 were being monitored (between 75% and 90% complete), and one was classified as off track (less than 75% achieved).

At the end of June 2026, overall performance was 97% against the performance target of 75%. To meet the performance target, actions must achieve 75% or higher of their target.

Action summary by performance:



No. of actions	%	Result
22	(85%)	On Track (At least 90% of action target achieved)
3	(12%)	Monitor (Between 75% and 90% of action target achieved)
1	(3%)	Off track (Less than 75% of action target achieved)

Action status by Council Plan strategic objective at 30 June 2026

Strategic objective	No. of Actions Reported	Complete	On track (>=90%)	Monitor (75-90%)	Off track (<75%)
Living in the City	5	5	-	-	-
Building the City	10	3	4	2	1
Working and playing in the City	4	3	1	-	-
Running the City	7	1	5	1	-
Total	26	12	10	3	1

The 2025/26 Council Plan Action Plan Quarter 4 report is available in the Quarterly Community Report Quarter 4 on our website.

Council Plan Action Plan completion rates 2020–26

Year	% Actions complete or on track
2019/20	86%
2020/21	89%
2021/22	82%
2022/23	90%
2023/24	84%
2024/25	89%
2025/26	97%

Performance results

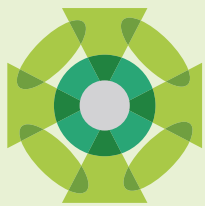
The following provides:

- An overview of the services funded through the 2025/26 Budget, including a description of each service, the key areas of activity, and the people or sections of the community who benefit from them.
- Outlines the major initiatives identified in the 2025/26 Budget and reports on progress made in delivering them.
- Details the results of the Council Plan 2025-29 strategic indicators, defined by 58 performance metrics.

Legend for Strategic Indicators and related performance metrics

Trend	Explanation
Up arrow	Target achieved
Double arrow	Neutral
Down arrow	Target not achieved
Horizontal line	Baseline to be established

1. Living in the City



We are a city for everyone. We are welcoming, friendly and connected, where everyone is safe and supported.

Strategies	Strategic Indicators
1. Make our streets and shopping strips safer and more beautiful.	1.1 Implement improvements in our streets and public spaces to keep them clean and reduce waste, litter and graffiti.
	1.2 Implement improvements to green our streets and public spaces, including expanding the tree canopy throughout the City ♥
	1.3 Implement improvements to enhance safety in our streets and public spaces ♥
	1.4 Renew and revitalise our activity centres.
2. Provide places and services to support engagement in community life.	2.1 Deliver programs and make better use of existing places to foster connection, and support people of all ages and backgrounds to live a healthy and fulfilling life. ♥
	2.2 Advocate to external stakeholders to support at risk communities in Yarra. ♥
	2.3 Support families to access early years services and programs in their neighbourhood.
	2.4 Implement the Municipal Public Health and Wellbeing Plan. ♥



Services

Service	Description	Net Cost \$000 Budget Actual Variance
Ageing, Equity and Community Development	The Ageing, Equity and Community Development Branch delivers services for older people, community development, partnerships, social policy and strategic advocacy for people experiencing systemic barriers or resource constraints. It promotes community health, safety and wellbeing, supports ageing well and disability inclusion, and seeks to build social connection and resilience. Key services include community transport, delivered meals, home maintenance, centre-based social programs, homelessness coordination, community grants, neighbourhood house support, volunteer engagement, and partnerships with First Peoples, multicultural and LGBTIQ+ communities.	Budget \$7,709 Actual \$6,828 Variance \$881
Children's Services	Family, Youth and Children's Services provide a diverse range of affordable, accessible and quality services for children, young people and families aged 0-25 years. Key areas of focus include State Government partnerships supporting children and families; the Best Start, Best Life Kindergarten reforms increasing access to 3- and 4-year-old kindergarten and providing targeted programs for young people aged 12 to 25. Key services: • Early years services, including long day early education and care, kindergarten, and inclusion support services • Maternal and Child Health • Family Support • Immunisation Services • Youth and Middle Years support programs • Connie Benn Community Hub	Budget \$7,071 Actual \$8,663 Variance (\$1,593)
Libraries	Library Services are provided through five branches located in Carlton, Collingwood, Fitzroy, North Fitzroy and Richmond including outreach programs. These services enable community access to build life skills, connect through digital and physical channels and utilise collections, programs and partnership events that positively impact literacy, learning and creativity.	Budget \$5.232 Actual \$5,433 Variance (\$201)

Service	Description	Net Cost \$000 Budget Actual Variance
Leisure	Management of Council's three major leisure services and aquatic facilities, a public golf course and a community gymnasium and provides a range of high quality facilities and programs that encourage participation from a broad cross section of the community. The branch is also responsible for developing and maintaining multiple sporting facilities, grounds and pavilions. Key Services: • Leisure Centres • Burnley Golf Course • Recreation planning, club development and sports field allocation	Budget \$1,092 Actual \$408 Variance \$685
Open Space Maintenance	City Works oversees the delivery of all street cleaning, open space maintenance and urban agriculture. Key Services: • Street cleaning • Open space management and maintenance • Tree planting and biodiversity improvements • Open space planning and design	Budget \$7,515 Actual \$7,637 Variance (\$122)

Major Initiatives

Service	Major Initiative	Progress
Ageing, Equity and Community Development	Aged Care reinvestment \$300,000	In March 2024, Council resolved to transition from most direct home-based aged care delivery to community-based support, navigation, advocacy, partnerships and funding. Council has since consolidated funding for trusted community organisations delivering meals, food relief, outreach and social inclusion programs for older residents and other community members experiencing disadvantage. For 2026/27, Council approved \$389,504 for these activities and multi-year Nutrition and Social Inclusion Funding Agreements through to 30 June 2029. Funding will be indexed annually in line with the Victorian Local Government rate cap.

Service	Major Initiative	Progress
Ageing, Equity and Community Development	Conduct a localised Community Safety Audit in response to identified crime and community safety concerns in known hotspots and public spaces to respond to environments with low cost or temporary infrastructure, landscaping or site re–design where appropriate (\$100,000)	A Community Safety Audit investigation was completed for the southern Brunswick Street corridor and surrounding streets, identifying priority opportunities to improve safety, amenity and the public realm. The findings will guide the prioritisation and planning of future capital works.
	Design and delivery of targeted programs focussed on health and wellbeing priorities arising from the new Municipal Public Health and Wellbeing Plan (\$100,000) ❤️	The Social Connection and Belonging Guide and updated Community Food Guide were completed during the year, providing residents with improved access to information on local activities, wellbeing supports, volunteering opportunities and affordable food services. These resources support community connection, participation and wellbeing across Yarra.
Libraries	Digital and physical library collections renewal (\$600,000)	The ongoing renewal of library collections ensures the latest best-selling books, e-books and audiobooks are made available for our community to access. Continued investment in collections helps our libraries meet changing community interests, reduce wait times for popular titles, and provide equitable access to information, learning and recreation. In the past year, borrowing increased by 5%, reflecting the strong and growing demand for high-quality library resources and the value they deliver to the community.
	Minor renewal works at the Richmond Library (\$100,000) along with preliminary investigations, feasibility and business case work (\$0.200m) for a future major redevelopment of the library	Planning for the future of Richmond Library progressed during the year, with a business case and concept options presented to Council to inform consideration of the site's long-term development. Minor works were also completed to enhance functionality, accessibility and community experience, with funding allocated in 2026/27 to progress future improvements.

Service	Major Initiative	Progress
Open Space and Maintenance	Delivery of open space and sporting improvements including Fairfield Park Playground, Golden Square Reserve, Charles Evans Reserve, Citizens Park and Kevin Barlett Reserve (\$1.938 million)	Delivery of open space and sporting improvements has an outstanding outcome for the community, creating more welcoming, accessible and active public spaces across the municipality. The completed works have strengthened local recreation opportunities, supported healthier lifestyles and enhanced the long-term value of key open space and sporting assets. ❤️
	Continuation of street tree planting to increase canopy cover (\$800,000)	Increased tree cover along streets has helped reduce surface and air temperatures, making neighbourhoods more comfortable during extreme heat while improving walkability and community wellbeing. This progress reflects continued investment in Yarra's Urban Forest Strategy, as well as targeted planting programs that prioritise areas with low canopy cover and high exposure to heat. Expanded street tree planting has been a key driver of growth, helping to transform some of the municipality's most heat-affected locations. ❤️
	Improving biodiversity outcomes by rewilding parts of the City (\$410,000)	This initiative has continued to deliver an amazing outcome for local biodiversity by transforming underutilised areas into more resilient, habitat-rich landscapes that support native plants and wildlife. By rewilding parts of the City, the project is strengthening ecological health, improving climate resilience and creating greener, more connected places for the community to enjoy. ❤️

Council Plan Strategic Indicators

Performance Metric	Desired Trend or Target	Baseline	Year 1 2025/26 Actual	Result
Monitoring Success: Our streets are safer, cleaner, and greener				
1.1 Number of graffiti jobs removed M ²	Increase	50,862 m ²	53,955	⬆️
Comment: Council removed 53,955 m ² (up from 50,862 m ² in the previous year) of graffiti through its proactive and reactive removal programs, helping keep Yarra’s streets, laneways and public spaces cleaner, safer and more welcoming. This strong result reflects Council’s ongoing commitment to maintaining neighbourhood amenity and responding quickly to community needs.				
1.2 Number of graffiti removal kits distributed to the public	Increase	135	139	⬆️
Comment: 139 graffiti removal kits were requested and distributed to residents and local groups, up from 135 in the previous year. This shows our community is actively partnering with Council to help keep neighbourhoods cleaner, more welcoming and cared for.				
1.3 Tree canopy across the municipality	Increase	Current target of 17.7%	20.10	⬆️
Comment: Our urban forest is growing — and faster than planned. Over the past five years, total canopy cover across the municipality has increased from 17.7% to 20.1%, putting Yarra ahead of schedule to reach its 2040 target of 21.25%. The gains are especially clear in the public realm, where canopy cover across streets and parks has grown by 21.4%, rising from 24.4% to 28.3%. This progress reflects sustained investment in greening Yarra’s streets, parks and open spaces, helping to create cooler, greener and more liveable neighbourhoods for the community.				
1.4 Number of new trees planted per year by Council	Increase	Plant between 400 and 800 street and park trees per year 2,800 by 2029	1,146	⬆️
Comment: We have successfully planted 1,146 trees in the last 12 months.				
1.5 Percentage of recommendations actioned from the community safety audit	Increase	One audit per year	NA	➡️
Comment: The result for year one (2025/26) is nil, as the audits were undertaken during the current year, the reporting will start in year two (2026/27).				

Performance Metric	Desired Trend or Target	Baseline	Year 1 2025/26 Actual	Result
1.6 Perception of safety, day and night	Increase	74.10	77.60	⬆️
Comment: Community perceptions of safety during the day improved in 2026, with the Safety Performance Index increasing from 74.1 to 77.6. This positive result reflects that more people felt safe in the community during daylight hours compared with the previous year. Perceptions of safety at night remained largely unchanged, with the small decrease not being statistically significant. Many factors influence how safe people feel, so these results reflect the combined impact of a range of community and environmental conditions. Council contributes through public-space design and maintenance, lighting, amenity, local laws, place management, community services, advocacy and partnerships. Annual movements should therefore be interpreted with regard to statistical significance and should not be attributed solely to Council activity.				
1.7 Use of surfaces, materials and treatments that contribute to climate adaptability and resilience	Increase	Baseline to be established after Year 1	6	➡️
Comment: Six projects delivered meaningful improvements to climate adaptability and resilience by investing in greener, more sustainable use of surfaces, materials and treatments. Together, these initiatives expanded permeable surfaces through additional on-street planting, installed 52 square metres of permeable pavement, and upgraded drainage systems to increase stormwater capacity.				

Performance Metric	Desired Trend or Target	Baseline	Year 1 2025/26 Actual	Result
Monitoring Success: More of our community feel connected to community life.				
2.1 Percentage of library members who report feeling more connected and engaged to the community as a result of their participation in library services and programs	Increase	66%	80%	⬆️
Comment: 1,494 members completed the annual library user survey. The report highlights 94% of library members reported feeling safe and welcome when using library services and 80% of library members report feeling more connected to the local community through participation in library programs.				
2.2 Satisfaction of activities/ programs offered at Neighbourhood Houses	Increase	Baseline to be established after Year 1	4,428	⬆️
Comment: Neighbourhood Houses Victoria's 2025 Annual Survey found that 4,428 people used Yarra's nine Council-funded Neighbourhood Houses in an average week. This includes volunteers, students, children in childcare, people participating through other organisations, and people attending on a drop-in basis. This equates to an average of 492 people per house and a median of 400. The measure provides a standardised, repeatable way to track participation.				
2.3 Number of attendances to youth programs at Council youth services and Neighbourhood Houses	Increase	Baseline to be established after Year 1	15,691	⬆️
Comment: There was a total of 15,691 youth attendances across Council youth programs. Yarra Youth Services recorded 8,391 youth attendances across youth-specific programs. This strong participation highlights the vital role our services play in providing safe, accessible spaces that ensure more of our young people feel actively connected to local community life.				
Across three neighbourhood houses, a total of 202 youth program sessions were delivered, generating an estimated 7,300 youth attendances. Fitzroy Neighbourhood House (420 attendances across 42 sessions per year), Belgium Avenue Neighbourhood House (3, 440 attendances across 80 sessions per year), Collingwood Neighbourhood House (3,440 attendances across 80 sessions per year). These programs provide consistent weekly engagement reaching a combined average of approximately 96 young people each week.				

Performance Metric	Desired Trend or Target	Baseline	Year 1 2025/26 Actual	Result
2.4 Participation in programs delivered for early years including parents and guardians	Maintain or Increase	Baseline to be established after Year 1	48,158	⬆️
Comment: Good participation across early years programs is evident, with strong attendance from children, parents and guardians across Supported Playgroups, Leisure programs and early literacy sessions. - Early Years: 586 children and guardians attended Supported Playgroups. These are free, facilitated sessions for families with young children from birth to school age. - Leisure: 10,795 children and guardians attended leisure programs. Yarra Leisure supports earlier year participation through a range of programs, including Learn to Swim classes for children aged 10 and under, school swimming programs delivered with local primary schools, Story Time by the Pool in partnership with library services, and Parents and Prams group fitness classes. - Libraries: 36,777 participants across 903 early literacy programs. Libraries delivered 903 early literacy programs to a combined audience of 36,777 community members (19,924 pre-school children with 16,749 parents/carers). Of these 903 sessions, 50 were delivered with a focus on First Nations storytelling and cultures (Koori Storytime), and 45 were delivered in languages other than English (Greek Storytime, AUSLAN Storytime, and Storytime Around the World). These results demonstrate strong performance including substantial engagement with pre-school children and parents/carers, alongside meaningful culturally inclusive sessions.				
2.5 Participants in targeted older persons programs reporting greater connection and engagement	Maintain or Increase	Baseline to be established after Year 1	13	⬆️
Comment: Thirteen programs and service streams were recorded for 2025/26: the Companion Animal Support Program; multicultural seniors groups; Seniors and Sprouts; Bent Twig Alliance; the Home Library Service; digital coaching; seniors community lunches; seniors exercise classes; Community Transport; Willowview centre-based social support; social support programs delivered through neighbourhood houses; special outings; and outreach and engagement programs for older people living in Supported Residential Services. This is a conservative count because multicultural seniors groups and neighbourhood-house activities each include multiple groups and programs but have been counted as single delivery streams.				

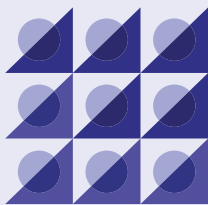
Performance Metric	Desired Trend or Target	Baseline	Year 1 2025/26 Actual	Result
Monitoring Success: More people have access to services and places that support their health.				
3.1 Membership and casual visits to recreation and leisure centres	Increase	972,079	1,788,020	⬆
Comment: There were 1,788,020 visits across Yarra recreation and leisure facilities a significant increase on the previous year. This figure includes visits to Collingwood Leisure Centre, Fitzroy Swimming Pool, Richmond Recreation Centre, and Burnley Golf Course. The high level of participation highlights the important role these facilities play in supporting the health, wellbeing and social connection of people across the Yarra community.				
3.2 Participants in active aging programs supported through Neighbourhood Houses	Increase	Baseline to be established after Year 1	181	⬆
Comment: A total of 181 age-friendly programs were recorded across Council-funded Neighbourhood Houses, using the number of programs offered as the practical measure because comparable participant data for active ageing programs is not currently available. The result includes Alphington Neighbourhood House, 6; Belgium Avenue Neighbourhood House, 12; Carlton Neighbourhood Learning Centre, 19; Collingwood Neighbourhood House, 8; Finbar Neighbourhood House, 19; Fitzroy Neighbourhood House, 10; Holden Street Neighbourhood House, 39; North Carlton Railway Neighbourhood House, 15; and Richmond Neighbourhood House, 53. These programs support active ageing by promoting physical activity, lifelong learning, social connection, creativity, digital inclusion, volunteering and community participation, including through programs that are age-friendly but not necessarily restricted to older people.				
3.3 Number of seniors card holders accessing leisure centres	Increase	Baseline to be established after Year 1	33,728	⬆
Comment: The result of 33,728 senior card holder visits to leisure centres will serve as the baseline for future measurement and reporting. This level of participation highlights the important role leisure centres play in supporting older adults by promoting physical activity, social connection, health and wellbeing, and opportunities for active ageing within the community.				
3.4 Participation in childhood immunisation and maternal child health programs	Increase	Baseline to be established after Year 1	Immunisation: 2,257 MCH programs: 482	⬆

Comment: Participation in childhood immunisation – 2,257 children and adolescents were vaccinated under the National Immunisation Program.

Participation in Maternal and Child Health programs - 482 parents (primary parent) attended First Time Parents Groups.

Performance Metric	Desired Trend or Target	Baseline	Year 1 2025/26 Actual	Result
Monitoring Success: Improved support for diverse and at-risk communities.				
4.1 Value of grants received from State and Federal Government	Maintain success rate	Baseline to be established after Year 1	\$6.2 million	⬆
Comment: The value of competitive grants secured each year varies depending on funding availability and project timing. In 2025/26, Council secured \$6.2 million in external funding, including \$3.75 million for the Linear Park upgrade in Fitzroy North, \$1.54 million for kindergarten upgrades, and \$485,000 for the Richmond Youth Hub and Learning Bank, alongside funding for recreation and business precinct improvements.				
4.2 Satisfaction with programs implemented to support at-risk members of the community	Increase	Baseline to be established after Year 1	45	⬆
Comment: A total of 45 targeted programs and service streams were delivered or funded by Council in 2025/26, establishing a baseline measure of Council's contribution to supporting people experiencing vulnerability or disadvantage. This included 20 Council-run programs and services, such as homelessness outreach, Yarra Zero, family and maternal and child health services, supported playgroups, youth support and employment pathways, and inclusive library programs. Council also supported Neighbourhood House initiatives, including community meals, food relief, homework clubs and culturally specific groups, as well as 18 funded service agreements focused on seniors, legal assistance, First Peoples health and housing, and community participation. While this measure reflects the breadth of Council-supported activity rather than participant satisfaction, it provides a practical and consistent basis for tracking Council's ongoing investment in community support.				
4.3 Uptake of concession memberships at leisure centres	Increase	Baseline to be established after Year 1	1,300	⬆
Comment: More than 1,300 concession members continued to enjoy access to Yarra Leisure services and facilities, helping make programs more affordable and accessible for the community. This strong level of participation reflects Council's commitment to reducing barriers and ensuring people of all ages and backgrounds can stay active, connected, and engaged.				

2. Building the City



We have the infrastructure we need to accommodate a growing community.

Strategies	Strategic Indicators
3. Ensure people can move safely across the City using all modes of transport.	3.1 Maintain and develop our cycling network. ❤️
	3.2 Develop and implement a Kerbside and Parking Management Strategy, to make our footpaths and kerbside spaces safe, equitable, reliable and able to accommodate a variety of demands. ❤️
	3.3 Review, update and implement the Transport Action Plan. ❤️
4. Enable equitable and planned housing growth to keep Yarra liveable.	4.1 Partner with State and Federal Governments to increase the availability of social housing for local essential workers of Yarra.
	4.2 Advocate to State and Federal Governments to improve community and public housing availability and options.
	4.3 Identify opportunities to incentivise genuinely affordable housing options to support housing security and equity.
	4.4 Identify strategic redevelopment sites to support new housing development across the City.
5. Provide infrastructure that responds to the current and future needs of a growing Yarra.	5.1 Invest in the maintenance and upgrade of Yarra’s stormwater drain network to lessen the impacts of future extreme weather events.
	5.2 Advocate to the State Government and agencies to improve State owned infrastructure, including stormwater.
	5.3 Implement the community infrastructure plan so that Yarra has facilities to meet a diversity of needs. ❤️
	5.4 Increase options for EV charging across the City.
6. Provide green spaces and beautify the City.	6.1 Increase multi-use and accessible open spaces. ❤️
	6.2 Pursue shared space agreements to broaden access to spaces around our City.



Services

Service	Description	Net Cost \$000 Budget Actual Variance
Strategic Transport	Strategic Transport focuses on advocacy and policy and delivers cycling infrastructure projects. Key Services: • Advocating for improved public transport services • Improving bicycle infrastructure • Developing initiatives to increase number of cyclists • Delivering road safety projects for cyclists and pedestrians	Budget \$951 Actual \$1,084 Variance (\$133)
Building and Asset Management	Building and Capital Works is responsible for Council’s building assets as well as coordinating asset management and capital works planning, reporting and delivery activities across all of Council’s asset classes. Key Services: • Strategic Asset Management • Capital Works planning, development, delivery, monitoring, and reporting • Buildings and Facilities Maintenance • Building Projects Delivery	Budget \$7,048 Actual \$8,148 Variance (\$1,100)
City Strategy	City Strategy plans for Yarra’s future growth, sustainability and liveability, guides the design of key public spaces and increases and improves Yarra’s open space network. Key Services: • Strategic Planning • Urban Design and Place Making	Budget \$3,666 Actual \$2,576 Variance \$1,090

Service	Description	Net Cost \$000 Budget Actual Variance
Statutory Planning	Statutory Planning makes balanced and reasonable decisions about the use and development of land which give effect to state and local planning policies and manages change to respect the liveability of the City. These decisions are to be based on clear procedures, appropriate public participation and coordination with other branches of Council and the policies and controls outlined with the Yarra Planning Scheme. Key Services: • Planning applications • VCAT and panel hearings • Subdivision compliance • Advice on planning and specialist heritage and environmental sustainability issues	Budget (\$319) Actual \$2,637 Variance (\$2,956)
Heritage	Heritage Services covers all aspects of cultural heritage and heritage places and includes sites, buildings (including interiors), landscapes, streets, laneways, objects, collections, documents and records of the City. Key Services: • Providing strategic advice to Council • Managing the Heritage Restoration Fund • Heritage Strategy development and implementation	Budget \$258 Actual \$249 Variance \$9
Infrastructure, Traffic and Civil Engineering	Infrastructure, Traffic and Civil Engineering provides technical assessment, planning, community consultation, design and project delivery of all road infrastructure and development works throughout the municipality. Key Services: • Road Services • Development and Civil Engineering • Capital project delivery • Drainage and Stormwater • Traffic - including Local Area Place Making • Construction Management	Budget \$998 Actual (\$1,925) Variance \$2,923

Service	Description	Net Cost \$000 Budget Actual Variance
Building Services	Building Services ensures the safety of the public in the built environment, maintains building permit documentation and fulfils Council's statutory functions under the Building Act. Key Services: - Statutory Compliance for buildings and structures - Building Customer Service - Manage combustible cladding across the municipality	Budget \$1,391 Actual \$1,056 Variance \$335
Parking	Parking Services is responsible for a range of statutory enforcement services to maximise the safety, compliance and harmony of the City and for the management of limited parking resources. Key Services: - Parking Enforcement Program - Processing Parking Infringements - Parking Permit Scheme - Prosecutions	Budget (\$26,024) Actual (\$28,200) Variance \$2,176

Major Initiatives

This section outlines the major initiatives identified in the 2025/26 Budget and reports on progress made in delivering them.

Service	Major Initiative	Progress
Strategic Transport	Kerbside and Parking Strategy (\$100,000)	Work continued on development of the <i>Kerbside Management and Parking Strategy</i> , with preliminary investigations and background analysis completed during the year. Preparation of a draft strategy, supporting policies and community engagement activities will be undertaken in the 2026/27 financial year.
	New Deal for Schools (\$0.130m) 	Council successfully ran the New Deal for Schools program in partnership with Richmond West Primary School and wider school community, including installing decals along identified Safe Routes to School, running bike education sessions and celebrating Ride2School Day. For infrastructure upgrades to support safe travel around Princes Hill Primary School, Council conducted community engagement and drafted concept design options to progress to the next stages of the project.
	New Deal for Cycling projects, upgrades and Corridor studies (\$1.65 million), including: Wellington Street, Elizabeth Street, Coppin Street, Langridge Street, Gipps Street 	Progress on key cycling network projects across the municipality, including completion of the Elizabeth Street bike lanes and Council consideration of future works on Wellington Street. Planning and community engagement activities for the Langridge and Gipps Streets and Coppin Street projects also progressed, informing future investment and delivery decisions for 2026/27 Financial Year.
	New Deal for Walking - pedestrian upgrades (\$1.297 million) 	Upgrades implemented recommendations from the New Deal for Walking Audit, including installing missing TGSIs (Tactile Ground Surface Indicators) and bench seating in key locations in Richmond, Burnley and Collingwood.

Service	Major Initiative	Progress
Building and Asset Management	Continuation of the Brunswick Street Oval Project (\$4 million)	Progress has continued on the Brunswick Street Oval Precinct with redevelopment following completion of the State Government landowner approval process and the official project launch in May 2026. Tennis court modernisation works commenced during the year, with construction of the new tennis pavilion and clubhouse relocation scheduled for early 2026/27. Procurement for the new two-storey sports pavilion is also progressing, with construction planned to commence in 2026/27.
	Electrification of the Collingwood Leisure Centre (\$1.8 million)	Progress continued on the electrification of the Collingwood Leisure Centre, with pre-works for the new CitiPower substation completed during the year. Installation of the substation is scheduled for completion in August 2026.
	Delivery of the Yambla Pavilion (\$3.25 million)	The Yambla Pavilion project was completed in June 2026, marking a significant milestone in the delivery of improved community and sporting infrastructure. The facility was prepared for operational handover and community use, with an official opening occurring in July 2026.
City Strategy	Community Infrastructure Plan (\$100,000)	Work on the Development Contributions Plan (DCP) continued during the year, with the initial stages under review to consider the implications of the State Government's proposed infrastructure contributions reforms. This work will help inform the implementation of Council's <i>Community Infrastructure Plan</i> by identifying funding to support future infrastructure needs, and will continue into 2026/27 following completion of project milestones.
	Ongoing development of land use and development controls across the municipality to appropriately manage growth. Continue to work with the State Government to gain approval for existing planning scheme	Work continued during the year to progress planning scheme amendments with the State Government, supporting the effective implementation of Council's strategic planning framework. Ongoing monitoring and review of the planning scheme will ensure it remains aligned with emerging policy requirements.
	Response to planning reform and Plan for Victoria announcements (\$200,000)	Information on State Government planning reforms, including housing targets, was made available through a dedicated Council webpage to keep the community informed of changes to the planning system. The resource provides updates on reform changes.

Service	Major Initiative	Progress
City Strategy	A City Plan to consolidate Council's many plans and other strategic documents (\$50,000)	Significant progress was made on the City Plan with a draft report bringing together existing Council strategies and projects completed. The Plan is currently under review for finalisation.
Infrastructure, Traffic and Civil Engineering	A rolling program of Road Safety Studies will occur across the City with up to three studies undertaken in each year (\$350,000)	Road safety studies for Rowena Parade, Little Turner Street and Rose Street progressed through the investigation and option development stages, including community consultation, traffic surveys and high-level traffic analysis to identify potential safety improvements.
	Drainage Flood Referral Matters (\$350,000)	This money was re-prioritised based on the level of requests received in consultation with Melbourne Water.
Property Services	Reactivate the Collingwood Town Hall precinct housing proposal in order to secure and advocate for funding and approvals to progress the project (\$250,000)	Planning for the future of the Collingwood Town Hall precinct continued during the year, with community consultation completed and preparatory work progressing for an Expressions of Interest process. Early market engagement with community housing organisations and development partners also informed Council's consideration of the project's next phase.

Strategic Indicators and Performance Metrics

Performance Metric	Desired Trend or Target	Baseline	Year 1 2025/26 Actual	Result
Monitoring Success: More people with greater access to green space nearby.				
5.1 Expand Yarra’s public open space portfolio ensuring safe and accessible spaces	Increase	Additional 8,000 square meters by 2029	25,000	⬆️

Comment: Council has already exceeded its 2029 target for creating 8,000 square metres of additional green space, delivering more than 25,000 square metres (2.5 hectares) across the municipality. This achievement is largely attributable to a 2.2 hectares of land swap in Alphington. Other new and expanded green spaces in for the community to relax, play and connect with nature, helping create a greener, healthier and more liveable city were:

- Stewart Street Reserve expansion, Richmond – 1,524sqm parcel
- Corner Mater Street and Wellington Street, Collingwood – 290sqm
- Budd Street Roads to Parks project, Collingwood – 567sqm
- Mater Street Roads to parks project, Collingwood – 619sqm.

5.2 Community satisfaction with parks, gardens and open spaces	Increase	69%	70%	⬆️
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Comment: Community satisfaction with Council's parks, gardens and open spaces remains high, with 70% of respondents rating them as good or very good, an increase of 1% from the previous year. A further 21% rated them as average, while 10% rated them as poor or very poor, highlighting the ongoing value these spaces provide to the community.

Monitoring Success: More people are able to call Yarra home.				
6.1 Duration of decision making for planning applications	Decrease	44.66%	54%	⬆️

Comment: More planning applications were decided within the statutory timeframe in 2025/26, with performance improving from 44.66% in 2024/25 to 54.26% this year. This reflects Council's continued focus on improving the efficiency of planning assessments while ensuring applications are considered carefully and in line with statutory requirements.

Performance Metric	Desired Trend or Target	Baseline	Year 1 2025/26 Actual	Result
Monitoring Success: Transport networks are better connected and accessible.				
7.1 Number of cycling projects delivered across the municipality	Increase	15km New Deal for Cycling-compliant routes by 2027, 30km New Deal for Cycling compliant routes by 2032	1	⬆️

Comment: Council completed the Elizabeth Street project following a redesign. Since the Council Plan indicator was established, Council's strategic priorities have evolved, resulting in one project being completed during the reporting period.

7.2 Number of pedestrian improvement related projects delivered across the municipality	Increase	Baseline to be established after Year 1	19	⬆️
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Comment: Council delivered 19 pedestrian improvement projects across Yarra, improving accessibility, safety and connectivity for people walking throughout the municipality. Works included footpath upgrades, pedestrian crossing improvements, pram crossings, tactile indicators, road safety treatments and other accessibility enhancements.

7.3 Number of new public Electric Vehicle charging bays	Increase	Baseline to be established after Year 1	43	⬆️
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Comment: Council has supported the installation of EV chargers in Yarra which have provided charging for an additional 43 cars at one time. This brings the total Council facilitated EV chargers to 53. This includes 41 bays associated with 26 Pole Mounted EV chargers, as well as 2 fast DC (installed and operated by the Yarra Energy Foundation.) In addition to this, additional community-use EV charging bays continue to be rolled out in publicly accessible private car parks, such as an expansion from four bays to eight bays at the Hive Shopping Centre in Abbotsford, and another public EV charging bay associated with a convenience store in Richmond.

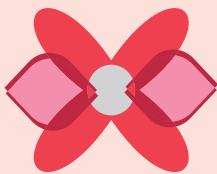
7.4 Number of road safety projects completed across the municipality	Increase	Baseline to be established after Year 1	9	⬆️
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Comment: Council completed nine road safety projects across the municipality, delivering improvements such as pedestrian crossings, traffic calming treatments, kerb extensions, cycling infrastructure changes and other measures to improve safety for all road users. Some projects also contribute to pedestrian improvements, as road safety and pedestrian accessibility outcomes often overlap.

7.5 Community satisfaction with delivery of major transport-related projects	Increase	Baseline to be established after Year 2	0	⬆️
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Comment: No transport-related projects categorised as major commenced during the reporting period.

3. Working and Playing in the City



We have a thriving economy with a variety of opportunities to work, create, play and celebrate.

Strategies	Strategic Indicators
7. Enhance our activity centres with events and festivals.	7.1 Partner with local community and cultural groups to deliver annual events that contribute to our vibrant community. ❤️
	7.2 Partner with local trader groups and associations to deliver events that enhance our local community and economy.
8. Make it easier for local businesses to thrive.	8.1 Expand the Business Concierge service to better assist businesses navigating the processes of running a business in Yarra.
	8.2 Improve permit processes and timelines.
	8.3 Support strategic economic growth opportunities across the City.
9. Support the arts and creative industries across Yarra.	9.1 Deliver new artwork in public spaces.
	9.2 Support the initiation of new creative projects that enhance our community fabric. ❤️
	9.3 Identify opportunities with private developments, businesses and other stakeholders to support the arts and creative industries.



Services

Service	Description	Net Cost \$000 Budget Actual Variance
Festivals, Arts and Venues	The Festivals, Arts and Venues function supports events, artists and communities to initiate projects that animate Yarra’s indoor and outdoor spaces with creativity and social connection. We partner with live music venues, local community groups and key arts organisations to deliver annual events and festivals. Key services: • Venues booking and service delivery • Events permits and event management • Parks and open spaces bookings • Arts development initiatives • Festivals and events • Arts development initiatives • Public art commissions	Budget \$3,077 Actual \$3,045 Variance \$33
Economic Development	Economic Development support, work with local trader groups and associations to market and activate our commercial precincts (\$50,000)	Budget \$1,970 Actual \$1,586 Variance \$385

Major Initiatives

Service	Major Initiative	Progress
Festivals, Arts and Venues	Two new public artworks that commemorate and acknowledge Yarra’s unique identity, communities and heritage, namely the LGBTQIA+ Memorial (\$320,000) and the Vietnamese 50th Year anniversary Commemorative Marker ❤️	The Vietnamese Commemorative Marker, <i>Mythical Crane Boat</i> by artist Van Phu Le, was completed and launched in June, bringing a unique and lasting new artwork to Richmond. The LGBTQIA+ Memorial, <i>Flower Pavillion</i> by artist Andrew Atchison, is now in fabrication and is set to be completed and launched at Collingwood Town Hall Park in 2026.
Economic Development	Undertake a feasibility study with Brunswick Street traders to develop the scope and costing of running a Brunswick Street Festival. (\$30,000)	The Brunswick Street Feasibility report was completed at the end of 2025 and on 10 March 2026, Council endorsed the proposal to deliver an annual full-scale major street-based festival along Brunswick Street on 24 October 2027.
	Develop a comprehensive Urban Renewal Strategy for Victoria Street, while implementing short-term public realm improvements (\$900,000)	Progress was made on the <i>Victoria Street Revitalisation Plan</i> during the year, with Council approving a draft plan for public exhibition in May 2026. The draft plan was informed by stakeholder engagement, expert advice, and input from the Community Reference Group and broader community, providing a framework to support the revitalisation of Victoria Street.
	Commencement of the preparation of a Night Time Economy Strategy in partnership with adjacent Councils	Yarra, alongside 17 Councils nationally, has taken part in the Council of Capital City Lord Mayors (CCCLM) Night Time Economy Study. This Study benchmarks night-time economic activity across the participating councils using business, employment, turnover and trading-hours data to track industry performance.

Strategic Indicators and Performance Metrics

Performance Metric	Desired Trend or Target	Baseline	Year 1 2025/26 Actual	Result
Monitoring Success: More successful businesses across the City.				
8.1 Active businesses monitored by permits issued for businesses that require a permit to operate (net)	Increase	Baseline to be established after Year 1	164	⬇️
Comment: 164 business-related planning permits were issued in 2025/26, supporting investment, economic activity and business growth across Yarra.				
8.2 Registered businesses in Yarra	Maintain or Increase	Baseline to be established after Year 1	16,772	⬇️
Comment: As of June 2025, there were 16,772 actively trading businesses in Yarra, according to REMPLAN data. This represents an increase of 72 businesses since June 2023.				
8.3 Number of permits and applications facilitated by the Business Concierge Service	Increase	Baseline to be established after Year 1	514	⬇️
Comment: The Business Concierge program supported 514 businesses by connecting them with Economic Development staff and helping them navigate the permits required to open and operate their business.				
8.4 Reduction in processing timeframes for business permit/ license approvals	Increase	Baseline to be established after Year 1	38	⬇️
Comment: Business-related planning permit applications were determined in an average of 38 statutory days, helping businesses move more efficiently through the planning process.				

Performance Metric	Desired Trend or Target	Baseline	Year 1 2025/26 Actual	Result
Monitoring Success: Our activity centres are more vibrant.				
9.1 Activity centre vacancy rates	Decrease	Annual audit of the 12 retail precincts — downward trending	14.7%	⬆️
Comment: The table below summarises vacancy rates across Yarra's key shopping strips, with an overall municipal vacancy rate of 14.7%. Council continues to support business attraction, retention and growth through initiatives such as the Business Concierge program and Business Support services.				
Street and precinct vacancy rate				
Victoria Street 25.4%				
Johnston Street 21.7%				
North Fitzroy Village 16.5%				
Bridge Road 16.4%				
Smith Street 12.8%				
Swan Street 12.8%				
Queens Parade 11.9%				
Church Street 11.3%				
Brunswick Street 9.7%				
Gertrude Street 9.2%				
Nicholson Village 8.5%				
Rathdowne Village 6.0%				
Yarra Overall 14.7%				

Performance Metric	Desired Trend or Target	Baseline	Year 1 2025/26 Actual	Result
9.2 Benefits realised from initiatives funded through Council's Community Grants program Vibrant and Resilient Local Economy Stream	Maintain or Increase	Baseline to be established after Year 1	14	—

Comment: The Vibrant and Resilient Local Economies grant funded 14 initiatives that each were a partnership with at least one other business. Benefits include:

- Free publication and exhibition celebrating 40 years of iconic Fitzroy cafe.
- 20,000 single-use milk bottles saved through milk keg and refill system.
- Family-friendly music program at Johnston Street venues during the Johnston Street Fiesta.
- Microenterprise support for public housing residents in Yarra.
- Pathways to employment and local jobs for young people, refugees, migrants in public housing in North Richmond, Abbotsford and Collingwood.
- AI pathways for women in public housing connecting them with the Cremorne innovation precinct.
- Nine shows of original Australian music as part of Fitzroy venue's birthday celebrations.
- Product styling workshops for small businesses in Yarra.
- Festival bringing together traders in the Johnston Street precinct.
- Calendar featuring Cremorne businesses.

9.3 Percentage of grants that scored three and above in the Economic and Local Activation Outcomes	Maintain or Increase	Baseline to be established after Year 1	61%	—
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Comment: In 2025/26, 61% of funded grants achieved a score of three or higher against Economic and Local Activation outcomes, demonstrating their success in supporting local business activity, community participation and place activation across Yarra. This result highlights the positive impact of Council-funded initiatives in strengthening local economies and creating vibrant community spaces.

Performance Metric	Desired Trend or Target	Baseline	Year 1 2025/26 Actual	Result
9.4 Number of partnerships with local trader groups to delivering activities	Increase	Baseline to be established after Year 1	8	—

Comment: Yarra City Council formally partners with Bridge Road Trader Association to support the delivery of various events, marketing and promotional activities and specific precinct enhancements through a Special Rate Scheme. Council partners informally with several other trader groups including Nicholson Street, Johnston Street and lower Johnston Street, Gertrude Street, Brunswick Street, Victoria Street and Rathdowne Street. This brings the total number of local trader group partnerships to eight, with multiple activities being generated from these partnerships.

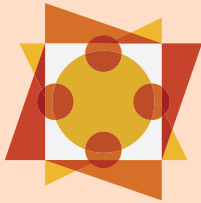
9.5 Community satisfaction with maintenance and cleanliness of our activity centres	Increase	53	47%	↓
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Comment: The data for this indicator is sourced from the Annual Community Satisfaction Survey (ACSS) question relating to the maintenance and cleanliness of strip shopping areas. In 2026, 47% of respondents were satisfied with Council's performance in this area (rating it as good or very good), while 32% rated performance as average and 21% rated it as poor. Customer satisfaction declined in 2026 compared with 2025, with the proportion of satisfied respondents decreasing from 53% to 47%.

Performance Metric	Desired Trend or Target	Baseline	Year 1 2025/26 Actual	Result
Monitoring Success: Arts are more accessible and enhance daily life.				
10.1 Number of new arts and culture partnerships with communities and businesses	Increase	Baseline to be established after Year 1	14	–
Comment: During the year, 14 arts and cultural organisations received funding through the Creative City and Cultural Participation stream, supporting partnerships with local communities and businesses. Partner organisations included 3CR Community Radio, Arts Project Australia, Arts Projects 3065, Collingwood Yards, Contemporary Sculpture Association (Yarra Sculpture Gallery), Dancehouse, the Handweavers and Spinners Guild of Victoria, Midsumma Festival, OFFICE, Playback Community, Richmond and Burnley Historical Society, Rodniki Slavic Folk Group, The Boite and West Space. Together, these partnerships strengthened Yarra's creative sector, community connections and local economic activity.				
10.2 Benefits realised from arts initiatives funded through Council's Community Grant's Creative City and Cultural Participation	Increase	\$309,400	\$884,153.00	↑
Comment: Council investment of \$309,400 enabled a minimum total project value of \$884,153, representing at least \$2.86 in project value for every \$1 of Council funding. As this is the first year of reporting, the result should be treated as an approval-stage baseline and a conservative estimate of benefit, noting that Quick Response Grants use the grant amount as the minimum project value and should be updated when acquittal data is available.				
10.3 Community satisfaction with public arts access and initiatives	Increase	66%	67.2%	↑
Comment: Community satisfaction with Yarra's arts and cultural activities remained strong in 2026, with 67.2% satisfaction and 62% of survey respondents rating these activities as 'good' or 'very good'. Arts and cultural programs continue to play an important role in bringing people together, supporting local artists and creative organisations, and enhancing the vibrancy of Yarra's neighbourhoods. While positive ratings were slightly lower than in 2024 and 2025, overall satisfaction remains stable, indicating continued community appreciation of Yarra's diverse cultural offerings.				

Performance Metric	Desired Trend or Target	Baseline	Year 1 2025/26 Actual	Result
10.4 Opportunities for artists to use Council facilities for temporary public exhibitions	Increase	Baseline to be established after Year 1	10	–
Comment: From July 2025 to June 2026, Yarra's Arts and Culture team delivered 10 temporary exhibitions across Fitzroy Library, Bargoonga Nganjin North Fitzroy Library and Carlton Library's Light Boxes, showcasing the work of local artists and enriching the community's access to arts and culture. A total of 36 applications were received through the 2026 Temporary Exhibition Expression of Interest process, with 10 artists selected to exhibit. Featuring ceramics, painting, drawing and digital illustration, the exhibitions celebrated local creativity and encouraged audiences to engage with Yarra's unique stories, places and cultural history.				
2025/26 Temporary Exhibitions Program:				
- Exhibitions delivered: 10 - Artists supported: 10 - Applications received: 36				

4. Running the City



We are transparent and accountable, making evidence-based decisions to ensure the sustainability and health of Yarra.

Strategies	Strategic Indicators
10. Ensure all decisions are financially sound, transparent and accountable to the community.	10.1 Implement the <i>Financial Sustainability Strategy</i> .
	10.2 Build trust by ensuring clear, consistent, and accessible communication on decision-making, projects, and governance.
	10.3 Consistently define and measure outcomes through implementation of a benefits-management framework.
11. Ensure we deliver services that are fit for purpose and provide value to the community.	11.1 Develop a long-term Waste and Recycling Strategy for the City to improve service, environmental and financial sustainability.
	11.2 Deliver a program of service reviews to ensure service mix and levels are responsive to community needs and sustainable.
	11.3 Continue with engagement and research to understand the needs of different community groups in relation to services.
12. Engage in broad partnerships with First Peoples of Yarra.	12.1 Work in partnership to embed culturally responsive practices across our services and programs. ❤️
	12.2 Advance the goals of reconciliation with First Peoples by meeting our commitments, including those specified by State and Federal government. ❤️
13. Manage Council's land and building assets to maximise value to the local community.	13.1 Implement the <i>Property Strategy</i> to identify ongoing efficiencies and optimise community benefit.
14. Make it easier to contact and engage with Council.	14.1 Enhance our customer service systems.
	14.2 Improve the way in which advisory committees offer strategic advice to inform Council's future focused decision-making.
	14.3 Invest in community forums to engage the community on targeted issues.
	14.4 Continue to improve how community members can participate in Council meetings.



Services

Service	Description	Net Cost \$000 Budget Actual Variance
Waste Services	City Works oversees the delivery of all recycling and waste services (including waste minimisation), city cleansing services and open space management services. Key Services: • Waste and recycling services, policy and planning • Cleansing Services • Open space maintenance • Biodiversity and Urban agriculture • Fleet management	Budget \$33,587 Actual \$31,644 Variance \$1,942
Governance and Integrity	Governance and Integrity includes the Governance and Support Office and the Office of Mayor and Councillors. It is responsible for a range of professional services to internal and external customers, with an emphasis on governance related issues including legislative compliance, regulation, transparency, privacy and delegations. Key Services: • Council agendas and minutes • Delegations • Mayor and Councillors Office • Place naming • Privacy • Conduct matters • Public Registers • Citizenship Ceremonies • Management of Legal Services	Budget \$6,046 Actual \$6,782 Variance (\$736)

Service	Description	Net Cost \$000 Budget Actual Variance
Compliance	Compliance Services is responsible for a range of statutory enforcement services to maximise the health, safety and harmony of the City. Key services: • Animal Management • Local Laws Enforcement • School Crossing Management • Temporary Liquor Licensing referrals • Local Law permits • Litter Enforcement • Construction Enforcement • Planning Enforcement • Health Protection	Budget \$1,935 Actual \$2,237 Variance (\$302)
Digital and Technology Services	Digital and Technology Services facilitates the acquisition, maintenance, retirement and usage of all information systems maintained or used by the operations and staff of the City of Yarra including fixed and mobile hardware, installed and cloud sourced software and telecommunications equipment. Key Services: • Business Analysis • Support of business applications and process improvements • Administration and maintenance of the IS (Information Systems) • Geospatial (GIS) Administration	Budget \$25,799 Actual \$20,078 Variance \$5,721

Service	Description	Net Cost \$000 Budget Actual Variance
Finance	The Finance Branch provides high quality financial services across Council, ensuring that robust systems and processes are in place to safeguard the integrity of Council's assets and to ensure the long-term financial sustainability of Council. Key Services: • Contracts and Procurement • Financial Accounting • Financial Audit • Management Accounting • Revenue Management • Rates and Valuation Services • Risk and Emergency Management • Insurance and Claims Management	Budget \$4,773 Actual \$4,013 Variance \$760
People and Culture	People and Culture work with leadership, individuals, teams and across the City of Yarra to ensure that Yarra offers a safe, vibrant and inclusive culture where everyone can make a positive difference in our community. It manages the full employee lifecycle including recruitment, learning and development, legislative compliance and administering employee benefits. Key Services: • Diversity and Inclusion • Safeguarding Children and Young People • Culture and Organisational Development • Leadership, Learning and Development • HR Business Partnering • Industrial Relations • Payroll • Occupational Health and Safety	Budget \$6,356 Actual \$6,789 Variance (\$432)

Service	Description	Net Cost \$000 Budget Actual Variance
Strategic Communications and Engagement	The Strategic Communications and Engagement branch manages all internal and external communications, marketing, media liaison and community engagements. The branch also coordinates Council's strategic reporting across branches to ensure transparent reporting to the community. Key services: • Internal and external strategic communications • Media and issues management • Community engagement planning and implementation • Digital communications channels (website and social media) • Marketing and brand management • Graphic design • Business Planning and Performance	Budget \$3,456 Actual \$3,412 Variance \$44
Customer Experience	The Customer Experience Branch supports and engages our customers and community with reliable assistance, information and business transactions across all customer contact channels. Key Services: • Customer Support • Customer Experience Strategy and Service Design • Information management compliance • Freedom of Information	Budget \$3,282 Actual \$3,083 Variance \$199

Service	Description	Net Cost \$000 Budget Actual Variance
Corporate Planning and Performance	Corporate Planning and Performance provides leadership and resources to support Councillors and the community to develop their long-term and medium-term strategic direction, through the Community Vision and Council Plan, and monitors the achievement of the strategies and initiatives through quarterly and annual reporting. Key Services: • Corporate planning and reporting • Quarterly Community Report • LGPRF reporting • Annual Report • Community Vision and Council Plan development • Council Plan monitoring and implementation	Budget \$405 Actual \$264 Variance \$141
Business Transformation	The purpose of the Business Transformation Branch is to provide leadership and resources to support business and service improvement and performance. Key Services: • Service Planning • Service Reviews • Establishing performance standards	Budget \$1,754 Actual \$1,199 Variance \$555

Major Initiatives

Service	Major Initiative	Progress
Waste Services	Delivery of actions from the Waste and Recycling Strategy (\$0.750m)	Progress on the Waste and Recycling Strategy continued during the year, with a draft strategy presented to Council and released for a second phase of community consultation in June 2026. Community feedback will inform final refinements to the strategy prior to its consideration for adoption by Council late 2026.
Governance and Integrity	Councillor Training (\$0.060m)	Councillors undertook professional development training in accordance with the Local Government Act 2020 as part of their commitment to continuous learning and effective governance. During the 2025/26 financial year, Councillors enhanced their understanding of a range of key topics, including reconciliation and engagement with Traditional Owners, land use planning, the evolving legislative environment, Council decision-making and good governance, and fostering inclusion and belonging within Yarra’s diverse multicultural communities.
	Commence implementation of an Enterprise Resource Planning (ERP) system (\$8.101m)	Progress was made on the ERP program during the year, with the completion of procurement for a technology solution and implementation partner. The program has now entered a discovery phase to define the future system and processes.
Compliance	Domestic Animal Management Plan Review (\$0.020m)	The <i>Domestic Animal Management Plan (DAMP)</i> 2025-29 was developed following extensive community and stakeholder engagement to identify local priorities and opportunities for improvement in animal management services. Following consideration and adoption by Council. Implementation has commenced and significant progress already achieved including updated operational procedures, enhanced staff training and development, community education initiatives, responsible pet ownership programs, and investigations into new initiatives to improve animal welfare and compliance outcomes.
Digital and Technology Services	Implementation of an ERP system (\$13.08m planned to be spent in 2026/27)	The first phase of design has been completed and development underway for the first release as part of a multi-year transformation focused on improving customer experience and organisational efficiency.
Finance	Pricing policy review (\$0.025m)	The Pricing Policy Review was deferred during 2025/26 to ensure it aligns with the broader Financial Sustainability Uplift program planned for 2026/27.

Strategic Indicators and Performance Metrics

Performance Metric	Desired Trend or Target	Baseline	Year 1 2025/26 Actual	Result
Monitoring Success: More successful businesses across the City.				
11.1 Satisfaction with community consultation and engagement	Increase	50.4%	53%	⬆
Comment: Council scored an average of 53% for Satisfaction with Community Consultation and Engagement in the Annual Customer Satisfaction Survey 2026. This score is higher than the previous year and meets the desired trend.				
11.2 Satisfaction with Council decision making	Increase	49.5%	50.30%	⬆
Comment: The average satisfaction score (or index score out of 100) for community satisfaction with Council's decisions was 50.30 in 2026. This score is higher than the previous year and meets the desired trend.				
11.3 Satisfaction with Council's performance	Increase	50.3%	53.40	⬆
Comment: Council's performance remained largely consistent with previous years, achieving an index score of 53.4 in 2025/26, compared with 53.3 in 2024/25. Community satisfaction levels also remained stable, with 40% of respondents rating Council's performance as "good" or "very good", compared with 39% in 2024/25. These results suggest that overall community perceptions of Council have been maintained over the past 12 months.				
11.4 Satisfaction with Council's advocacy	Increase	49.2%	50.20%	⬆
Comment: In 2026, satisfaction with Council's representation, lobbying and advocacy on behalf of the community is 50.2%, with 40% of residents rating performance as 'good' or 'very good'. A further 27% of residents provided an average rating.				
The 2026 satisfaction rate of 50.2% is marginally higher than the 2025 rate of 49.2%.				
11.5 Deliver strategic advocacy priorities	Increase	Baseline to be established after Year 1	100%	⬆
Comment: Council adopted its Advocacy Roadmap 2025-29 in November 2025, setting the direction for the delivery of its advocacy objectives over the Council term. Throughout the year, Council delivered strong advocacy outcomes for the community, including securing over \$6 million in grant funding, protecting vital health services, influencing government decision-making, and launching the Yarra Decides campaign to advance key community priorities ahead of the Victorian Election.				

Performance Metric	Desired Trend or Target	Baseline	Year 1 2025/26 Actual	Result
Monitoring Success: More people are satisfied with core Council services.				
12.1 Community Satisfaction with Customer Service	Increase	65.7%	67.70%	⬆
Comment: Customer service outcomes remain positive, with 64% of those who made contact rating their experience as good or very good. The Customer Service Performance Index rose to 67.7, up from 65.7 in 2025 and its highest level since 2022. Overall, results indicate stable and favourable customer experiences, with gradual improvement in service performance over time.				
12.2 Customer resolution timeframes achieved	Increase	80% resolved within set timeframes	91.6%	⬆
Comment: Customer request resolution is performing strongly, with 91.6% of requests resolved, above the 80% target. This reflects Council's continued focus on service responsiveness.				
Performance Metric	Desired Trend or Target	Baseline	Year 1 2025/26 Actual	Result
Monitoring Success: More people are satisfied with waste management.				
13.1 Satisfaction with regular waste and recycling collection services	Maintain or Increase	76% 70%	Satisfaction with the regular garbage collection service - 80% Satisfaction with the regular recycling service - 69%	⬆
Comment: Satisfaction with regular waste collection increased by 4% and satisfaction with recycling collection decreased by 1%. While this is a positive result, factors such as fortnightly glass collection and an ageing truck fleet have limited further growth. With the recent move to four-weekly glass bin collection and the introduction of newer trucks, collection performance and efficiency are expected to continue improving in the years ahead.				

Performance Metric	Desired Trend or Target	Baseline	Year 1 2025/26 Actual	Result
13.2 Number of containers recycled through container deposit reverse vending machines in Yarra	Increase	3,891,127	3,900,699	⬆️
Comment: A total of 3,900,699 containers were recycled through the Container Deposit Scheme via reverse vending machines and over-the-counter collection points. Of these, 3,107,287 containers were returned through the reverse vending machines located on Yarra-owned sites at Collingwood Leisure Centre and Fairfield Oval, highlighting the strong uptake of these convenient local recycling facilities.				
13.3 Waste collection diverted from landfill	Increase	42.24%	42.39%	⬆️
Comment: The diversion of waste from landfill increased to 42.39%, up 0.15 percentage points from the previous year. While the increase is modest, it reflects a stable and consistent performance in recovering materials through recycling, food organics and garden organics (FOGO), and other resource recovery programs.				
13.4 Satisfaction with maintenance and cleaning of strip shopping areas	Increase	53%	57.40%	⬆️
Comment: Satisfaction with maintenance and cleaning of strip shopping areas was 57.40%. Council continues to invest in keeping Yarra's shopping strips clean and welcoming. Initiatives such as the installation of Container Deposit Scheme (CDS) baskets and revised collection schedules in busy precincts are helping to reduce bin overflows, while daily litter patrols and nightly mechanical sweeping support a high standard of cleanliness. These ongoing improvements are expected to further enhance the presentation and amenity of Yarra's shopping areas.				
13.5 Number of missed bin collections	Decrease	461	924	⬇️
Comment: This year, 924 missed bin requests were recorded, an increase from 461 requests in the previous year. While the increase is notable, it can be attributed to a range of operational challenges experienced over the year, including service disruptions and resource constraints.				

Performance Metric	Desired Trend or Target	Baseline	Year 1 2025/26 Actual	Result
Monitoring Success: Financial position of Council has improved.				
14.1 Adjusted underlying result ratio	Maintain or Increase	>1%	9.56%	⬆️
Comment: The adjusted underlying result was 9.56%, demonstrating Council's ongoing ability to maintain a sustainable financial position. This result is consistent with previous years and is expected to remain stable, supporting the long-term delivery of community priorities.				
14.2 Working capital ratio	Increase	>150%	256.15%	⬆️
Comment: Working capital improved this year, reflecting stronger operating performance and Council's continued progress in delivering on its <i>Financial Sustainability Strategy</i> .				
14.3 Renewal gap ratio	Increase	>100%	97.30%	⬆️
Comment: This indicator is in line with the <i>Financial Sustainability Strategy</i> . Council aims for a renewal ratio of 100%, indicating assets are being replaced at the same rate as they are consumed.				
14.4 Cash reserves, increase risk mitigation and strategic growth reserve in line with the ten-year Financial Plan	Increase	\$7.0M forecast at 30 June 2025		
Comment: The increase in cash reserves aligns to the objectives of the Council adopted FSS and demonstrates Council's ability to deliver the <i>Council Plan 2025–29</i> sustainably, planning for future risks and required investments and achieving stronger community outcomes.				

Performance Metric	Desired Trend or Target	Baseline	Year 1 2025/26 Actual	Result
Monitoring Success: Increased and strengthened partnerships with Aboriginal Controlled organisations to progress Closing the Gap socio-economic outcome areas.				
15.1 Number of Aboriginal community-controlled organisations partnering with Council across the Closing the Gap socio-economic outcome areas	Increase 5	Baseline to be established after Year 1	5	

Comment: Council strengthened partnerships with Aboriginal community-controlled and First Peoples-led organisations, resulting in greater inclusion of First Peoples' leadership, knowledge and priorities across Council's planning, programs and services. This included collaboration with the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation on cultural heritage, environmental and employment initiatives, with VACCHO (Victorian Aboriginal Community Controlled Health Organisation) on health and wellbeing and future community infrastructure, and with the Koori Academy and Moondani Balluk Indigenous Academic Unit on community connection and cultural intellectual property. Council also contributed to significant statewide initiatives through the support of Ngaweeyan Maar-oo and Lisa Thorpe in embedding First Peoples Health in the Municipal Public Health and Wellbeing Plan, engagement with Travis Lovett on Truth-telling and the National Walk for Truth, and by supporting Gellung Warl, the First Peoples' Assembly of Victoria, to continue its work from its Yarra base following the commencement of Victoria's Treaty framework.

Performance Metric	Desired Trend or Target	Baseline	Year 1 2025/26 Actual	Result
15.2 Council's revised community grants program includes a stream aimed at progressing the Closing the Gap initiatives	Increase 100	5% of Council's Community Grant Program for First People's partnerships	Achieved	

Comment: This implementation indicator was achieved through the inclusion of the First Peoples Self-Determination and Partnerships grants stream in the adopted Community Grants Program guidelines and its delivery through the 2026 grants round. The grants stream supports First Peoples-led initiatives that advance self-determination, wellbeing, economic prosperity, cultural expression, living heritage and truth-telling. ❤️

Four projects were funded through the stream in the 2026 grants round, totalling \$70,000. ILBIJERRI Theatre Company received \$15,500 for its Youth Ensemble program, creating pathways into performing arts training and employment for Aboriginal and Torres Strait Islander young people. 3CR Community Radio received \$19,121 for 'Beyond the Bars — 25 years on air', amplifying the voices of First Nations people in prison through broadcasts led by First Nations broadcasters. Liquid Architecture Sound Inc received \$10,879 to support an early-career First Nations artist to develop and present a contemporary sound work. Na Djinang Circus received \$24,500 for 'Making Tracks 2026', an intensive program for six emerging First Nations circus artists involving cultural guidance, creative development and engagement with local Elders.

Three further First Peoples-focused projects were funded through other streams: \$9,000 for Aboriginal Literacy Foundation tutoring for Aboriginal students in Collingwood; \$14,000 for OFFICE's '3553: Designing with Country' exhibitions and public talks; and \$15,139 for Richmond West Primary School's 'Connecting to Country' mural and bush food garden project with a Wurundjeri artist and Elder. Across the full program, seven clearly First Peoples-focused projects received \$108,139.

Health and wellbeing

Under section 26 of the *Public Health and Wellbeing Act 2008*, local governments in Victoria develop a health and wellbeing plan which seeks to maximise health and wellbeing outcomes for their community. At Yarra, the MPWHP for 2025-29 is separate to the 2025-29 Council Plan.

The heart symbol ❤️ throughout this report identifies the strategies and initiatives that align and contribute to seven priority areas for addressing health and wellbeing in Yarra. These priority areas also align to the Victorian Public Health and Wellbeing Plan 2019-23 (VPHWP). The seven priority areas are:

1. First Peoples' health and wellbeing
2. Safe and respectful communities
3. Climate resilient households and communities
4. Food security and healthy food environments
5. Mental and social wellbeing
6. Reduced impacts of alcohol, drugs, vaping and tobacco
7. Active living.





First Peoples' health and wellbeing

At Yarra, we believe that all First Peoples have the right to live in a community that recognises their strengths, sustains their culture, and supports improved health outcomes.

In 2025/26, Council focused on increasing collaboration and partnerships, particularly with community-controlled organisations and other local partners. We also support initiatives that centre First Nations voices and work towards closing the health gap for First Peoples.

First Nations-led storytelling is important to sustaining culture and identity, while also building connection and understanding about First Peoples culture within the broader community. A First Nations staff member facilitates the program.

In 2025/26, the 50 Koori Storytime sessions delivered across Yarra were well attended, reaching over 1,100 children.

Koori Storytime is a key part of Yarra Libraries' efforts to deliver culturally inclusive services that are reflective of Yarra's diverse community. By creating opportunities for children to engage with Aboriginal culture and perspectives, the program helps foster cultural understanding, strengthen community connections between First Nations and non-Indigenous communities, and contributes to Yarra Libraries' broader commitment to inclusion, reconciliation and social cohesion.

Project highlight: Koori Storytime

As part of Yarra's extensive early literacy programs, Yarra Libraries delivers Koori Storytime to preschool-aged children attending childcare and kindergartens throughout the municipality. At Koori Storytime, First Nations stories, histories and voices are shared through books, songs and creative activities.

Safe and respectful communities

As part of its commitment to creating a safe, inclusive, violence-free community, this year Council has focused on:

- promoting healthy relationships through education and awareness raising, with a particular focus on young people, elder abuse, family and parenting support
- partnering effectively with local services to enable timely and appropriate referrals
- delivering targeted initiatives to support gender equality, reduce racism and discrimination experienced by LGBTIQ+ communities
- promoting social cohesion through celebrations of diversity, promoting visibility, and supporting community-led events and festivals.

Project highlight: Yarra SOAR (Speak Out Against Racism)

The Yarra SOAR (Speak Out Against Racism) project was established to address ongoing experiences of racism and religious discrimination in Yarra's multicultural and multi-faith communities. The project builds on the We Stand Together initiative, which began in 2017.

Research by Victoria University found that many incidents of racism in Yarra go unreported due to limited awareness of reporting pathways, lack of confidence in support services, and fear of negative consequences.

In response, Council partnered with Victoria University, cohealth, Carringbush Adult Education, Neighbourhood Justice Centre, and Belgium Avenue Neighbourhood House to develop community-led solutions.

In 2025/26, the project focused on developing and delivering anti-racism reporting training. Victoria University delivered 11 training sessions to 180 participants, including Council staff, service providers, and community members. The training increased participants' understanding of racism, improved confidence in responding to incidents, and strengthened knowledge of reporting pathways and support services.

A multilingual anti-racism booklet, informed by community consultation, will be available in late 2026. It will help support people to recognise, report, and respond to racism, and access available support services. In 2026/27, an Anti-Racism Ambassador Program will be established, to train community members so they can provide peer-to-peer support.





Climate resilient households and community

Climate change affects health and wellbeing through extreme weather and poor air quality, with greater impacts on community members who have existing health conditions or live in lower quality housing.

My house is very old, and the [cost of] electricity has gone up really high in the last year. That's why I thought I'd take part in the program to save some energy

My physical health has improved because I no longer experience the cold, which will stop me from walking. So if I don't feel the cold, I will walk more.

Project highlight: Yarra Home Energy Upgrade Program

The Yarra Home Energy Upgrades program aims to support households most at risk of climate impacts by installing energy upgrades in their homes. This program engages residents on a low income, often with intersecting health, welfare and support needs. Additionally, it can support residents who may face barriers to installation, such as renters, or those living in strata.

This year, Council delivered 71 home energy upgrades to 46 households, including draft proofing, reverse cycle air conditioning, hot water heat pumps, ceiling insulation, honeycomb blinds, electrical compliance works and a range of other upgrades.

Resident feedback to date has been extremely positive, with 75% of those surveyed reporting improved quality of life, and 66% reporting improved wellbeing.

Healthy food environments and food security

Yarra recognises that rising living costs make it harder for people to access healthy food. Food insecurity is increasing across the community – particularly among low-income households. In 2025/26, Council focused on supporting residents to access healthy food options and food relief better.

Project highlight: Community Food Guide

This year, Council collaborated with local partners to redesign the information resources available to community about food relief, to better reflect a wider variety of affordable community food options available across the municipality.

Council launched an expanded Community Food Guide; printed flyers and online flyers that highlight the availability of:

- Food relief providers
- Markets and fresh produce that target people experiencing financial strain
- Community gardens
- Community meals
- Food education.

In 2026/27, Council will work with local stakeholders to test an expanded online map to support residents and service providers to easily navigate to their closest community food providers.



Mental and social wellbeing

In 2025/26, Yarra focused its efforts to improve mental wellbeing through:

- loneliness reduction activities
- providing programs and spaces that foster community connections
- partnering with and promoting local organisations delivering mental health supports to community members.

Project highlight: A guide to social connection

Local research shows that at least one in three people in Yarra experience loneliness, with higher rates among some groups. People living with disability experience almost twice the rate of loneliness, while people on lower incomes and young people are also among those most affected. Many people are looking for ways to connect, but don't always know where to go.

In 2025/26, Council expanded its response to preventing loneliness by launching a new Community Activity Guide.

The guide brings together programs, activities and support services from across Council and local community organisations, helping people discover opportunities to connect and participate in community life. Council also partnered with Ending Loneliness Together to train Council staff, volunteers and local service providers, building confidence to identify and respond to loneliness.

This work will be expanded in 2026/27 to create a more comprehensive online resource highlighting social connections programs across the municipality.





Reduce impacts of alcohol, drugs, vaping and tobacco

This year, Yarra City Council continued its commitment to reducing the impacts of alcohol, drugs, vaping and tobacco on the community through:

- proactive engagement with health services, partner organisations and licensed venues
- distributing harm reduction information about alcohol and other drugs in forums and community engagement at events
- improving signage around Council facilities to include anti-smoking and vaping, alongside educational information.

At Victoria's Pride Street Party, delivered by Midsumma, the Victorian Pill Testing Service was able to provide mobile testing services to attendees at the event. There were 88 samples analysed, with 81 people engaged in 51 harm reduction conversations. For nearly 38% of those engaged, this was their first conversation with a health professional about drug use.

Council is a member of the Implementation Working Group supporting the delivery of the Victorian Pill Testing Service pilot, which is delivered in consortia by YSAS, Harm Reduction Victoria, The Loop Australia, Melbourne Health and Youth Projects.

Project highlight: Pill testing pilot joins Victoria's Pride Street Party

This year, Council's festivals and events team endorsed specialist agencies and event partners to enable evidence-based harm reduction approaches at festivals and events, including access to services, information and health outreach.

Promote active living

Council's focus on active living prioritises inclusive opportunities for community to be physically active in ways that suit their needs, lifestyles and preferences.

In 2025/26, Council initiatives focused on:

- delivering targeted programs to meet the needs of priority populations
- creating or upgrading spaces to be welcoming, safe and suitable for different abilities
- reducing barriers to movement for all residents.



Project highlight: Empower & Empower+

This year, Yarra Leisure’s *Empower* and *Empower+* programs provided participants with supported, accessible and individualised exercise opportunities across Richmond and Collingwood.

Run weekly, the programs offer people living with disability and chronic health conditions access to personal consultations, tailored exercise programs, supported exercise sessions, and individualised support from instructors. The casual, pay-as-you-go model offers participants flexibility to attend when they are able. Free entry is also offered for carers and support people.

In 2025/26, *Empower* and *Empower+* saw a significant increase in attendances – up 500 on the previous year – continuing to build a highly engaged and loyal participant base. The programs saw 49 participants attending on 1,728 occasions, an average of 35 visits per participant each year and a repeat attendance rate of 91.8%.

This represents some of the strongest retention results across Yarra Leisure programs, and illustrates how valued the *Empower* and *Empower+* programs are by the community.

Next year, Yarra Leisure aims to continue growing participation to maximise the reach and lasting impacts across the community.

Governance, management and statutory information



Councillor participation

There were 17 Council Meetings during 2025/26, with a total of 177 formal resolutions. In addition to the formal Council Meetings, Councillors participated in Councillor Workshops, meetings of Council's Planning Decisions Committee, meetings of Advisory Committees, meetings of external organisations as Council's representative, training and workshops and individual meetings with constituents.

Council conducts open public meetings each 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.

The following table provides a summary of Councillor attendance at Council Meetings for the 2025/26 financial year.

Councillor	Attended	Apology	Leave of absence
Cr Aston	15	2	-
Cr Crossland	10	2	5
Cr Davies	15	2	-
Cr Gomez	17	-	-
Cr Dr Harrison	16	1	-
Cr Ho	17	-	-
Cr Jolly	15	2	-
Cr McKenzie	15	2	-
Cr Wade	14	2	1

Councillor allowances

In accordance with the Local Government Act 2020, Council pays Councillor allowances in recognition of the long hours and many obligations associated with their role. These payments help to ensure that the role of Councillor is not restricted to people already in receipt of significant independent incomes.

Since December 2021, these allowances have been determined independently of Council by the Victorian Independent Remuneration Tribunal.

The allowance amounts (as of 18 December 2025) were:

- Mayor \$146,319
- Deputy Mayor \$73,159
- Councillors \$41,992.

Councillor expenses

The Mayor of Yarra City Council is not provided with a car. All Councillors are provided with a Myki card and have access to Yarra City Council's bicycle and vehicle fleet.

Councillor	Communication costs	Travel expenses	Community representation	Professional development	Allowances*	Other costs
Cr Evangeline Aston	\$1,189.98	-	-	\$9,700	\$41,991.96	-
Cr Edward Crossland	\$1,209.98	-	-	-	\$41,991.96	\$840.15
Cr Andrew Davies	\$1,189.98	-	-	-	\$41,991.96	-
Cr Kenneth Gomez	\$1,544.97	\$145.70	\$815.10	-	\$41,991.96	-
Cr Dr Sharon Harrison*	\$1,544.97	\$291.29	-	\$10,525	\$61,555.93	\$124
Cr Meca Ho	\$1,189.98	\$50	-	-	\$41,991.96	-
Cr Stephen Jolly*	\$1,641.92	-	-	\$495	\$144,627.68	-
Cr Sarah McKenzie*	\$1,561.41	\$11.75	-	-	\$52,748.86	\$124
Cr Sophie Wade	\$1,544.97	-	-	-	\$41,991.96	-

* Cr Stephen Jolly was re-elected as Mayor on Tuesday 19 November 2025.
* Cr Dr Sharon Harrison was elected Deputy Mayor on 19 November 2025.
* Cr Sarah McKenzie served as Deputy Mayor until Wednesday 19 November 2025.

Delegated committees

The Local Government Act 2020 allows Councils to establish one or more delegated committees consisting of:

- Councillors
- Council staff
- Other persons
- Any combination of the above.

The following table contains a list of delegated committees established by the Council that are in operation and the purpose for which each committee was established.

Delegated Committee	Councillors	Officers	Other	Purpose
Planning Decisions Committee	9	-	-	To make planning application decisions in accordance with the <i>Planning and Environment Act 1987</i>

The Planning Decisions Committee met twelve times over 2025/26 and made determinations on 32 planning matters.

Advisory Committees

Our 14 Advisory committees play an important role in helping Council understand the needs, experiences and priorities of our community. We sincerely thank committee members for generously sharing their time, knowledge and insights throughout the year.

Our advisory committees bring together community members with a wide range of lived experience and expertise, including people with disability, older people, business owners, financial specialists and artists. Their feedback helps inform Council projects, strengthen decision-making and ensure our work reflects the diverse voices of Yarra.

Council’s advisory committees are established to support Council in delivering on the Council Plan. They provide advice to Council and delegated committees but do not make decisions, set policy, direct Council officers or approve expenditure. Advisory committees operate within a formal structure, with support mechanisms in place to help members contribute meaningfully.

Our Advisory Committees:

Community Advisory Committees:	Nominated Councillor(s):
Active Ageing Advisory Committee	Cr Dr Sharon Harrison
	Cr Sarah McKenzie
Arts Advisory Committee	Cr Sarah McKenzie
	Cr Andrew Davies
Business Advisory Committee	Cr Andrew Davies
	Cr Kenneth Gomez
Community Health Services Advisory Committee	Cr Stephen Jolly
	Cr Sophie Wade
Disability Advisory Committee	Cr Dr Sharon Harrison
	Cr Edward Crossland
Environment Advisory Committee	Cr Evangeline Aston
	Cr Kenneth Gomez
Families and Children's Advisory Committee	Cr Sarah McKenzie
	Cr Meca Ho
Financial Sustainability Advisory Committee	Cr Kenneth Gomez
	Cr Andrew Davies
Heritage and Planning Advisory Committee	Cr Kenneth Gomez
	Cr Edward Crossland
Multicultural Advisory Committee	Cr Meca Ho
	Cr Kenneth Gomez
Public and Community Housing Advisory Committee	Cr Stephen Jolly
	Cr Sarah McKenzie
Rainbow Advisory Committee	Cr Stephen Jolly
	Cr Edward Crossland
Transport Advisory Committee	Cr Andrew Davies
	Cr Sophie Wade
Yana Ngargna Advisory Committee	Cr Dr Sharon Harrison
	Cr Sophie Wade

Freedom of Information

Council is committed to making a wide range of policy, reports, data, research and other documents available to our customers and community without the need to lodge a formal request under the *Freedom of Information Act 1982*. Where the law requires that applications are required, Council will strive to provide all information to which applicants are entitled, while preserving the privacy of third parties.

During 2025/26, Council continued to receive a diverse range of Freedom of Information applications reflecting strong community interest in planning, development, infrastructure management, governance and public safety matters where documents were unable to be processed outside of the *FOI Act*.

A notable trend during the year was an increase in requests seeking access to internal correspondence, governance records, and project documentation relating to major public projects and community consultation activities.

Council received 82 Freedom of Information applications during 2025/26, compared with 94 applications in 2024/25. While demand for access to information remains strong, the slight reduction in applications may reflect increased availability of Council information through publicly accessible channels, enabling community members to obtain information without the need for a formal FOI application.

Year 2025/2026	
Outcome	Number of Requests
Access Fully Granted	6
Access Partially Granted	19
Access Refused	0
No Documents	2
Withdrawn or Not Proceeded	6
Transferred	2
Not Processed (nil payment or other)	33
Provided Outside of <i>FOI Act</i> (informal/proactive release)	6
Not Finalised	8
TOTAL	82

Freedom of information requests 2020-2026	
Year	Number of requests
2025/26	82
2024/25	94
2023/24	96
2022/23	124
2021/22	95
2020/21	74
2019/20	71

Public Interest Disclosures

Council employees have the right to report alleged unethical practices within the organisation without fear of repercussion.

Reports of this kind are treated in accordance with the *Public Interest Disclosures Act 2012* and Council's Public Interest Disclosures Procedure, which is available on its website or via the Governance Support Unit at Richmond Town Hall.

During 2025/26, no Public Interest Disclosures were notified to the Independent Broad-based Anti-corruption Commission (IBAC) under section 21(2) of the *Public Interest Disclosures Act 2012*.

Contracts

Contracts entered into above \$300,000

Contracts entered into by Council valued above the contract value \$300,000 at which the Council must invite a tender or seek an expression of interest under its *Procurement Policy*.

Values are as stated in the report (inclusive of GST).

Contract No.	Contract Title	Contract Value (ex-GST)
C1805	Bushland Maintenance Services	\$17,000,000
C1773	ERP Implementation Partner	\$12,091,101
C1804	Park Garden Beds, Streetscapes and Tree Square Maintenance	\$8,750,000
C1830	Graffiti Removal services	\$8,000,000
C1887	Collingwood Leisure Centre - Electrification, HVAC Upgrades and Building Works	\$6,254,899
C1835	Library Collections, Furniture, Equipment and Associated Requirements	\$4,400,000
C1898	Temporary and Permanent Recruitment Services (2712/0652)	\$3,000,000
C1881	Maintenance of Parking Meters	\$2,048,520
C1878	Mailing Services (MAV-MS8014-25)	\$1,925,000
C1992	Veeam Backup Solution and Supporting Hardware Replacement	\$1,870,640
C1846	BSOP Tennis Courts	\$1,685,722
C1871	Construction of Fairfield Park playground upgrade	\$988,627
C1971	ICT Infrastructure	\$988,153
C1761	Charles Evans Reserve - Playground and landscape upgrade	\$927,901
C1775	Tree Health Management, Pest and Disease Monitoring and Treatment Services	\$900,000
C1928	Senior Cyber Delivery Lead	\$750,000
C1879	Virtual Security Operation Centre	\$746,700
C1848	Golden Square Playground Replacement	\$720,921
C1893	Soil Management and Geotech Services	\$720,000
C1957	Cloud Infrastructure Engineer	\$684,000
C1958	Technical Business Analyst Application Support	\$620,345
C1884	Content Manager - License and Management Services	\$562,960
C1951	Project Management and Implementation - ICT Infrastructure	\$559,684

Contract No.	Contract Title	Contract Value (ex-GST)
C1896	Collingwood Leisure Centre - Electrification Heat Pump	\$555,999
C1959	PMO Support Officer	\$480,000
C1854	Provision of ERP Senior Consulting Services	\$468,000
C1947	Microsoft Unified Support Agreement	\$460,176
C1975	Prosci License and Sustained Change Advisory Services	\$454,707
C1876	Annual Customer Satisfaction Survey	\$405,000
C1822	Vehicle Telematics	\$400,000
C1990	Desktops, laptops and associated peripheral equipment	\$368,641
C1899	DTS Project Manager	\$325,611
	Total — 32 contracts	\$80,113,307

Contracts above \$300,000 awarded without tender or EOI (exemptions)

These are contracts entered into by Council valued above the contract value at which the Council must engage a competitive process under its *Procurement Policy* but for which the Council did not invite a tender or seek an expression of interest, and which did not meet the conditions for the Council to purchase goods or services without inviting a public tender or seeking an expression of interest.

Contract No.	Contract Title	Contract Value (ex-GST)
C1885*	Legal Services	\$1,000,000
C1666#	Oracle - Licence	\$746,254
C1617*	Lanluas Consulting – TechnologyOne supports	\$330,050
C1884#	Content Manager - Record Management	\$562,960
C1947~	Microsoft Unified Support Agreement	\$460,176
C1975~	Prosci License and Sustained Change Advisory Services	\$454,707
NA~	CitiPower - Collingwood Leisure Centre Negotiated Connection Contract	\$441,952
C1547#	Oracle - Customer Managed Services	\$335,783
	Total — 7 contracts	\$4,001,832

Note: CEO Exemption was obtained under Section 3.6 of the Procurement Policy:

*Extension of contract while council is at market for the replacement tender process

#Information technology – an existing contract holding intellectual property that will transition to the new TechnologyCIA system

~Sole Supplier with no alternative supplier is available for this requirement

Ministerial Directions

Food Act 1984

Under section 7E of the Food Act 1984, Council is required to detail any Ministerial Directions it has received in relation to its administration of this Act.

Council did not receive any Ministerial Directions during 2025/26.

Road Management Act 2004

Under section 22(4) of the Road Management Act 1984, Council is required to detail any Ministerial Directions it has received in relation to its administration of this Act. Council did not receive any Ministerial Directions during 2025/26.

Carer support

Under the Victorian Carers Recognition Act 2012, local councils have direct legal obligations to respect, promote, and value unpaid carers and care relationships. Councils must ensure their internal operations, staff, and delivered community services align with specific care relationship principles.

At an organisational level, Council provides paid personal leave of 16 days per year that can be used for carers' leave and also offers flexible working arrangements for employees with caring responsibilities. Employees who are carers can request changes to their work hours, times, or location to better manage their caring responsibilities guided by a *Flexible Working Policy* and *The Fair Work Act*.

Disability Action Plan

In 2025/26, Council continued to advance disability inclusion across policies, services, infrastructure and community programs. ❤️ Key achievements included progressing the draft *Universal Design and Disability Inclusion Policy*, expanding inclusive recreation, library and carer support programs, and improving accessibility of Council communications. Council also invested in upgrading footpaths and pedestrian infrastructure, alongside targeted accessibility upgrades to buildings, parks and community spaces. Key highlights are detailed below.

Embedding universal design and inclusion

Universal Design and Disability Inclusion Policy

Council progressed the development of its *Universal Design and Disability Inclusion Policy*, which was publicly exhibited in 2026.

The policy will embed universal design principles across Council services, infrastructure, community engagement, communications and public spaces, helping ensure accessibility is considered from the outset of planning and decision-making.

Development of the policy included:

- Extensive consultation with the Disability Advisory Committee and community stakeholders
- Delivery of accessible consultation opportunities, including Easy English and audio resources
- Alignment with key state disability and autism planning frameworks.

Disability Advisory Committee

Council's Disability Advisory Committee continued to provide lived-experience advice across major Council projects and policies, including:

- *Universal Design and Disability Inclusion Policy*
- *Community Engagement Policy*
- *Local Law Review*
- Walking, parking and transport strategies
- Major open space and playground projects.

This ongoing partnership helps ensure people with disability have input into decisions affecting the community.

Disability pride and celebration

Council supported community participation through a range of inclusive activities and celebrations, including:

- Event for World Autism Acceptance Week celebration with the Wayfarers at Bargoonga Nganjin (North Fitzroy) Library
- Partnership for Groove Tunes accessible music event at the Corner Hotel Richmond for International Day of People with Disability.

Supporting participation and community wellbeing

Carer wellbeing and recognition

Council continued to deliver practical support for carers through:

- Carers Week swing dance activity celebrating and supporting local carers
- Monthly Carers Walks and social connection opportunities
- 952 hours of supported transport through the Victorian Support for Carers Program
- Digital equipment support initiatives improving access to technology and connection.

Recreation and Leisure, Libraries and Youth Services

Council's community services continued to provide inclusive opportunities for participation:

- More than 1,700 visits through Empower and Empower+ recreation programs for people living with disability and chronic health conditions
- More than 3,400 Access All Abilities swimming lessons, supporting children and adults requiring additional assistance in aquatic environments
- Continued delivery of accessible library services, including home library delivery, assistive technology
- Auslan story time and sensory-friendly programs
- Accessible sound-insulated study booth at Richmond Library
- Quiet sensory rooms at Youth Centres and flexible participation options.

Communications and information

- Adoption of new *Community Engagement Policy* which includes improving engagement with people with disability as the communities of focus for year one
- Council also began publishing an audio version of Yarra Life to improve accessibility of the publication.

Improving community facilities

Accessibility upgrades

Council invested in accessibility improvements across community facilities, including approximately \$442,000 in targeted accessibility upgrades.

Key projects included:

- Sensory-friendly acoustic treatment, improved lighting, upgraded signage and access improvements at Princes Hill Children's Centre
- Acoustic treatments at supporting inclusive learning environments at Connie Benn Early Learning Centre, Yallabirrang Kindergarten and Yarra Youth Centre.

Building projects incorporating universal design

Project locations included Yambla Pavillion and design works for the Alphington Bowls Club.

Features included such as:

- Improved building circulation and wayfinding
- Improved acoustics and luminance contrast
- Upgraded accessible parking.

Accessible open spaces and play spaces

Targeted accessibility upgrades

Council continued delivering more inclusive parks and recreation spaces, investing more than **\$100,000** in targeted accessibility upgrades.

Projects included:

- New and widened pathways and additional seating at Edwardes Place
- Wheelchair-accessible barbecue facilities at Smith's Reserve.

Upgrades or maintenance to improve accessibility

Council delivered a range of maintenance and public realm upgrades that enhance safety, comfort and usability for all community members. These projects represented an investment of more than \$137,000 in improving access to public spaces and supporting inclusive use of parks and community infrastructure. These works included:

- New and improved pathways at Curtain Square and Fairfield Park
- Decking repairs at Church Street Park to remove trip hazards
- Installation of bollards at George Knott Reserve to improve safety along shared user paths.

Council also enhanced accessibility and amenity through the installation of 12 new park benches, four drinking fountains across key open spaces, and a new handrail at the stairs entrance to Citizens Park.

Open space projects incorporated universal design

Accessibility upgrades were also incorporated into new and upgraded parks, including:

- Accessible picnic and seating areas
- Inclusive play equipment
- Improved park entrances and circulation.

Featured projects included Charles Evans Reserve, Fairfield Park Play Space, Golden Square Bicentennial Park (in progress) and the Gertrude Street/ Brunswick Street park upgrade.

Accessible streets and public places

Footpaths and Streets

Council invested more than **\$5.3 million** in footpath renewals and maintenance, including pedestrian access improvements that support safer movement throughout Yarra.

Works to improve pedestrian accessibility included:

- Kerb ramp and pram crossing upgrades – **\$254,000**
- Laneway paving – **\$560,630**
- Pedestrian crossing upgrades and safety improvements – **\$1.2 million**.

Through the New Deal for Walking program, Council also invested **\$100,000** to deliver:

- New tactile ground surface indicators to assist people who are blind or have low vision
- Additional seating opportunities in high pedestrian activity areas.

Accessible parking and transport advocacy

Advocacy

Council continued advocating for improved accessibility across the public transport network, including accessible tram stops and public transport infrastructure upgrades. This included discussions on accessible tram stops at the Fitzroy Gasworks site, extension of the route 78 tram and ongoing bus stop upgrades.

Accessible parking

Accessibility improvements also included:

- Installation of an accessible carpark and ramp at Coulson Pavillion
- Placement of accessible parking signage in 16 local streets across Yarra.

Together, these initiatives reflect Council's commitment to creating a municipality where everyone can participate, contribute and belong. As Council moves toward adoption of the *Universal Design and Disability Inclusion Policy*, this work will continue to drive more inclusive planning, services and public spaces across Yarra.



Domestic Animal Management Plan

In accordance with the Domestic Animals Act 1994 Section 68a, council is required to prepare a Domestic Animal Management Plan (DAMP) at four yearly intervals and provide a summary of its implementation in the Annual Report.

Council adopted the Domestic Animal Management Plan 2026–2029 in September 2025 and commenced implementation of several key Year 1 actions. The plan provides a structured and evidence-based framework to improve animal management outcomes, promote responsible pet ownership, and enhance community safety and amenity.

The adopted Domestic Animal Management Plan 2026–2029 has been provided to the Minister in accordance with the Domestic Animal Act 1994 in December 2025.

Significant progress has been made across priority areas. Council has strengthened internal capability through updated standard operating procedures, improved officer training frameworks, and enhanced processes for managing complex matters, including those involving vulnerable community members. Early work has also focused on improving customer experience, including the establishment of systems to capture and respond to community feedback.

Key initiatives relating to registration and compliance have been progressed, including planning for a comprehensive review of the animal registration process and commencement of actions to improve data quality. A feasibility study into a subsidised desexing scheme has been completed and will be considered shortly.

Council has also delivered practical on-the-ground improvements to address nuisance and amenity concerns. This includes the introduction of temporary, targeted signage in identified hotspots, reviews of park infrastructure, and ongoing education campaigns to promote responsible pet ownership. Partnership opportunities with animal welfare organisations and shelters are being explored to further support compliance and community engagement.

Implementation of the DAMP will continue across the four-year cycle, with a strong focus on education, proactive enforcement, and data-driven decision making. Council will monitor progress against the plan's actions and provide annual updates to ensure transparency, continuous improvement, and alignment with community expectations.

Promoting gender equality and reducing gendered violence

Gender Impact Assessments

In line with our obligations under Victoria's Gender Equality Act 2020, we are committed to advancing gender equality in our organisation and through the proposed policies, programs and services we provide to the community. ❤️

Throughout 2025/26, support was provided to Council staff to complete Gender Impact Assessments (GIAs) to assess how the proposed activity will affect women, men and gender-diverse people differently, ensuring fairer and more inclusive outcomes for the entire community.

This included:

- 14 GIAs completed with several more underway; a significant increase in uptake across the business and spanning a diverse range of services, policies and projects from our *Mental Health and Wellbeing Policy*, *Open Space* and *City Works* projects, to *Infrastructure* and *Environmental* plans with a shared commitment to drive better decisions, and strengthening co-design to create safer, more welcoming public spaces, facilities, and services.

We will continue to build on organisation-wide momentum to support how GIAs shape the business, build workforce capacity, and drive community impacts.

- Informed by the findings of our Workforce Gender Audit (WGA) and subsequent staff engagement activities, the new Gender Equality Action Plan 2026-30 (GEAP) was developed and submitted to the Commission for Gender Equality in the Public Sector (CGEPS) on 24 April 2026. It is currently being reviewed by the CGEPS and will be published upon approval.

Child Safe Action Plan

Council remains committed to being a child-safe organisation, with child safety embedded throughout our systems, practices and decision-making processes. We are meeting our legislative obligations and working proactively to achieve our vision for a child safe Yarra where all children and young people are safe, happy and thrive.

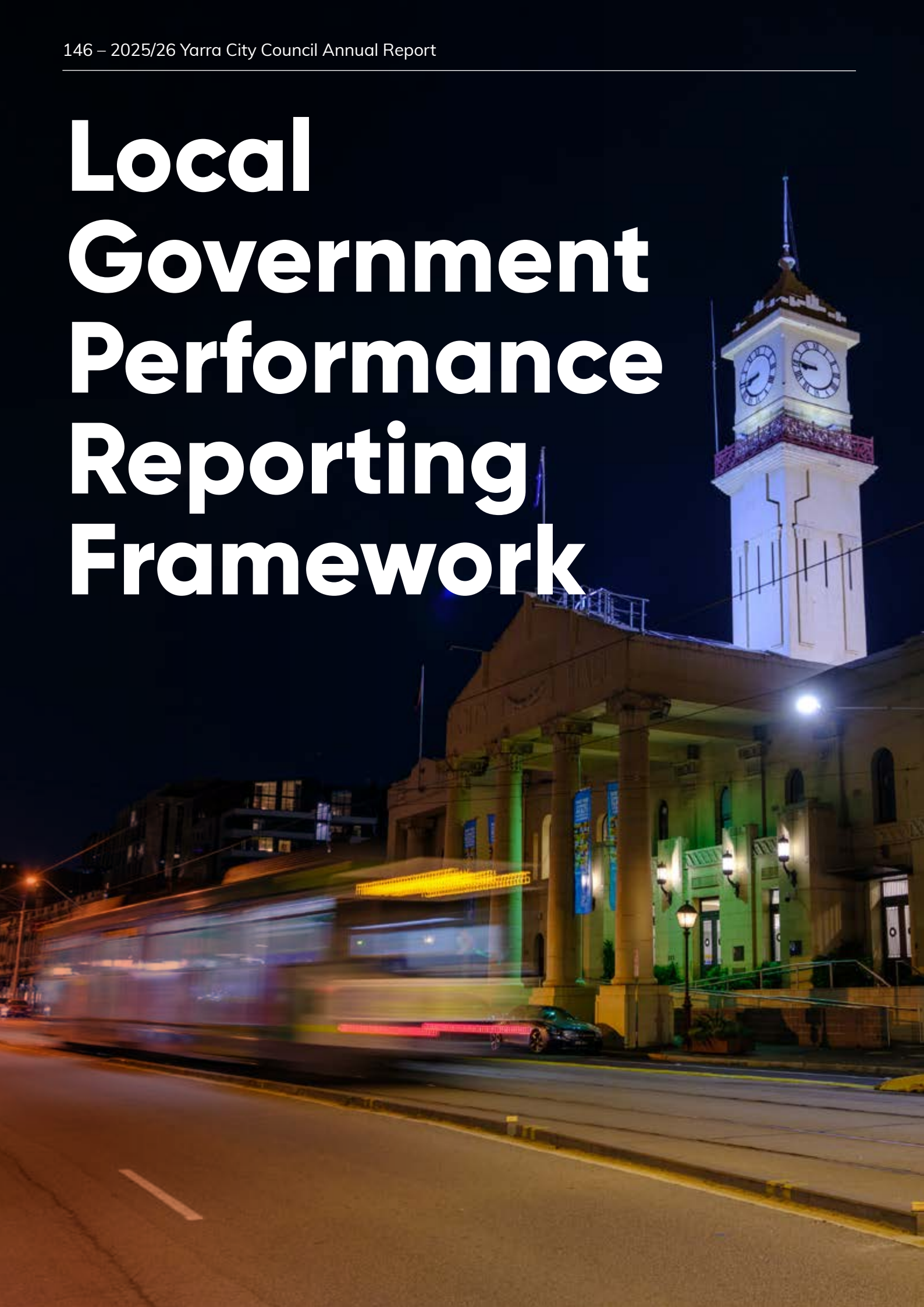
In 2025/26 key achievements included:

- Conducted a systematic review of our organisational readiness for the Rapid Child Safety Review recommendations and subsequent legislative changes
- Established a Child Safety Project Control Group to provide robust governance and oversight of our corporate and sector-specific safeguarding activities
- Developed and published our next two-year Action Plan
- Delivered Child Safe Councillor Induction training

- Promoted and participated in a range of community campaigns and days of significance
- Secured funding to roll-out Body Safety training across all Council-operated Learning Centres on a cyclical, ongoing basis
- Significantly progressed a range of system upgrades to improve our right-to-work, incident reporting, and complaints record management and reporting capability
- Secured funding to conduct independent internal child safe compliance audits at each Council-operated Early Learning Centre
- Successfully delivered capital works projects at several Council-operated Early Learning Centres, and secured funding to enable future infrastructure upgrades
- Developed a suite of digital assets to educate children and young people about how to raise their child safety concerns and further enhance our 'speak up' culture.

Preventing violence against women

- Trained and onboarded several new officers to the Family Violence Contact Officer Program. The program remains active and continues to be well utilised by employees
- Yarra employees participated in the Walk Against Family Violence
- We delivered a series of events and awareness-raising activities throughout 16 Days of Activism Against Gender-Based Violence
- We continue to actively participate in the Building a Respectful Community Partnership; the Municipal Association of Victoria Gender Equality and Preventing Violence Against Women and all forms of Gender-Based Violence; and related Local Government Special Interest Groups. ❤️



Local Government Performance Reporting Framework

Performance Statement

For the year ended 30 June 2026

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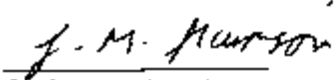
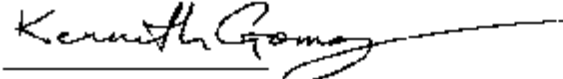
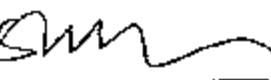
Certification of the Performance Statement

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.



Anja Edwards
Principal Accounting Officer
Dated: 22/09/2026

In our opinion, the accompanying performance statement of the *Yarra City Council* for the year ended 30 June 2026 presents fairly the results of council's performance in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.
The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.
At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.
We have been authorised by the council and by the *Local Government (Planning and Reporting) Regulations 2020* to certify this performance statement in its final form.


Cr Sharon Harrison
Deputy Mayor/Acting Mayor
Dated: 22/09/2026
Cr Kenneth Gomez
Councillor
Dated: 22/09/2026
Sue Wilkinson
Chief Executive Officer
Dated: 22/09/2026

Independent Auditor’s Report

To the Councillors of Yarra City Council

Opinion	I have audited the accompanying performance statement of Yarra City Council (the council) which comprises the: • description of municipality for the year ended 30 June 2026 • service performance indicators for the year ended 30 June 2026 • financial performance indicators for the year ended 30 June 2026 • sustainable capacity indicators for the year ended 30 June 2026 • notes to the accounts • certification of the performance statement. In my opinion, the performance statement of Yarra City Council in respect of the year ended 30 June 2026 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 4 of the <i>Local Government Act 2020</i> and <i>Local Government (Planning and Reporting) Regulations 2020</i>.
Basis for Opinion	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. 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 (including Independence Standards)</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. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
Councillors' responsibilities for the performance statement	The Councillors 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 2020</i> and <i>Local Government (Planning and Reporting) Regulations 2020</i> and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of a performance statement that is free from material misstatement, whether due to fraud or error.

Auditor’s responsibilities for the audit of the performance statement	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. 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. 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 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.
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MELBOURNE
24 September 2026


Travis Derricott
as delegate for the Auditor-General of Victoria



Section 1. Description of municipality

The City of Yarra is an inner metropolitan municipality which is home to a diverse community of people. Yarra is one of Australia's smallest inner-city municipalities at 19.5 square kilometres and is home to a community of almost 100,000 people. Yarra is known for its diversity in lively arts and entertainment with vibrant shopping and café strips, and numerous sports and recreational facilities. As of 2021, the Australian Bureau of Statistics identified Yarra’s population as 90,114. Yarra is forecast to grow to 136,983 by 2046 an increase of 49.64% from 2021.

Section 2. Service performance indicators

For the year ended 30 June 2026

Service / Indicator / Measure [Formula]	2023	2024	2025	2026			Comments
	Actual	Actual	Actual	Target as per budget	Actual		
Aquatic Facilities Utilisation Utilisation of aquatic facilities [Number of visits to aquatic facilities / Municipal population]	7.02	7.08	6.89	N/A	7.51		Utilisation has increased in line with the completion of capital works projects and maintenance at all sites.
Animal Management Health and safety Animal management prosecutions [Number of successful animal management prosecutions / Number of animal management prosecutions] x 100	100%	100%	100%	N/A	100%		10 successful animal management prosecutions completed. An additional five prosecutions are ongoing and pending Court outcome.
Food Safety Health and safety Critical and major non-compliance outcome notifications [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	99.20%	95.15%	98.82%	N/A	100%		All notifications of non-compliance from food premises were followed up in 2025 to ensure compliance was achieved.
Governance Satisfaction Satisfaction with community consultation and engagement (community satisfaction rating out of 100 with the consultation and engagement efforts of Council)	45.00	52.00	50.00	57.00	53.00		Council scored an average of 53 for Satisfaction with Community Consultation and Engagement in the Annual Customer Satisfaction Survey 2026. This score is slightly higher than the previous year. Improvements in Council's community engagement practice may have affected satisfaction ratings.
Libraries Participation Library membership [percentage of the population that are registered library members] x100	N/A	54.34%	59.65%	N/A	64.50%		Library membership in Yarra greatly exceeds national standards; this is due to a high proportion of non-residents utilising our library services and also reflects shifts in user habits due to cost-of-living pressures, notably in the increase in ebook loans and electronic resources likely being utilised in lieu of paid subscription services (e.g. Netflix)

Service / Indicator / Measure [Formula]	2023	2024	2025	2026			Comments
	Actual	Actual	Actual	Target as per budget	Actual		
Maternal and Child Health (MCH) Participation Participation in the MCH service [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	83.02%	81.97%	81.13%	N/A	81.32%		Participation rates have remained comparable to previous years. To support equitable access and ongoing engagement with the service, nursing staff undertake proactive follow-up with families who do not attend scheduled appointments and provide flexible appointment options where appropriate. These strategies assist in maintaining participation and continuity of care.
Participation Participation in the MCH service by Aboriginal children [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	51.85%	97.22%	97.06%	N/A	93.48%		Participation rates continue to remain in the 90th percentile for attendance among Aboriginal children enrolled with Yarra. Only one to two children did not engage with the service during the reporting period. This can occur when a child is between Key Ages and Stages (KAS) appointments, resulting in no scheduled contact with the service during that time.
Roads Condition Sealed local roads below the intervention level (percentage of sealed local roads that are below the renewal intervention level set by Council and not requiring renewal)	97.96%	94.95%	92.23%	95.00%	99.39%		Council undertook cyclical four-year road condition assessment this financial year resulting in increased confidence in this measure. The percentage of sealed local roads maintained to condition standards increased based on this assessment to 99.39% in 2025/26. The improvement reflects the positive outcomes of Council's road renewal and reactive maintenance programs.
Statutory Planning Service standard Planning applications decided within the relevant required time (percentage of planning application decisions made within the relevant required time)	46.84%	44.66%	46.63%	46.00%	54.26%		The number of planning applications determined within the statutory timeframe has increased by 16% from the previous financial year. This is attributed to efforts to improve decision timeframes.
Waste Management Waste diversion Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	29.66%	30.84%	42.23%	40.00%	42.39%		Diversion rates have improved slightly, building on the gains realised through the introduction of FOGO in previous years.

Section 3. Financial performance indicators

For the year ended 30 June 2026

Dimension / Indicator / Measure [Formula]	Results						Forecasts				Material Variations and Comments
	2023	2024	2025	2026			2027	2028	2029	2030	
	Actual	Actual	Actual	Target as per budget	Actual		Forecast	Forecast	Forecast	Forecast	
Efficiency Expenditure level Expenses per property assessment [Total expenses / Number of property assessments]	\$3,476.63	\$3,531.97	\$3,677.45	\$3,856.00	\$3,752.67		\$4,128.92	\$4,003.99	\$4,078.89	\$4,174.62	Expenses per property assessment remain steady and on trend despite inflationary pressures. The forecast results indicate planned expenditure growth. This reflects councils continued focus on delivering value for money.
Revenue level Average rate per property assessment [Sum of all general rates and municipal charges / Number of property assessments]	\$2,097.03	\$1,866.32	\$1,937.09	N/A	\$2,004.76		\$2,084.29	\$2,144.59	\$2,199.71	\$2,255.83	The average rate per property is likely to grow in line with the forecast annual rate cap.
Liquidity Working capital Current assets compared to current liabilities [Current assets / Current liabilities] x100	186.56%	214.29%	244.13%	245.00%	256.54%		273.66%	280.08%	282.57%	293.61%	Improvement is indicative of improved operating performance in the net result 30 June 2026 in line with Council's adopted Financial Sustainability Strategy. Forecast improves in the longer term due to the reduction of borrowings.
Unrestricted cash Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	-54.13%	-58.22%	-0.65%	N/A	-3.74%		-14.63%	-18.28%	-21.01%	-15.05%	The movement in this ratio reflects a reclassification of cash holdings. An increase in Term Deposits with maturities greater than 90 days, classified as Other Assets rather than cash equivalents, has reduced the unrestricted cash balance. Longer term growth reflects delivery of the financial sustainability strategy, through revenue optimisation and holding of costs.
Obligations Loans and borrowings Loans and borrowings compared to rates [Interest bearing loans and borrowings / Rate revenue] x100	27.66%	23.12%	18.47%	N/A	14.55%		10.90%	8.39%	6.04%	12.72%	The ratio reflects Council's commitment to reducing borrowings as outlined in the Financial Sustainability Strategy. Forecasts for future years show a continued reduction in debt levels, demonstrating Council's proactive approach to strengthening its long-term financial position.

Dimension / Indicator / Measure [Formula]	Results						Forecasts				Material Variations and Comments
	2023	2024	2025	2026			2027	2028	2029	2030	
	Actual	Actual	Actual	Target as per budget	Actual		Forecast	Forecast	Forecast	Forecast	
Loans and borrowings repayments compared to rates [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	4.22%	4.02%	3.78%	N/A	3.64%		3.52%	2.36%	2.28%	2.21%	The ratio reflects Council's commitment to reducing borrowings as outlined in the Financial Sustainability Strategy. Forecasts for future years show a continued reduction in debt levels, demonstrating Council's proactive approach to strengthening its long-term financial position.
Indebtedness Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	16.94%	14.42%	11.89%	N/A	8.51%		6.66%	5.69%	3.76%	8.68%	The reduction in this indicator reflects both lower non-current loan balances and continued growth in parking revenues. Forecast results for future years show a continuation of this trend.
Asset renewal and upgrade Asset renewal and upgrade compared to depreciation [Asset renewal and asset upgrade expense / Asset depreciation] x100	132.25%	72.50%	97.87%	94.30%	97.30%		101.36%	118.79%	117.00%	105.26%	In line with the Financial Sustainability Strategy, Council aims for a renewal ratio of 100%, indicating assets are being replaced at the same rate as they are consumed.
Operating position Adjusted underlying result Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit)/ Adjusted underlying revenue] x100	7.87%	9.06%	9.54%	N/A	9.56%		0.02%	3.26%	3.63%	3.58%	The indicator remains consistent with prior year actual performance however, future forecast results demonstrate an overall decline. The longer-term decline is driven by conservative assumptions utilised for the development of the long-term financial Plan in alignment to the Financial Sustainability Strategy.
Stability Rates concentration Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x100	56.20%	56.59%	57.06%	57.10%	57.70%		59.93%	61.41%	61.60%	61.79%	The indicator is consistent with prior year actual performance and is expected to remain stable.
Rates effort Rates compared to property values [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.18%	0.20%	0.21%	N/A	0.22%		0.22%	0.23%	0.24%	0.25%	While the indicator remains broadly consistent with recent actual performance, it has increased compared to 2023 by more than 10%. The forecast demonstrates a more moderate continuing upward trend, in line with the targeted range.

Section 4. Sustainable capacity indicators

For the year ended 30 June 2026

Indicator / measure [formula]	Results					Comments
	2023	2024	2025	2026		
	Actual	Actual	Actual	Actual		
Population						
Expenses per head of municipal population	\$2,249.18	\$2,176.02	\$2,213.93	\$2,263.37		The indicator is consistent with prior years.
Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	\$10,870.01	\$11,125.15	\$11,338.51	\$12,335.31		The increase in this ratio reflects the rescoping of some major projects.
Population density per length of road [Municipal population / Kilometres of local roads]	290.59	317.63	314.71	324.86		Population density per length of road has increased by 12% since 2023, indicating that population growth has occurred more rapidly than growth in the road network.
Own-source revenue						
Own-source revenue per head of municipal population [Own-source revenue / Municipal population]	\$2,156.95	\$2,152.43	\$2,222.39	\$2,311.25		The indicator is consistent with prior years.
Recurrent grants						
Recurrent grants per head of municipal population [Recurrent grants / Municipal population]	\$178.55	\$152.71	\$200.74	\$174.55		The decrease reflects the timing of grant payments. In 2024-25, some grants were received in advance, resulting in a higher per capita figure. The 2025-26 result represents a return to typical payment timing.
Disadvantage						
Relative Socio-Economic Disadvantage [Index of Relative Socio-Economic Disadvantage by decile]	9.00	9.00	9.00	9.00		Yarra generally has low levels of disadvantage, with higher disadvantage concentrated in public housing areas of Richmond, Collingwood and Fitzroy. No change in decile from the previous financial year.
Workforce turnover						
Percentage of staff turnover [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	16.62%	18.05%	16.94%	18.70%		Staff turnover increased during the year, reflecting employee movement across the organisation and broader labour market conditions.

Section 5. Notes to the accounts

5.1. Basis of preparation

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed, service performance, financial performance and sustainable capacity indicators and measures together with a description of the municipal district, an explanation of material variations in the results and notes to the accounts. This statement has been prepared to meet the requirements of the *Local Government Act 2020* and *Local Government (Planning and Reporting) Regulations 2020*.

Where applicable the results in the performance statement have been prepared on accounting bases 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 or the Council’s satisfaction survey provider).

The performance statement presents the actual results for the current year and the previous three years, along with the current year's target, if mandated by the *Local Government (Planning and Reporting) Regulations 2020*. Additionally, for the prescribed financial performance indicators and measures, the performance statement includes the target budget for the current year and the results forecast for the period 2026-27 to 2029-30 by the council's financial plan.

The *Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

5.2. Definitions

Key term	Definition
Aboriginal children	means a child who is an Aboriginal person
Aboriginal person	has the same meaning as in the <i>Aboriginal Heritage Act 2006</i>
adjusted underlying revenue	means total income other than: • non-recurrent grants used to fund capital expenditure; and • non-monetary asset contributions; and • 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
annual report	means an annual report prepared by a council under section 98 of the <i>Act</i>
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
asset upgrade expenditure	means expenditure that— (a) enhances an existing asset to provide a higher level of service; or (b) extends the life of the asset beyond its original life

Key term	Definition
critical non-compliance outcome notification	means a notification received by council under section 19N(3) or (4) of the <i>Food Act 1984</i> , or advice given to council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health
current assets	has the same meaning as in the <i>Australian Accounting Standards</i>
current liabilities	has the same meaning as in the <i>Australian Accounting Standards</i>
food premises	<i>has the same meaning as in the Food Act 1984</i>
intervention level	means the level set for the condition of a road beyond which a council will not allow the road to deteriorate and will need to intervene
local road	<i>means a sealed or unsealed road for which the council is the responsible road authority under the Road Management Act 2004</i>
major non-compliance outcome notification	means a notification received by a council under section 19N(3) or (4) of the <i>Food Act 1984</i> , 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
MCH	means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age
non-current liabilities	means all liabilities other than current liabilities
own-source revenue	means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)
population	means the resident population estimated by council
rate revenue	means revenue from general rates, municipal charges, service rates and service charges
relative socio-economic disadvantage	in relation to a municipal district, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipal district is located according to the <i>Index of Relative Socio-Economic Disadvantage of SEIFA</i>
restricted cash	means cash, cash equivalents and financial assets, within the meaning of the <i>Australian Accounting Standards</i> , 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
SEIFA	means the <i>Socio-Economic Indexes for Areas</i> published from time to time by the Australian Bureau of Statistics on its Internet site
unrestricted cash	means all cash and cash equivalents other than restricted cash

Report of Operations

Service Performance Indicators

The following statement provides the results of the prescribed service performance indicators and measures including explanation of results in the comments.

Service / indicator / measure	Results					Comments
	2023	2024	2025	2026		
Aquatic Facilities						
Service standard						
Health inspections of aquatic facilities [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]	1.00	1.00	1.00	1.00		Monthly inspections for each site at Richmond Recreation Centre, Collingwood Leisure Centre, Fitzroy Swimming Pool.
Utilisation						
Utilisation of aquatic facilities [Number of visits to aquatic facilities / Population]	7.02	7.08	6.89	7.51		Utilisation has increased in line with the completion of capital works projects and maintenance at all sites.
Service cost						
Cost of aquatic facilities [Direct cost of aquatic facilities less income received / Number of visits to aquatic facilities]	\$6.85	\$6.69	\$6.24	\$5.80		Reduction in service delivery staff has influenced the reduction in cost of aquatic facilities.
Animal Management						
Timeliness						
Time taken to action animal management requests [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]	1.92	1.73	2.28	2.28		Council continues to respond to animal management requests in a timely manner, with the average response time remaining below the target of three days.

Service / indicator / measure	Results					Comments
	2023	2024	2025	2026		
Service standard						
Animals reclaimed [Number of animals reclaimed / Number of animals collected] x100	46.45%	40.61%	36.26%	31.65%		Council collected 355 animals during the reporting period, consistent with the previous year’s result. Of these, 218 animals were successfully reclaimed by their owners or rehomed.
Animals rehomed [Number of unclaimed collected animals rehomed / Number of unclaimed collected animals] x100	48.34%	72.06%	56.90%	97.32%		The total number of rehomed animals has increased due to the availability of more services that support animal rehoming.
Service cost						
Cost of animal management service per population [Direct cost of the animal management service / Population]	\$6.70	\$6.33	\$6.20	\$7.63		The cost for service has increased but still within expected range.
Health and safety						
Animal management prosecutions [Number of successful animal management prosecutions / Number of animal management prosecutions] x 100	100.00%	100.00%	100.00%	100.00%		There were a total of ten successful animal management prosecutions completed. An additional five prosecutions are ongoing and pending Court outcome.
Food Safety						
Timeliness						
Time taken to action food complaints [Number of days between receipt and first response action for all food complaints / Number of food complaints]	1.28	1.82	2.94	1.97		The time taken to action food complaints decreased considerably compared to the 2025 results.
Service standard						
Food safety assessments [Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984 / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984] x100	99.74%	99.14%	94.30%	97.28%		149 new premises, 70 received an inspection.

Service / indicator / measure	Results					Comments
	2023	2024	2025	2026		
Food safety samples [Number of food samples obtained / Required number of food samples] × 100 [Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984]	New	New	91%	100.39%		The required number of food samples were procured and analysed in accordance with the statutory requirements.
Health and safety Critical and major non-compliance outcome notifications [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	99.20%	95.15%	98.82%	100.00%		All notifications of non-compliance from food premises were followed up in 2025 to ensure compliance was achieved.
Governance Transparency Council decisions made at meetings closed to the public [Number of Council resolutions made at meetings of Council, or at meetings of a delegated committee consisting only of Councillors, closed to the public / Number of Council resolutions made at meetings of Council or at meetings of a delegated committee consisting only of Councillors] x100	3.26%	6.49%	5.59%	3.83%		Council has a commitment to ensuring transparent decision-making which includes a rigorous assessment of each proposed confidential report against the definition of confidential information in the Local Government Act. The number of Council decisions made that are closed to the public are at their lowest since 2023.
Consultation and engagement Satisfaction with community consultation and engagement [Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]	45.00	52.00	50.00	53.00		Council scored an average of 53 for Satisfaction with Community Consultation and Engagement in the Annual Customer Satisfaction Survey 2026. This score is slightly higher than the previous year. Improvements in Council's community engagement practice may have affected satisfaction ratings.
Attendance Councillor attendance at council meetings [The sum of the number of Councillors who attended each Council meeting / (Number of Council meetings) × (Number of Councillors elected at the last Council general election)] x100	88.89%	91.45%	92.36%	87.58%		Attendance rates are marginally lower than the prior year, primarily due to Councillors taking approved leave of absence during the financial year.

Service / indicator / measure	Results					Comments
	2023	2024	2025	2026		
Service cost Cost of elected representation [Direct cost of the governance service / Number of Councillors elected at the last Council general election]	\$53,345.00	\$57,298.33	\$61,622.34	\$62,293.26		The cost increase reflects training costs in line with the mandatory training required by the Local Government Act.
Satisfaction Satisfaction with council decisions [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	46.00	49.00	49.00	50.30		The average satisfaction score (or index score out of 100) for community satisfaction with Council's decisions was 50.30 in 2026. This an increase on the previous year by 1.3%.
Libraries Resource currency Recently purchased library collection [Number of library collection items purchased in the last 5 years / Number of library collection items] x100	65.57%	64.18%	63.56%	59.82%		The library's collection continues to balance new acquisitions with the library's existing collection and is maintained through regular reviews of borrowing data in line with contemporary collection management practices.
Service cost Cost of library service per population [Direct cost of the library service / Population]	\$59.52	\$59.00	\$56.10	\$57.87		Service offerings continue to be highly utilised with high levels of community satisfaction despite the slight reduction in expenditure. Costs per head are reasonably consistent with other LGAs who provide high levels of service.
Utilisation Loans per head of population [Number of library collection item loans / Population]	New	New	8.10	8.40		Changes to the Libraries Victoria intra-library lending program in early 2025 has led to an increase in utilisation of Yarra-owned assets; fewer books are being requested from other libraries resulting in this higher utilisation/turnover figure.
Participation Library membership [Number of registered library members / Population] x100	New	New	60%	64.50%		Library membership in Yarra greatly exceeds national standards; this is due to a high proportion of non-residents utilising our library services and also reflects shifts in user habits due to cost-of-living pressures, notably in the increase in ebook loans and electronic resources likely being utilised in lieu of paid subscription services (e.g. Netflix)
Library visits per head of population [Number of library visits / Population]	New	New	6.21	6.55		Visits to the library exceed national benchmarks.

Service / indicator / measure	Results					Comments
	2023	2024	2025	2026		
Maternal and Child Health (MCH)						
Service standard Infant enrolments in the MCH service [Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100	100.59%	100.80%	101.09%	102.49%		Infants are enrolled in the Maternal and Child Health Service by Council as part of the birth notification process. A result of >100% can occur where the birth and first home visit occur in different financial years. Infants who have previously resided in another Council area may move into Yarra and enrol in the MCH will increase this percentage as well.
Service cost Cost of the MCH service [Cost of the MCH service / Hours worked by MCH nurses]	\$87.95	\$100.53	\$90.52	\$96.23		The cost of the service is calculated by dividing the total service cost by the number of nursing hours worked. While there was a reduction in birth notifications during the period, the increase in the cost per hour can be attributed to overall service expenditure which includes a range of activities including Key Age and Stage Visits, breast feeding support, and parent groups. In addition, Council implemented a 2% salary increase in November 2025, which also contributed to the higher cost of service delivery.
Participation Participation in the MCH service [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	83.02%	81.97%	81.13%	81.32%		Participation rates have remained comparable to previous years. To support equitable access and ongoing engagement with the service, nursing staff undertake proactive follow-up with families who do not attend scheduled appointments and provide flexible appointment options where appropriate. These strategies assist in maintaining participation and continuity of care.
Participation Participation in the MCH service by Aboriginal children [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	51.85%	97.22%	97.06%	93.48%		Participation rates continue to remain in the 90th percentile for attendance among Aboriginal children enrolled with Yarra. Only one to two children did not engage with the service during the reporting period. This can occur when a child is between Key Ages and Stages (KAS) appointments, resulting in no scheduled contact with the service during that time.
Satisfaction Participation in 4-week Key Age and Stage visit [Number of 4-week key age and stage visits / Number of birth notifications received] x100	92.11%	92.31%	91.36%	95.38%		Community participation in four-week Key Ages and Stages visits increased this financial year, demonstrating continued strong engagement and exceeding participation levels recorded in recent years.
Roads Satisfaction of use Sealed local road requests [Number of sealed local road requests / Kilometres of sealed local roads] x100	132.35	156.78	171.25	228.31		There's a continued increase in sealed local road requests, reflecting growing community engagement. For 25/26 specifically, there was community input into our new roads management plan this financial year.

Service / indicator / measure	Results					Comments
	2023	2024	2025	2026		
Condition Sealed local roads maintained to condition standards [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100	97.96%	94.95%	92.23%	99.39%		Council undertook cyclical four-year road condition assessment this financial year resulting in increased confidence in this measure. The percentage of sealed local roads maintained to condition standards increased based on this assessment to 99.39% in 2025/26. The improvement reflects the positive outcomes of Council's road renewal and reactive maintenance programs.
Service cost Cost of sealed local road reconstruction [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	\$357.12	\$464.26	\$580.72	\$291.89		Reduction in costs of sealed local road reconstruction compared with the previous years reflecting differences in project scopes. This is particularly due to a reduction in bluestone pavement reconstruction works undertaken during the financial year.
Service Cost Cost of sealed local road resealing [Direct cost of sealed local road resealing / Square metres of sealed local roads ressealed]	\$49.22	\$52.98	\$58.71	\$59.87		Resealing costs remained comparable to recent years, with minor variations reflecting market pricing, costs can vary depending on factors such as road length, width, pavement condition & traffic volumes.
Satisfaction Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	59.00	59.00	59.00	57.50		Satisfaction with sealed local roads decreased marginally from the previous year. However, overall satisfaction remains relatively stable.
Statutory Planning Timeliness Time taken to decide planning applications [The median number of days between receipt of a planning application and a decision on the application]	131.00	131.00	119.00	106.00		The time taken to decide planning applications has reduced by 11% from the previous financial year. This is attributed to efforts to improve decision timeframes.
Service standard Planning applications decided within required time frames [(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100	46.84%	44.66%	46.63%	54.26%		The number of planning applications determined within the statutory timeframe has increased by 16% from the previous financial years target. This is attributed to efforts to improve decision timeframes.

Service / indicator / measure	Results					Comments
	2023	2024	2025	2026		
Service cost Cost of statutory planning service [Direct cost of the statutory planning service / Number of planning applications received]	\$5,246.30	\$5,344.53	\$5,629.88	\$4,794.98		The decrease in cost is largely attributed to a reduction in legal fees associated with reduced VCAT caseload for major matters.
Decision making Council planning decisions upheld at VCAT [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	82.50%	76.62%	69.57%	82.14%		The number of appeals decreased by 24 compared to the prior financial year. Of the decisions upheld at VCAT, 52% (24 cases) were settled via the consent of parties.
Waste Management Service standard Kerbside collection bins missed [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	1.45	0.72	0.77	1.52		Due to operational changes there has been an increase in missed bins reported to Council.
Service cost Cost of kerbside garbage bin collection service [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	\$91.71	\$103.39	\$98.24	\$107.67		Despite only a marginal rise in tonnage, the increase in kerbside garbage service costs is primarily attributable to the significant increase in landfill gate fees driven by the waste levy.
Service cost Cost of kerbside recyclables collection service [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	\$59.41	\$54.64	\$53.74	\$53.15		The kerbside recycling service cost remained consistent.
Waste diversion Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	29.66%	30.84%	42.23%	42.39%		Diversion rates have improved slightly, building on the gains realised through the introduction of FOGO in previous years.

Governance and Management Checklist

The following are the results of Yarra City Council's assessment against the prescribed Governance and Management Checklist.

Governance and Management Checklist

For the year ended 30 June 2026

Governance and Management Items		Assessment
1	Community engagement policy (policy outlining Council's commitment to engaging with the community on matters of public interest)	Adopted in accordance with section 55 of the Act. Date of adoption: 14/04/2026
2	Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)	Current guidelines in operation. Date of commencement: 14/04/2026
3	Financial Plan (plan under section 91 of the Act outlining the financial and non-financial resources required for at least the next 10 financial years)	Adopted in accordance with section 91 of the Act. Date of adoption: 16/06/2026
4	Asset Plan (plan that sets out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Adopted in accordance with section 92 of the Act. Date of adoption: 14/10/2025
5	Revenue and Rating Plan (plan setting out the rating structure of Council to levy rates and charges)	Adopted in accordance with section 93 of the Act. Date of adoption: 17/06/2025
6	Annual budget (plan setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	Budget adopted in accordance with section 94 of the Act. Date of adoption: 16/06/2026
7	Risk policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Current policy in operation Date of commencement: 08/04/2024
8	Fraud policy (policy outlining Council's commitment and approach to minimising the risk of fraud)	Current policy in operation Date of commencement: Updated in April 2026. Next review scheduled for April 2028.
9	Municipal emergency management planning (Participation in meetings of the Municipal Emergency Management Planning Committee.)	Municipal Emergency Management Planning Committee (MEMPC) meetings attended by one or more representatives of Council (other than the chairperson of the MEMPC) during the financial year. Dates of MEMPC meetings attended: 21/10/2025, 3/12/2025, 18/03/2026 & 18/06/2026
10	Procurement policy (policy outlining the principles, processes and procedures that will apply to all purchases of goods and services by the Council)	Adopted in accordance with section 108 of the Act. Date of commencement: 07/12/2021 Currently under review. Expected to be presented to Council for adoption in August/September 2026

Governance and Management Items		Assessment
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)	No plan. Reason for no plan: Currently in review. Expected adoption in 2026/27.
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)	No plan. Reason for no plan: Currently in review. Expected adoption in 2026/27.
13	Complaint policy (Policy under section 107 of the Act outlining Council's commitment and approach to managing complaints.)	Policy developed in accordance with section 107 of the Act. Date of commencement: 12/01/2021
14	Workforce plan (Plan outlining Council's commitment and approach to planning the current and future workforce requirements of the organisation.)	Plan developed in accordance with section 46 of the Act. Date of commencement: Adopted December 2021. Currently being reviewed for expected 2026/2027 adoption.
15	Payment of rates and charges hardship policy (Policy outlining Council's commitment and approach to assisting ratepayers experiencing financial hardship or difficulty paying their rates.)	Current policy in operation Date of commencement: 23/06/2022
16	Risk management framework (framework outlining Council's approach to managing risks to the Council's operations)	Current framework in operation Date of commencement: Adopted in March 2024, document is currently in review for amendment.
17	Audit and Risk Committee (advisory committee of Council under section 53 and 54 of the Act)	Established in accordance with section 53 of the Act. Date of commencement: 04/08/2025
18	Internal audit (independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	Internal auditor engaged Date of engagement: 05/01/2025
19	Performance reporting framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the Act)	Current framework in operation Date of adoption: 22/10/2024
20	Council Plan report (report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)	No report. Reason for no report: Council reports on the Council Plan performance indicators annually in the Annual Report in accordance with section 98 of the Local Government Act 2020.

Governance and Management Items		Assessment
21	Quarterly budget reports (quarterly reports to Council under section 97 of the Act, comparing actual and budgeted results and an explanation of any material variations)	Quarterly reports presented to Council in accordance with section 97(1) of the Act. Date of report: Quarter 1 - 11 November 2025, Quarter 2 - 10 February 2026, Quarter 3 - 12 May 2026 and Quarter 4 - 11 August 2026
22	Risk reporting (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Risk reports prepared and presented Dates of reports: 3 July 2025 and 11 December 2025
23	Performance reporting (six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 98 of the Act)	No reports. Reason for no reports: Council reports on the LGPRF and Council Plan performance indicators annually in the Annual Report in accordance with section 98 of the Local Government Act 2020.
24	Annual report (annual report under sections 98 and 99 of the Act containing a report of operations and audited financial and performance statements)	Annual report presented at a meeting of Council in accordance with section 100 of the Act. Date of presentation: 14/10/2025
25	Councillor Code of Conduct (Code setting out the standards of conduct to be followed by Councillors and other matters.)	Code of conduct reviewed and adopted in accordance with section 139 of the Act. Date reviewed and adopted: 27/10/2024
26	Delegations (documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff)	Delegations reviewed in accordance with section 11(7) of the Act. and a register kept in accordance with sections 11(8) and 47(7) of the Act. Date of review: Council delegation to the CEO – 8 July 2025 Council delegation to members of Council staff – 12 May 2026 Delegation Council to the Planning Decisions Committee - 9 June 2026
27	Meeting procedures (Governance Rules governing the conduct of meetings of Council and delegated committees)	Governance Rules adopted in accordance with section 60 of the Act. Date rules adopted: 08/04/2025

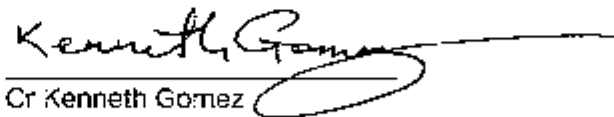
Certification of the Governance and Management Checklist

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


Sue Wilkinson
Chief Executive Officer
Dated: 22/09/2026


Cr Sharon Harrison
Deputy Mayor/Acting Mayor
Dated: 22/09/2026


Anja Edwards
Principle Accounting Officer
Dated: 22/09/2026


Cr Kenneth Gomez
Councillor
Dated: 22/09/2026



Annual financial report

Financial report

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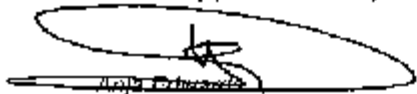
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Certification of the Financial Statements

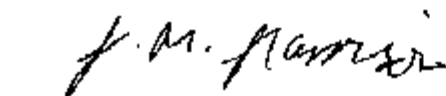
In my opinion, the accompanying financial statements have been prepared in accordance with the Local Government Act 2020, the Local Government (Planning and Reporting) Regulations 2020, the Australian Accounting Standards and other mandatory professional reporting requirements


Principal Accounting Officer
22 September 2026

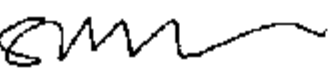
In our opinion, the accompanying financial statements present fairly the financial transactions of the Yarra City Council for the year ended 30 June 2026 and the financial position of the Council as at that date.

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

We have been authorised by the Council and by the Local Government (Planning and Reporting) Regulations 2020 to certify the financial statements in their final form.


Cr Sharon Hamison
Deputy Mayor/Acting Mayor
22 September 2026


Kenneth Gomez
Councillor
22 September 2026


Sue Wilkinson
Chief Executive Officer
22 September 2026



Independent Auditor’s Report

To the Councillors of Yarra City Council

Opinion	I have audited the financial report of Yarra City Council (the council) which comprises the: - balance sheet as at 30 June 2026 - 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 material accounting policy information - certification of the financial statements. In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2026 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 4 of the <i>Local Government Act 2020</i>, the <i>Local Government (Planning and Reporting) Regulations 2020</i> and applicable Australian Accounting Standards.
Basis for Opinion	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. 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 (including Independence Standards)</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. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
Councillors’ responsibilities for the financial report	The Councillors are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, the <i>Local Government Act 2020</i> and the <i>Local Government (Planning and Reporting) Regulations 2020</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. 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.

Auditor’s responsibilities for the audit of the financial report	As required by the <i>Audit Act 1994</i>, 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.
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Comprehensive Income Statement

For the Year Ended 30 June 2026

	Note	2026 \$'000	2025 \$'000
Income / Revenue			
Rates and charges	3.1	146,587	140,764
Statutory fees and fines	3.2	44,185	41,334
User fees	3.3	35,577	33,353
Grants - operating	3.4(a)	18,857	21,988
Grants - capital	3.4(b)	4,936	6,150
Contributions - monetary	3.5	2,410	4,505
Net gain on disposal of property, infrastructure, plant and equipment	3.6	365	1,066
Other income	3.7	7,545	7,291
Total income / revenue		260,462	256,451
Expenses			
Employee costs	4.1	105,385	102,506
Materials and services	4.2	87,105	87,093
Depreciation	4.3	28,852	27,020
Depreciation - right of use assets	4.4	1,265	893
Allowance for impairment losses	4.5	5,098	3,800
Borrowing costs	4.6	652	788
Finance costs - leases	4.7	305	161
Other expenses	4.8	744	695
Total expenses		229,406	222,956
Surplus for the year		31,056	33,495
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation gain		82,247	54,090
Total other comprehensive income		82,247	54,090
Total comprehensive result		113,303	87,585

The above comprehensive income statement should be read in conjunction with the accompanying notes.

Balance Sheet

As at 30 June 2026

	Note	2026	2025
		\$'000	\$'000
Assets			
Current assets			
Cash and cash equivalents	5.1(a)	48,823	53,242
Trade and other receivables	5.1(c)	39,917	37,166
Other financial assets	5.1(b)	89,000	69,000
Inventories	5.2(a)	140	78
Other assets	5.2(b)	7,664	1,955
Total current assets		185,544	161,441
Non-current assets			
Investments in joint arrangements	6.2	5	5
Property, infrastructure, plant and equipment	6.1	2,118,268	2,028,454
Right-of-use assets	5.8(a)	2,782	3,865
Total non-current assets		2,121,055	2,032,324
Total assets		2,306,599	2,193,765
Liabilities			
Current liabilities			
Trade and other payables	5.3(a)	14,708	14,551
Trust funds and deposits	5.3(b)	23,889	17,598
Contract and other liabilities	5.3(c)	10,904	10,981
Provisions	5.5	16,664	17,148
Interest-bearing liabilities	5.4	4,811	4,669
Lease liabilities	5.8(b)	1,346	1,182
Total current liabilities		72,322	66,129
Non-current liabilities			
Trade and other payables	5.3(a)	-	738
Trust funds and deposits	5.3(b)	419	411
Provisions	5.5	1,423	1,330
Interest-bearing liabilities	5.4	16,489	21,299
Lease liabilities	5.8(b)	1,614	2,829
Total non-current liabilities		19,945	26,607
Total liabilities		92,267	92,736
Net assets		2,214,332	2,101,029
Equity			
Accumulated surplus		741,379	714,716
Reserves	9.1	1,472,953	1,386,313
Total Equity		2,214,332	2,101,029

The above balance sheet should be read in conjunction with the accompanying notes.

Statement of Changes in Equity

For the Year Ended 30 June 2026

	Note		Accumulated	Revaluation	Other
		Total	Surplus	Reserve	Reserves
		\$'000	\$'000	\$'000	\$'000
2026					
Balance at beginning of the financial year		2,101,029	714,716	1,342,841	43,472
Surplus for the year		31,056	31,056	-	-
Net asset revaluation gain		82,247	-	82,247	-
Transfers to other reserves	9.1	-	(12,670)	-	12,670
Transfers from other reserves	9.1	-	8,277	-	(8,277)
		2,214,332	741,379	1,425,088	47,865
Balance at end of the financial year		2,214,332	741,379	1,425,088	47,865
2025					
Balance at beginning of the financial year		2,013,444	691,066	1,288,751	33,627
Surplus for the year		33,495	33,495	-	-
Net asset revaluation gain		54,090	-	54,090	-
Transfers to other reserves	9.1	-	(11,271)	-	11,271
Transfers from other reserves	9.1	-	1,426	-	(1,426)
		2,101,029	714,716	1,342,841	43,472
Balance at end of the financial year		2,101,029	714,716	1,342,841	43,472

The above statement of changes in equity should be read in conjunction with the accompanying notes.

Statement of Cash Flows

For the Year Ended 30 June 2026

Statement of Cash Flows For the Year Ended 30 June 2026	Note	2026	2025
		Inflows/	Inflows/
		(Outflows)	(Outflows)
		\$'000	\$'000
Cash flows from operating activities			
Rates and charges		143,878	139,841
Statutory fees and fines		43,007	39,276
User fees		37,698	31,493
Grants - operating		18,780	19,693
Grants - capital		4,936	6,150
Contributions - monetary		2,410	4,505
Interest received		5,592	5,139
Trust funds and deposits taken		49,570	27,579
Other receipts		1,346	2,515
Net GST refund		(376)	(226)
Employee costs		(105,776)	(102,084)
Materials and services		(99,291)	(86,701)
Trust funds and deposits repaid		(43,280)	(25,336)
Net cash provided by operating activities	9.2	58,494	61,845
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment		(37,066)	(31,491)
Proceeds from sale of property, infrastructure, plant and equipment		1,012	1,347
Payments for investments		(80,000)	(29,000)
Proceeds from sale of investments		60,000	24,000
Net cash used in investing activities		(56,054)	(35,144)
Cash flows from financing activities			
Finance costs	4.6	(652)	(788)
Repayment of borrowings		(4,668)	(4,532)
Interest paid - lease liability	4.7	(305)	(161)
Repayment of lease liabilities		(1,234)	(863)
Net cash used in financing activities		(6,859)	(6,344)
Net increase in cash and cash equivalents		4,419)	20,357
Cash and cash equivalents at the beginning of the financial year		53,242	32,885
Cash and cash equivalents at the end of the financial year	5.1(a)	48,823	53,242

The above statement of cash flows should be read in conjunction with the accompanying notes.

Statement of Capital Works

For the Year Ended 30 June 2026

	2026	2025
	\$'000	\$'000
Property		
Land	3,454	-
Total Land	3,454	-
Buildings	10,028	9,372
Total property	10,028	9,372
Plant and equipment		
Plant, machinery and equipment	-	377
Fixtures, fittings and furniture	-	184
Computers and telecommunications	805	929
Library books	619	599
Total plant and equipment	1,424	2,089
Infrastructure		
Roads, Footpaths and cycleways	10,029	9,414
Drainage	4,010	4,056
Waste management	49	19
Parks, open space and streetscapes	7,452	5,015
Other infrastructure	633	1,467
Total infrastructure	22,173	19,971
Total capital works expenditure*	37,079	31,432
Represented by:		
New asset expenditure	9,005	4,988
Asset renewal expenditure	15,447	18,737
Asset upgrade expenditure	12,627	7,707
Total capital works expenditure	37,079	31,432

The above statement of capital works should be read in conjunction with the accompanying notes.

* Total capital works expenditure reflects total spend of \$33.6M and non-budgeted land acquisitions.

Notes to the Financial Report

For the Year Ended 30 June 2026

Note 1 Overview

Introduction

The City of Yarra was established by an Order of the Governor in Council on 22 June 1994 and is a body corporate. The Council's main office is located at 333 Bridge Road Richmond.

Statement of compliance

These financial statements are a general purpose financial report that consists 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 the Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 2020*, and the *Local Government (Planning and Reporting) Regulations 2020*.

The Council is a not-for-profit entity and therefore applies the additional AUS paragraphs applicable to a not-for-profit entity under the Australian Accounting Standards.

Accounting policy information

1.1 Basis of accounting

Accounting policies are selected and applied in a manner which ensures that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported.

Specific accounting policies applied are disclosed in sections where the related balance or financial statement matter is disclosed. The accrual basis of accounting has been used in the preparation of these financial statements, except for the cash flow information, 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.

The financial statements are based on the historical cost convention unless a different measurement basis is specifically disclosed in the notes to the financial statements.

The financial statements have been prepared on a going concern basis. The financial statements are in Australian dollars. The amounts presented in the financial statements have been rounded to the nearest thousand dollars unless otherwise specified. Minor discrepancies in tables between totals and the sum of components are due to rounding.

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 AAS 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 6.1)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.1)
- the determination of employee provisions (refer to Note 5.5)
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of AASB 15 Revenue from Contracts with Customers or AASB 1058 Income of Not-for-Profit Entities (refer to Note 3.4(c))
- the determination, in accordance with AASB 16 Leases, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.8)
- whether or not AASB 1059 Service Concession Arrangements: Grantors is applicable
- 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.

Goods and Services Tax (GST)

Income and expenses are recognised net of the amount of associated GST. Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the balance sheet.

1.2 Impact of emergencies and natural disasters

During 2025-26 there were no significant natural disasters impacting Council's operations.

Note 2 Analysis of out results

2.1 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 2020 requires explanation of any material variances.

Council has adopted a materiality threshold of the lower of 10 percent or \$0.5 million where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

These notes are prepared to meet the requirements of the Local Government Act 2020 and the Local Government (Planning and Reporting) Regulations 2020.

2.1.1 Income / Revenue and expenditure

	Budget	Actual	Variance	Variance	
	2026	2026			
	\$'000	\$'000	\$'000	%	Ref
Income / Revenue					
Rates and charges	145,986	146,587	601	0.4%	1
Statutory fees and fines	40,058	44,185	4,127	10.3%	2
User fees	34,074	35,577	1,503	4.4%	3
Grants - operating	17,445	18,857	1,412	8.1%	4
Grants - capital	9,142	4,936	(4,206)	(46.0%)	5
Contributions - monetary	6,675	2,410	(4,265)	(63.9%)	6
Net gain on disposal of property, infrastructure, plant and equipment	124	365	241	194.0%	7
Other income	3,935	7,545	3,610	91.7%	8
Total income / revenue	257,439	260,462	3,023	1.2%	
Expenses					
Employee costs	106,651	105,385	1,266	1.2%	9
Materials and services	96,792	87,105	9,687	10.0%	10
Depreciation	31,229	28,852	2,377	7.6%	11
Depreciation - right of use assets	1,258	1,265	(7)	(0.6%)	12
Allowance for impairment losses	4,299	5,098	(799)	(18.6%)	
Borrowing costs	651	652	(1)	(0.2%)	
Finance costs - leases	216	305	(89)	(41.2%)	12
Other expenses	793	744	49	6.2%	
Total expenses	241,889	229,406	12,483	5.2%	
Surplus for the year	15,550	31,056	15,506	99.7%	

(i) Explanation of material variations

1	Rates and charges	Rates and Charges are favourable to budget primarily due to higher than expected interest revenue on overdue payments and slightly higher supplementary valuations.
2	Statutory fees and fines	Statutory fees and fines are favourable to budget mainly due to increased income from Parking Meter fees, Parking Infringements and Parking Permits.
3	User fees	User fees are favourable to budget primarily due to higher than expected activity in Traffic and Civil Engineering and an improved performance at Burnley Golf Course.
4	Grants - operating	Operating grants are favourable to budget as a result of the timing of the Victorian Local Government Grants Commission grant payment and other unbudgeted non-recurrent grants being received.
5	Grants - capital	Capital grants are unfavourable to budget primarily due to the delayed commencement of the Brunswick St Oval project.
6	Contributions - monetary	Monetary contributions are below budget, mainly due to lower than expected Open Space
7	Net gain on disposal of property, infrastructure, plant and equipment	Contributions as a result of the timing of project completions and a slowdown in development activity.
8	Other income	Net gain on asset disposals is favourable to budget due to proceeds received from the sale of land and motor vehicles.
9	Employee costs	Other income is favourable to budget primarily due to higher than budgeted interest rates on Council's term deposits and unbudgeted revenue received for fines from the council election.
10	Materials and services	Materials and services are favourable to budget mainly due to rescheduled and rescoped digital transformation projects, improved management of licensing costs and lower waste processing costs.
11	Depreciation	Depreciation is favourable to budget, primarily due to valuation adjustments in particular reassessment of Infrastructure asset values and useful lives from revaluation date onward.
12	Depreciation - right of use assets and Finance costs - leases	Variance unfavourable to budget primarily driven by higher-than-budgeted bad debt expense, reflecting an increase in the number of infringement notices issued. As a portion of infringement revenue is not expected to be collected, higher infringement activity results in a corresponding increase in bad debt expense.

2.1.2 Capital works

	Budget	Actual	Variance	Variance	
	2026	2026			
	\$'000	\$'000	\$'000	%	Ref
Property					
Land	-	3,454	3,454	-	1
Buildings	13,389	10,028	(3,361)	(25.1%)	2
Total property	13,389	13,482	93	0.7%	
Plant and equipment					
Plant, machinery and equipment	50	-	(50)	(100.0%)	3
Fixtures, fittings and furniture	-	-	-	-	
Computers and telecommunications	850	805	(45)	(5.3%)	
Library books	622	619	(3)	(0.4%)	
Total plant and equipment	1,522	1,424	(98)	(6.4%)	
Infrastructure					
Roads, footpaths and cycleways	10,855	10,029	(826)	(7.6%)	4
Waste management	50	49	(1)	(2.5%)	
Drainage	4,265	4,010	(255)	(6.0%)	
Parks, open space and streetscapes	7,528	7,452	(76)	(1.0%)	
Other infrastructure	905	633	(272)	(30.0%)	5
Total infrastructure	23,603	22,173	(1,430)	(6.1%)	
Total capital works expenditure	38,514	37,079	(1,435)	(3.7%)	
Represented by:					
New asset expenditure	9,070	9,005	(65)	(0.7%)	
Asset renewal expenditure	14,877	15,447	570	3.8%	
Asset upgrade expenditure	14,567	12,627	(1,940)	(13.3%)	
Total capital works expenditure	38,514	37,079	(1,435)	(3.7%)	

Note 2.1.2 (i) Explanation of material variations

1	Land	Purchase - Stewart Street Reserve - Open Space (Council resolution).
2	Buildings	Variance is mainly due to Brunswick St Oval Project upgrade. Key risks being tennis court modernisation weather delays, impacts of Fitzroy Tennis Club being on site and Fitzroy Bowling Club gas disconnection.
3	Plant, machinery and equipment	Variance is primarily driven by savings in Council's fleet electrification program and timing in delivering electric vehicle charging infrastructure.
4	Roads, footpaths and cycleways	Variance mainly due to rescheduled and rescoping and cancelled projects.
5	Other infrastructure	Variation is mainly due to a LGBTQIA+ Memorial carried forward to finalise the fabrication the memorial, installation of seat and launch.

2.2 Analysis of Council results by program

Council delivers its functions and activities through the following programs.

2.2.1 Chief Executive Office

The Chief Executive Officer's division is responsible for the oversight of the organisation to ensure provision of high quality Council services as well as delivery of the capital works program.

Corporate Services*

The Corporate Services division provides efficient, effective and proactive support services across council to enable the delivery of policy commitments, council vision and mission. The provision of these services includes financial services, people and culture, digital and technology services, customer experience, governance and integrity and business transformation.

City Sustainability and Strategy

The City Sustainability and Strategy division is responsible for providing strategic input into the overall management of the city. It includes statutory planning, city strategy, strategic transport, building surveyor, sustainability and parking and compliance.

Community Strengthening*

The Community Strengthening division provides high-quality community-focused programs, service delivery and communication to residents. It includes equity and community development, aged and disability services, libraries, arts and events and family, youth and children services. It provides services support for Strategic Communications and engagement and Strategic Advocacy across Council.

Infrastructure and Environment

The Infrastructure and Environment division includes city works property and leisure, infrastructure traffic, and civil engineering and building and asset management. The Infrastructure division is responsible for asset management, maintenance and the provision of a range of assets that contribute to liveability, including buildings, civil infrastructure such as drains, roads and footpaths, sporting facilities, gardens and trees. It also supports the local amenity through services such as waste collection, recycling services, and street cleaning.

The division also supports health and wellbeing through the management of Council's recreation and leisure services as well as Council's property portfolio including leases, licences and management agreements.

*During 2025-26, the organisation moved from five divisions to four divisions, simplifying the structure and improving alignment across the organisation and to the Council Plan 2025-29. The following functions from Governance, Communications and Customer Service were transferred to Community Strengthening being: Communications and Governance and Customer Services were transferred to Corporate Services.

2.2.2 Summary of income / revenue, expenses, assets and capital expenses by program

	Income / Revenue	Expenses	Surplus/ (Deficit)	Grants included in income / revenue	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
2026					
Chief Executive Office	-	1,011	(1,011)	-	7,669
Corporate Services*	158,104	70,396	87,708	4,260	167,377
City Sustainability and Strategy	54,344	40,199	14,145	1,010	11,949
Community Strengthening*	18,533	47,566	(29,033)	13,642	1,500
Infrastructure and Environment	29,481	70,234	(40,753)	4,881	2,118,104
	260,462	229,406	31,056	23,793	2,306,599
2025					
Chief Executive Office	-	747	(747)	-	7,874
Corporate Services	151,972	56,762	95,210	4,633	157,423
City Sustainability and Strategy	53,521	40,072	13,449	1,071	3,646
Community Strengthening	20,036	42,776	(22,740)	15,228	1,788
Infrastructure and Environment	30,847	69,931	(39,084)	7,206	2,023,034
	256,451	222,956	33,495	28,138	2,193,765

* Year 2026 Governance, Communications and Customer Service Division has been integrated into the Corporate Services and Community Strengthening Divisions

Note 3 Funding for the delivery of our services

3.1 Rates and charges

The council uses Net Annual Value (NAV) as the basis of the valuation of all properties within the municipal district. The NAV of a property is its imputed rental value.

The valuation base used to calculate general rates for 2025/26 was \$3.434 billion (2024/25 \$ 3.436 billion).

	2026 \$'000	2025 \$'000
General rates	88,778	84,264
Waste	22,577	21,801
Commercial	27,219	25,278
Industrial	5,952	6,638
Special rates and charges	223	139
Supplementary rates and rate adjustments	605	815
Garbage bin charges	93	54
Interest on rates and charges	1,140	1,775
Total rates and charges	146,587	140,764

Effective 1 July 2025 the Fire Services Levy (FSL) was replaced by the Emergency Services and Volunteers Fund (ESVF) to broaden funding to include VICSES and Triple Zero Victoria.

The date of the general revaluation of land for rating purposes within the municipal district was 1 January 2025 and the valuation was first applied in the rating year commencing 1 July 2025.

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

3.2 Statutory fees and fines

Infringements and costs	20,822	18,785
Court recoveries	5,536	4,493
Fees - parking meters/ticket machines	15,099	15,544
Permits	2,728	2,512
Total statutory fees and fines	44,185	41,334

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

3.3 User fees

	2026	2025
	\$'000	\$'000
Leisure centres and golf course fees	11,661	11,303
Child care/children's program fees	3,495	3,335
Town planning fees	2,743	3,012
Registration fees	1,912	1,870
Aged services fees	157	167
Road occupation permit fees	5,468	4,737
Footpath advertising & display	1,484	1,445
Building services fees	395	362
Valuation fees/supplementary charges	140	144
Kerb market fees	267	261
Land information certificates	227	196
Local laws fines	820	968
Rent	2,369	1,879
Permits - bins and skips	212	194
Report and consent fees	268	217
Road and drainage inspection fees	873	749
Hall hire	840	756
Asset protection permits	275	277
Occupation area permit fees	249	268
Other fees and charges	1,722	1,213
Total user fees	35,577	33,353

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

3.4 Funding from other levels of government

	2026	2025
	\$'000	\$'000
Grants were received in respect of the following:		
Summary of grants		
Commonwealth funded grants	12,694	13,406
State funded grants	11,099	14,732
Total grants received	23,793	28,138
(a) Operating Grants		
Recurrent - Commonwealth Government		
Financial Assistance Grants	4,258	4,632
Children services	4,994	5,113
General home care	1,412	2,416
Other	325	339
Recurrent - State Government		
Family and children services	4,002	4,528
Maternal and child health	975	928
Aged care services	96	784
Library	755	749
School crossing supervisors	444	443
Tobacco Act Reform	22	25
Total recurrent operating grants	17,283	19,957
Non-recurrent - Commonwealth Government		
Innovative Solutions	831	-
Non-recurrent - State Government		
Family and children services	43	208
Other	700	1,823
Total non-recurrent operating grants	1,574	2,031
Total operating grants	18,857	21,988

3.4 Funding from other levels of government cont.	2026	2025
Grants were received in respect of the following:	\$'000	\$'000
(b) Capital Grants		
Recurrent - Commonwealth Government		
Roads to recovery	415	259
Total recurrent capital grants	415	259
Non-recurrent - Commonwealth Government		
Roads LRCI program	-	155
Public Artwork	-	15
Community Safety	450	476
Open space	9	-
Non-recurrent - State Government		
Buildings	3,637	2,741
Roads	44	2,020
Open space	263	262
Other	118	222
Total non-recurrent capital grants	4,521	5,891
Total capital grants	4,936	6,150

(c) Recognition of grant income
Before recognising funding from government grants as revenue the Council assesses whether there is a contract that is enforceable and has sufficiently specific performance obligations in accordance with AASB 15 Revenue from Contracts with Customers. When both these conditions are satisfied, the Council:
- identifies each performance obligation relating to revenue under the contract/agreement - determines the transaction price - recognises a contract liability for its obligations under the agreement - recognises revenue as it satisfies its performance obligations, at the point in time or over time when services are rendered.
Where the contract is not enforceable and/or does not have sufficiently specific performance obligations, the Council applies AASB 1058 Income of Not-for-Profit Entities.
Grant revenue with sufficiently specific performance obligations is recognised over time as the performance obligations specified in the underlying agreement are met. Where performance obligations are not sufficiently specific, grants are recognised on the earlier of receipt or when an unconditional right to receipt has been established. Grants relating to capital projects are generally recognised progressively as the capital project is completed. The following table provides a summary of unspent grants.

(d) Unspent grants received on condition that they be spent in a specific manner		
3.4 Funding from other levels of government cont.	2026	2025
	\$'000	\$'000
Operating		
Balance at start of year	3,022	4,039
Received during the financial year and remained unspent at balance date	882	1,863
Received in prior years and spent during the financial year	(780)	(2,880)
Balance at year end	3,124	3,022
Capital		
Balance at start of year	23,154	23,804
Received during the financial year and remained unspent at balance date	1,742	1,854
Received in prior years and spent during the financial year	(1,570)	(2,504)
Balance at year end	23,326	23,154
Unspent grants are determined and disclosed on a cash basis.		

3.5 Contributions		
Monetary	2,410	4,505
Total contributions	2,410	4,505

Monetary		
Public Open Space contributions	740	2,271
Developer contributions plan levy	1,453	1,752
Road maintenance/works (other)	70	38
Open space and planning	-	150
Park rental	-	122
Other	147	172
Total monetary contributions	2,410	4,505
Monetary and non monetary contributions are recognised as income at their fair value when Council obtains control over the contributed asset.		

3.6 Net gain on disposal of property, infrastructure, plant and equipment

	2026	2025
	\$'000	\$'000
Proceeds from sale of assets	238	1,347
Written down value of assets sold/disposed	(638)	(281)
Profit/(loss) on sale/disposal of property, plant and equipment	(400)	1,066

Discontinued Roads

Proceeds from sale of assets	774	-
Written down value of assets sold/disposed	(9)	-
Profit on sale/disposal of discontinued roads	765	-
Proceeds of sale	1,012	1,347
Written down value of assets disposed	(647)	(281)
Total net gain on disposal of property, infrastructure, plant and equipment	365	1,066

The profit or loss on sale of an asset is determined when control of the asset has passed to the buyer.

3.7 Other income

Interest	5,592	5,139
Other	1,953	2,152
Total Other Income	7,545	7,291

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.

Note 4 The cost of delivering services

4.1 Employee costs

	2026	2025
	\$'000	\$'000
4.1 (a) Employee costs		
Wages and salaries	75,311	72,158
Work Cover	2,295	1,735
Casual staff	7,892	8,052
Superannuation	10,299	9,547
Fringe benefits tax	70	132
Agency staff (external)	3,217	3,618
Other	6,301	7,264
Total employee costs	105,385	102,506

4.1 (b) Superannuation

Council made contributions to the following funds:

Defined benefit fund

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	126	169
	126	169

Employer contributions payable at reporting date.

Accumulation funds

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	4,138	3,962
Employer contributions - other funds	6,035	5,416
	10,173	9,378

Employer contributions payable at reporting date.

Contributions made exclude amounts accrued at balance date. Refer to note 9.3 for further information relating to Council's superannuation obligations.

4.2 Materials and services

	2026	2025
	\$'000	\$'000
Materials and services	19,182	22,652
Aged services contract payments	566	1,299
Waste services contract payments*	7,382	7,502
Recycling contract payments	3,602	3,796
Tipping fees	4,037	3,309
Open space contract payments	3,423	3,442
Bushland tree maintenance contract payments	2,117	2,205
Street cleaning services contract payments	3,286	3,089
Other contract payments	7,852	6,895
Building maintenance	6,103	5,529
General maintenance	5,089	5,855
Utilities	4,035	4,205
Information technology	9,225	7,588
Insurance	2,878	2,502
Consultants	8,328	7,225
Total materials and services	87,105	87,093

Expenses are recognised as they are incurred and reported in the financial year to which they relate.

4.3 Depreciation

Property	5,338	4,907
Plant and equipment	6,794	4,930
Infrastructure	16,720	17,183
Total depreciation	28,852	27,020

Refer to note 5.8 and 6.1 for a more detailed breakdown of depreciation and amortisation charges and accounting policy

4.4 Depreciation - Right of use assets

Equipment	1,265	893
Total Depreciation - Right of use assets	1,265	893

4.5 Allowance for impairment losses

	2026	2025
	\$'000	\$'000
Parking infringement debtors	4,745	3,223
Other debtors	353	577
Total allowance for impairment losses	5,098	3,800
Movement in allowance for impairment losses in respect of debtors		
Balance at the beginning of the year	44,254	40,658
New allowances recognised during the year	5,098	3,800
Amounts already allowed for and written off as uncollectible	(6,286)	(204)
Balance at end of year	43,066	44,254

An allowance for impairment losses in respect of debtors is recognised based on an expected credit loss model. This model considers both historic and forward looking information in determining the level of impairment.

4.6 Borrowing costs

Interest - Borrowings	652	788
Total borrowing costs	652	788

4.7 Finance Costs - Leases

Interest - Lease Liabilities	305	161
Total finance costs	305	161

4.8 Other expenses

Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	72	69
Auditors' remuneration - Internal Audit	161	149
Councillors' allowances	511	465
Other	-	12
Total other expenses	744	695

Note 5 Investing in and financing our operations

5.1 Financial assets

	2026	2025
	\$'000	\$'000
(a) Cash and cash equivalents		
Cash at bank	34,532	39,523
Cash on hand	8	7
Term deposits	14,283	13,712
Total cash and cash equivalents	48,823	53,242
(b) Other financial assets		
Current		
Term deposits - current	89,000	69,000
Total other financial assets	89,000	69,000
Total cash and cash equivalents and other financial assets	137,823	122,242

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturity dates of three months or less, net of outstanding bank overdrafts.

Term deposits are measured at original cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

Other financial assets include term deposits and those with original maturity dates of three to 12 months are classified as current, whilst term deposits with maturity dates greater than 12 months are classified as non-current.

5.1 Financial assets cont.

	2026	2025
	\$'000	\$'000
(c) Trade and other receivables		
Current		
Statutory receivables		
Rates & general charges - debtors	24,667	21,959
Allowance for expected credit loss - rates	(132)	(132)
Infringement debtors	51,689	51,753
Allowance for expected credit loss - Parking infringements	(41,285)	(41,866)
Allowance for expected credit loss - Non-parking infringements	(1,407)	(1,734)
Net GST receivable	1,891	1,515
Non statutory receivables		
Other debtors	4,736	6,194
Allowance for expected credit loss - other debtors	(242)	(523)
Total trade and other receivables	39,917	37,166

Short term receivables are carried at invoice amount. An allowance for expected credit losses is recognised based on past experience and other objective evidence of expected losses. Long term receivables are carried at amortised cost using the effective interest rate method.

(d) Ageing of Receivables

The ageing of the Council's trade and other receivables (excluding statutory receivables) that are not impaired was:

Current (not yet due)	1,171	1,521
Past due by up to 30 days	10	5
Past due between 31 and 180 days	640	1,708
Past due between 181 and 365 days	541	854
Past due by more than 1 year	2,374	2,106
Total trade and other receivables	4,736	6,194

(e) Ageing of individually impaired Receivables

At balance date, other debtors representing financial assets with a nominal value of \$43.1m (2025: \$44.3m) were impaired. They individually have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements. The ageing of receivables that have been individually determined as impaired at reporting date was:

Current (not yet due)	152	-
Past due by up to 30 days	11	-
Past due between 31 and 180 days	745	624
Past due between 181 and 365 days	722	1,136
Past due by more than 1 year	41,436	42,494
Total trade & other receivables	43,066	44,254

5.2 Non-financial assets

	2026	2025
	\$'000	\$'000
(a) Inventories		
Inventories held for distribution	140	78
Total inventories	140	78

Inventories held for distribution are measured at cost, adjusted when applicable for any loss of service potential. All other inventories are measured at the lower of cost and net realisable value. Where inventories are acquired for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition.

(b) Other assets

Prepayments	6,193	1,338
Other	1,471	617
Total other assets	7,664	1,955

5.3 Payables, trust funds and deposits and contract and other liabilities

(a) Trade and other payables

Current		
Trade and other payables	7,330	7,647
Accrued expenses	7,378	6,904
Total current trade and other payables	14,708	14,551
Non-current		
Accrued expenses	-	738
Total trade and other payables	14,708	15,289

(b) Trust funds and deposits

Current		
Drainage works deposits	30	30
Leased properties	28	26
Refundable deposits	7,574	6,999
Emergency Services and Volunteers Fund	16,057	10,361
Other refundable deposits	200	182
Total current trust funds and deposits	23,889	17,598
Non-current		
Refundable deposits	419	411
Total trust funds and deposits	24,308	18,009

5.3 Payables, trust funds and deposits and contract and other liabilities cont.

	2026	2025
	\$'000	\$'000
(c) Contract and other liabilities		
Income in advance	192	543
Grants received in advance - operating	3,123	3,022
Grants received in advance - capital	7,589	7,416
Total contract and other liabilities	10,904	10,981

Trust funds and deposits

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

Purpose and nature of items

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

Emergency Services and Volunteers Fund - Council is the collection agent for the Emergency Services and Volunteers Fund 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.

On 1 July 2025, the Fire Services Property Levy (FSPL) was replaced by the Emergency Services and Volunteers Fund (ESVF). The changes include an increase in the variable charges component resulting in an increase in the charges.

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

Unearned income/revenue represents contract liabilities and reflect consideration received in advance from customers in respect of leisure services, facility hire, child care and infrastructure reinstatements. Unearned income/revenue are derecognised and recorded as revenue when promised goods and services are transferred to the customer. Refer to Note 3.

5.4 Interest-bearing liabilities

	2026	2025
	\$'000	\$'000
Current		
Treasury Corporation of Victoria borrowings - secured	3,220	3,138
Bank loans - secured	1,591	1,531
Total current interest-bearing liabilities	4,811	4,669
Non-current		
Treasury Corporation of Victoria borrowings - secured	16,489	19,708
Bank loans - secured	-	1,591
Total non-current interest-bearing liabilities	16,489	21,299
Total non-current interest-bearing liabilities	21,300	25,968

Borrowings are secured by way of mortgages over the general rates of Council.

(a) The maturity profile for Council's borrowings is:

Not later than one year	4,811	4,669
Later than one year and not later than five years	13,749	14,987
Later than five years	2,740	6,312
	21,300	25,968

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. The Council determines the classification of its interest bearing liabilities based on contractual repayment terms at every balance date.

In classifying borrowings as current or non-current Council considers whether at balance date it has the right to defer settlement of the liability for at least twelve months after the reporting period. Council's loan arrangements include covenants based on Council's financial performance and position at the end of the reporting period. These covenants are assessed for compliance after the reporting period based on specified financial ratios.

5.5 Provisions

	2026	2025
	\$'000	\$'000
Balance at beginning of the financial year	18,478	18,056
Additional provisions	5,800	6,121
Amounts used	(5,828)	(6,209)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(363)	510
Balance at the end of the financial year	18,087	18,478
Provisions - current	16,664	17,148
Provisions - non-current	1,423	1,330
	18,087	18,478

(a) Employee provisions

Current provisions expected to be wholly settled within 12 months		
Annual leave	4,990	4,977
TOIL	52	68
Long service leave	2,801	2,846
	7,843	7,891
Current provisions expected to be wholly settled after 12 months		
Annual leave	1,663	1,659
Long service leave	7,159	7,598
	8,822	9,257
Total current employee provision	16,664	17,148
Non-current		
Long service leave	1,423	1,330
Total non-current employee provisions	1,423	1,330
Aggregate carrying amount of employee provisions:		
Current	16,664	17,148
Non-current	1,423	1,330
Total aggregate carrying amount of employee provisions	18,087	18,478

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

5.5 Provisions

Annual leave

A liability for annual leave is recognised in the provision for employee benefits as a current liability because the Council does not have an unconditional right to defer settlement of the liability.

Liabilities for annual leave are measured at:

- nominal value if the Council expects to wholly settle the liability within 12 months
- present value if the Council does not expect to wholly settle within 12 months.

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 the 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.

Long service leave

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

Unconditional LSL is disclosed as a current liability as the Council does not have an unconditional right to defer settlement. Unconditional LSL is measured at nominal value if expected to be settled within 12 months or at present value if not expected to be settled within 12 months. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non-current liability and measured at present value.

	2026	2025
Key assumptions:		
- discount rate	4.68%	3.85%
- index rate	4.0%	3.5%

5.6 Financing arrangements

The Council has the following funding arrangements in place as at 30 June 2026.

	2026	2025
	\$'000	\$'000
Bank overdraft	10,000	10,000
Credit card facilities	500	500
Treasury Corporation of Victoria facilities	19,709	22,846
Bank loan facilities	1,591	3,122
Total facilities	31,800	36,468
Used facilities	(21,300)	(25,968)
Unused facilities	10,500	10,500

5.7 Commitments

The 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.

(a) Commitments for expenditure					
	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
2026					
Operating					
Street cleaning services	3,888	4,153	9,171	-	17,212
Garbage collection and recycling	18,555	19,011	59,878	47,902	145,346
Open space management	11,847	10,758	2,695	-	25,300
Information systems & technology	12,338	8,932	9,069	1,040	31,379
Cleaning contracts for Council buildings	1,381	-	-	-	1,381
Animal pound services	245	61	-	-	306
Drainage maintenance	375	383	688	-	1,446
Total	48,629	43,298	81,501	48,942	222,370
Capital					
Buildings	11,686	-	-	-	11,686
Total	11,686	-	-	-	11,686
2025					
Operating					
Street cleaning services	3,641	3,888	13,324	-	20,853
Garbage collection and recycling	15,183	4,882	10,059	10,466	40,590
Open space management	7,181	7,181	14,795	-	29,157
Information systems & technology	4,569	4,793	9,258	5,575	24,195
Cleaning contracts for Council buildings	1,351	1,381	-	-	2,732
Animal pound services	241	246	-	-	487
Drainage maintenance	274	373	769	397	1,813
Total	32,440	22,744	48,205	16,438	119,827
Capital					
Buildings	8,190	-	-	-	8,190
Total	8,190	-	-	-	8,190

(b) Operating lease receivables		
Operating lease receivables		
The Council has entered into commercial property leases, consisting of surplus freehold offices. These properties held under operating leases have remaining non-cancellable lease terms of between 1 and 10 years. All leases include a CPI based revision of the rental charge annually. Future undiscounted minimum rentals receivable under non-cancellable operating leases are as follows:		
	2026	2025
	\$'000	\$'000
Not later than one year	1,391	1,612
Later than one year and not later than five years	1,440	1,708
Later than five years	270	329
Total operating lease receivables	3,101	3,649

5.8 Leases

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

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

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

As a lessee, Council recognises a right-of-use asset and a lease liability at the lease commencement date.

The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

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

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

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

Generally, Council uses an appropriate incremental borrowing rate as the discount rate.

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

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

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

Under AASB 16 Leases, Council as a not-for-profit entity has elected not to measure right-of-use assets at initial recognition at fair value in respect of leases that have significantly below-market terms.

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

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

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

Under AASB 16 Leases, Council as a not-for-profit entity has elected not to measure right-of-use assets at initial recognition at fair value in respect of leases that have significantly below-market terms.

	2026	2025
	\$'000	\$'000
5.8 (a) Right-of-Use Assets		
Balance at 1 July	3,865	2,371
Additions	182	2,387
Depreciation charge	(1,265)	(893)
Balance at 30 June	2,782	3,865
5.8 (b) Lease Liabilities		
Maturity analysis - contractual undiscounted cash flows		
Less than one year	1,480	1,391
One to five years	1,755	3,095
Total undiscounted lease liabilities as at 30 June:	3,235	4,486
Lease liabilities included in the Balance Sheet at 30 June:		
Current	1,346	1,182
Non-current	1,614	2,829
Total lease liabilities	2,960	4,011

Note 6 Assets we manage

6.1 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment								
	Carrying amount 30 June 2025	Additions	Rev- aluation	De- preciation	Disposal	Write- off	Trans- fers	Carrying amount 30 June 2026
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property	1,091,632	7,427	5,166	(5,338)	(618)	-	989	1,099,257
Plant and equipment	20,491	1,445	-	(4,077)	(34)	-	701	18,527
Infrastructure	906,644	13,565	77,081	(19,437)	(7)	-	1,049	978,894
Work in progress	9,687	14,998	-	-	-	(356)	(2,739)	21,590
	2,028,454	37,435	82,247	(28,852)	(659)	(356)	-	2,118,268

Summary of Work in Progress					
	Opening WIP	Additions	Write-off*	Transfers	Closing WIP
	\$'000	\$'000	\$'000	\$'000	\$'000
Property	6,394	7,271	(301)	(989)	12,375
Plant and equipment	671	721	(1)	(642)	749
Infrastructure	2,622	7,006	(54)	(1,108)	8,466
Total	9,687	14,998	(356)	(2,739)	21,590

* Write-offs include expenditure required to complete capital works programs however, under the accounting standards and non-current asset policy, reclassified as operating expenditure. Note: Statement of Capital Works of \$37.079 million consists of fixed assets additions of \$37.435 million less write-off of \$0.356 million

(a) Property										
	Land - specialised	Land - non specialised	Land improvements	Total Land & Land Improvements	Heritage buildings	Buildings - specialised	Buildings - non specialised	Total Buildings	Work In Progress	Total Property
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2025	792,113	80,941	13,544	886,598	211,293	245,957	17,349	474,599	6,394	1,367,591
Accumulated depreciation at 1 July 2025	-	-	-	-	(136,421)	(125,193)	(7,952)	(269,565)	-	(269,565)
	792,113	80,941	13,544	886,598	74,873	120,764	9,397	205,034	6,394	1,098,026
Movements in fair value										
Additions	3,454	-	-	3,454	993	2,941	39	3,973	7,271	14,698
Revaluation	(22,479)	438	-	(22,041)	33,667	30,046	1,688	65,400	-	43,359
Disposal	-	-	-	-	-	(1,567)	-	(1,567)	-	(1,567)
Write-off	-	-	-	-	-	-	-	-	(301)	(301)
Transfers	-	-	-	-	17	973	-	989	(989)	-
	(19,025)	438	-	(18,587)	34,676	32,392	1,726	68,795	5,981	56,189
Movements in accumulated depreciation										
Depreciation and amortisation	-	-	-	-	(2,280)	(1,173)	(1,885)	(5,338)	-	(5,338)
Accumulated depreciation of disposals	-	-	-	-	-	949	-	949	-	949
Accumulated depreciation of revaluations	-	-	-	-	(19,708)	(19,325)	841	(38,193)	-	(38,193)
	-	-	-	-	(21,988)	(19,550)	(1,045)	(42,583)	-	(42,583)
At fair value 30 June 2026	773,088	81,379	13,544	868,011	245,969	278,349	19,075	543,694	12,375	1,423,780
Accumulated depreciation at 30 June 2026	-	-	-	-	(158,409)	(144,743)	(8,997)	(312,148)	-	(312,148)
Carrying amount	773,088	81,379	13,544	868,011	87,561	133,606	10,079	231,246	12,375	1,111,632

(b) Plant and Equipment												
	Heritage plant and equipment	Motor Vehicles	Plant, machinery and equipment	Street furniture	Childcare Play equipment**		Mobile garbage bins/ recycling crates	Computers and Mobile Phones	Office furniture and equipment	Library books	Work In Progress	Total plant and equipment
	\$'000	\$'000	\$'000	\$'000	\$'000		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2025	7,618	6,075	9,082	21,064	271		4,934	29,369	13,316	12,407	671	104,807
Accumulated depreciation at 1 July 2025	(852)	(4,618)	(8,291)	(16,037)	(157)		(3,170)	(27,701)	(12,199)	(10,620)	-	(83,645)
	6,766	1,456	791	5,027	114		1,764	1,668	1,117	1,788	671	21,162
Movements in fair value												
Additions	-	-	51	207	-		49	656	116	366	721	2,167
Disposal	-	(303)	(1)	-	-		-	(1,435)	-	-	-	(1,739)
Write-off	-	-	-	-	-		-	-	-	-	(1)	(1)
Transfers	-	-	-	253	-		-	449	-	-	(642)	59
	-	(303)	51	460	-		49	(330)	116	366	78	486
Movements in accumulated depreciation												
Depreciation and amortisation	(76)	(474)	(201)	(734)	(8)		(236)	(1,454)	(241)	(653)	-	(4,077)
Accumulated depreciation of disposals	-	285	1	-	-		-	1,420	-	-	-	1,706
Transfers	-	-	-	-	-		-	-	-	-	-	-
	(76)	(189)	(200)	(734)	(8)		(236)	(34)	(241)	(653)	-	(2,371)
At fair value 30 June 2026	7,618	5,771	9,132	21,524	271		4,983	29,038	13,432	12,773	749	105,293
Accumulated depreciation at 30 June 2026	(928)	(4,807)	(8,491)	(16,771)	(165)		(3,407)	(27,735)	(12,440)	(11,273)	-	(86,016)
Carrying amount	6,690	964	641	4,753	107		1,576	1,304	993	1,500	749	19,276

(c) Infrastructure													
	Roads	Footpaths and cycleways	Drainage	Kerb and channel	Irrigation and sprinkler systems	Parks and gardens furniture and equipment	Fencing	Openspace playground equipment	Bridges	Lanes	Trees	Work In Progress	Total Infrastructure
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2025	497,708	175,572	191,050	147,565	1,049	49,582	3,940	3,937	5,172	121,660	26,405	2,622	1,226,261
Accumulated depreciation at 1 July 2025	(78,386)	(86,472)	(77,184)	(54,347)	(6)	(341)	(41)	(30)	(2,255)	(17,934)	-	-	(316,995)
	419,322	89,100	113,866	93,218	1,043	49,241	3,899	3,907	2,916	103,726	26,405	2,622	909,267
Movements in fair value													
Additions	3,314	2,773	3,862	1,895	19	1,159	51	50	-	442	-	7,006	20,570
Revaluation	7,452	56,156	(32,041)	13,550	-	-	-	-	1,019	32,111	-	-	78,246
Additions	-	-	-	-	-	-	-	-	-	(8)	-	-	(8)
Revaluation	-	-	-	-	-	-	-	-	-	-	-	(54)	(54)
Transfers	-	-	-	-	61	215	-	-	-	-	773	(1,108)	(59)
	10,766	58,929	(28,179)	15,445	80	1,374	51	50	1,019	32,545	773	5,843	98,695
Movements in accumulated depreciation													
Depreciation and amortisation	(6,720)	(3,621)	(1,591)	(2,860)	(38)	(2,197)	(252)	(230)	(54)	(1,874)	-	-	(19,437)
Accumulated depreciation of disposals	-	-	-	-	-	-	-	-	-	0	-	-	0
Accumulated depreciation of revaluations	7,757	(24,204)	37,254	(14,193)	-	-	-	-	(39)	(7,739)	-	-	(1,165)
	1,037	(27,825)	35,663	(17,053)	(38)	(2,197)	(252)	(230)	(93)	(9,612)	-	-	(20,602)
At fair value 30 June 2026	508,474	234,500	162,871	163,010	1,128	50,956	3,991	3,986	6,191	154,205	27,178	8,466	1,324,956
Accumulated depreciation at 30 June 2026	(77,349)	(114,297)	(41,521)	(71,400)	(44)	(2,538)	(293)	(260)	(2,349)	(27,546)	-	-	(337,596)
Carrying amount	431,125	120,203	121,350	91,610	1,084	48,418	3,698	3,726	3,842	126,659	27,178	8,466	987,360

6.1 Property, infrastructure, plant and equipment (Cont'd)

Acquisition

Council initially measures its property, infrastructure, plant and equipment assets at cost. The cost of an acquired asset is the fair value of the consideration that Council has provided 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. Refer also to Note 8.4 for more information on how Council measures fair value.

Where assets are constructed by Council, cost includes all materials used in construction,

direct labour, borrowing costs incurred during construction and an appropriate share of directly attributable variable and fixed overheads.

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

During the Financial year, the useful lives of heritage buildings, plant, machinery and equipment, furniture, equipment & computers, roads-seal, footpaths-substructure, kerb & channel, bridges, lanes-seal and childcare play equipment were reviewed and updated as part of the assets revaluation in accordance with AASB 116 Property, Plant and Equipment.

	Depreciation Period	Threshold Limit
		\$'000
Asset recognition thresholds and depreciation periods		
Land & land improvements		
land	Nil	Nil
land improvements	Nil	10
Buildings		
buildings	30-100 years	10
heritage buildings	85-240 years	10
building leasehold improvements	30-100 years	10
Plant and Equipment		
heritage plant and equipment	100 years	Nil
plant, machinery and equipment	5 - 10 years	5
furniture, equipment & computers	3 - 10 years	5
library books	6 - 7 years	5
library audio and visual	4 years	Nil
mobile garbage bins/recycling crates	10 years	5
motor vehicles	5 - 10 years	5
Infrastructure		
roads - substructure	120 years	50
roads - seal	26 years	15
footpaths - substructure	100 - 120 years	25
footpaths - seal	40 - 60 years	15

	Depreciation Period	Threshold Limit
		\$'000
kerb & channel	74 - 100 years	25
drains	120 years	25
bridges	50 -75 years	25
lanes - substructure	120 years	50
lanes- seal	40 - 60 years	15
trees	Nil	5
street furniture	10 - 20 years	5
irrigation & sprinkler systems	10 - 50 years	5
fencing	10 - 30 years	5
parks & gardens furniture & equipment*	10 - 70 years	5
openspace playground equipment*	10 - 25 years	5
childcare play equipment	10 - 25 years	5

Land under roads

Council recognises land under roads it controls at fair value.

Depreciation and amortisation

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

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

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

Depreciation periods used are listed above and are consistent with the prior year unless otherwise stated.

Repairs and maintenance

Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

Leasehold improvement

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 40 to 100 year period.

Valuation of land and buildings

Valuation of land and buildings were undertaken by a qualified independent valuer Alvin Lee (AAPI 62944) from Westlink Consulting. 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 of infrastructure assets and services. These adjustments are an unobservable input in the valuation and have 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. The date and type of the current valuation is detailed in the following table.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2026 are as follows:

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Date of Last Valuation	Type of Valuation	Date of Next Full Valuation
Land - Specialised and Improvements	-	-	786,631	Dec-25	Full	Dec-27
Land - Non Specialised	-	81,379	-	Dec-25	Full	Dec-27
Buildings - Specialised	-	-	133,607	Dec-25	Full	Dec-27
Buildings - Non Specialised	-	10,079	-	Dec-25	Full	Dec-27
Heritage Buildings	-	-	87,561	Dec-25	Full	Dec-27
Total	-	91,458	1,007,799			

Valuation of infrastructure

Valuation of trees, transport assets, stormwater assets and bridges

Valuation of trees, transport assets (Roads, Footpaths, Lanes, Kerb and Channel) and Drainage assets was undertaken by the Acting Senior Coordinator Asset Management and Capital Works. An independent valuation was performed for bridges by an independent valuer, JJ Ryan Consulting Pty Ltd.

The date and type of the current valuation is detailed in the following table.

The valuation is at fair value based on current replacement cost less accumulated depreciation as at the date of valuation.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2026 are as follows:

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Date of Last Valuation	Type of Valuation	Date of Next Full Valuation
Roads	-	-	431,125	May-26	Full	Mar-30
Bridges	-	-	3,842	Mar-26	Full	Mar-30
Footpaths and Lanes	-	-	246,862	Apr-26	Full	Mar-30
Kerb and Channel	-	-	91,610	May-26	Full	Mar-30
Drainage	-	-	121,350	Jun-26	Full	Mar-30
Open Space*	-	-	56,927	Apr-25	Full	Apr-29
Trees	-	-	27,178	Mar-25	Full	Mar-29
Total	-	-	978,894			

*Open space includes Parks, Gardens, Furniture & Equipment, Irrigation & Sprinkler Systems and Fencing

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 0% and 50%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$280 and \$7,675 per square metre.

Specialised buildings are valued using a current replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs are calculated on a square metre basis and ranges from \$211 to \$9,100 per square metre.

The 'remaining useful lives' of buildings are determined on the basis of the current condition of buildings and vary from 15 years to 85 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 current 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 20 years to 140 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.

	2026	2025
	\$'000	\$'000
Reconciliation of specialised land		
Land under roads	283,787	283,787
Parks and reserves	502,844	521,870
Total specialised land	786,631	805,657

6.2 Investments in joint arrangements	2026	2025
	\$'000	\$'000
Municipal Association Purchasing Scheme (Procurement Australia)	5	5
Total investments	5	5

Investments in joint arrangements are classified as either joint operations or joint ventures depending on the contractual rights and obligations each investor has, rather than the legal structure of the joint arrangement.

Note 7 People and relationships

7.1 Council and key management remuneration

(a) Related Parties

Parent entity
Yarra City Council is the parent entity.

Subsidiaries and Associates
Interests in joint arrangements are detailed in Note 6.2.

(b) Key Management Personnel

Key management personnel (KMP) are those people with the authority and responsibility for planning, directing and controlling the activities of Yarra City Council. The Councillors, Chief Executive Officer and General Managers are deemed KMP.

Details of KMP at any time during the year are:

Councillors

- Cr Andrew Davies (1 July 2025 to 30 June 2026)
- Cr Edward Crossland (1 July 2025 to 30 June 2026)
- Cr Evangeline Aston (1 July 2025 to 30 June 2026)
- Cr Kenneth Gomez (1 July 2025 to 30 June 2026)
- Cr Meca Ho (1 July 2025 to 30 June 2026)
- Cr Sarah McKenzie - Deputy Mayor (1 July 2025 to 19 November 2025)
- Cr Sarah McKenzie - (19 November 2025 to 30 November 2026)
- Cr Dr Sharon Harrison - (1 July 2025 to 19 June 2025)
- Cr Dr Sharon Harrison - Deputy Mayor (19 November 2025 to 30 June 2026)
- Cr Sophie Wade (1 July 2025 to 30 June 2026)
- Cr Stephen Jolly - Mayor (1 July 2025 to 30 June 2026)

Chief Executive Officer & other Key Management Personnel

Chief Executive Officer

General Manager Infrastructure and Environment General Manager Community Strengthening
General Manager City Sustainability and Strategy General Manager Corporate Services

Effective 16 March 2026 the functions of the Governance, Communications and Customer Experience Division was incorporated into the Community Strengthening and Corporate Services Divisions.

	2026	2025
	No.	No.
Total Number of Councillors	9	15
Total of Chief Executive Officer and other Key Management Personnel	5	6
Total Number of Key Management Personnel	14	21

(c) Remuneration of Key Management Personnel

Remuneration comprises employee benefits including all forms of consideration paid, payable or provided by Council, or on behalf of the Council, in exchange for services rendered. Remuneration of Key Management Personnel and Other senior staff is disclosed in the following categories.

Short-term employee benefits include amounts such as wages, salaries, annual leave or sick leave that are usually paid or payable on a regular basis, as well as non-monetary benefits such as allowances and free or subsidised goods or services.

Other long-term employee benefits include long service leave, other long service benefits or deferred compensation.

Post-employment benefits include pensions, and other retirement benefits paid or payable on a discrete basis when employment has ceased.

Termination benefits include termination of employment payments, such as severance packages.

	2026	2025
	\$'000	\$'000
Total remuneration of key management personnel was as follows:		
Short-term employee benefits	2,167	2,219
Other long-term employee benefits	64	144
Post-employment benefits	198	196
Total	2,429	2,559

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

	2026	2025
	No.	No.
\$10,000 - \$19,999	-	5
\$20,000 - \$29,999	-	6
\$30,000 - \$39,999	-	1
\$40,000 - \$49,999	6	1
\$50,000 - \$59,999	1	-
\$60,000 - \$69,999	1	1
\$90,000 - \$99,999	-	1
\$140,000 - \$149,999	1	-
\$220,000 - \$229,999	1	-
\$240,000 - \$249,999	-	1
\$280,000 - \$289,999	1	1
\$290,000 - \$299,999	2	1
\$300,000 - \$309,999	-	1
\$310,000 - \$319,999	-	1
\$320,000 - \$329,999	-	-
\$440,000 - \$449,999	-	1
\$450,000 - \$459,999	1	-
	14	21

(d) Remuneration of other senior staff

Other senior staff are officers of Council, other than Key Management Personnel, whose total remuneration exceeds \$170,000 and who report directly to a member of the KMP.

	2026	2025
	\$'000	\$'000
Total remuneration of other senior staff was as follows:		
Short-term employee benefits	3,310	3,675
Other long-term employee benefits	44	142
Post-employment benefits	397	415
Termination benefits	454	113
Total	4,205	4,345

The number of other senior staff are shown below in their relevant income bands:

	2026	2025
	No.	No.
Income Range:		
\$170,000 - \$179,999	-	1
\$180,000 - \$189,999	1	2
\$190,000 - \$199,999	-	7
\$200,000 - \$209,999	6	3
\$210,000 - \$219,999	2	3
\$220,000 - \$229,999	4	2
\$230,000 - \$239,999	3	1
\$240,000 - \$249,999	1	-
\$290,000 - \$299,999	-	1
\$430,000 - \$439,999	1	-
	18	20

	2026	2025
	\$'000	\$'000
Total remuneration for the reporting year for other senior staff included above, amounted to:	4,205	4,345

7.2 Related party disclosure

(a) Transactions with related parties

During the period Council did not enter into any other transactions with related parties.

(b) Outstanding balances with related parties

There were no balances at the end of the reporting period in relation to transactions with related parties.

(c) Loans to/from related parties

There were no loans in existence at balance date that have been made, guaranteed or secured by the council to a related party.

(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.

Note 8 Managing uncertainties

8.1 Contingent assets and liabilities

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed and if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable, respectively.

(a) Contingent assets

Contingent assets are possible assets that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council.

At balance date, the Council is not aware of any contingent assets.

(b) Contingent liabilities

Contingent liabilities are:

- possible obligations that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council; or
- present obligations that arise from past events but are not recognised because:
 - it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
 - the amount of the obligation cannot be measured with sufficient reliability.

(i) arising from Public Liability

As a local authority, the Council manages parks, reserves, roads, and other land holdings and, as a result, receives potential claims arising from incidents that occur on land managed by the Council. There are a number of outstanding claims against Council in this regard. Council carries

\$600 million of public liability insurance and an excess of \$50,000 on this policy in 2025/26. Therefore, the maximum liability of Council in any single claim is the extent of its excess. The primary insurer is LMI Insurance. There are no claims of which Council is aware which would fall outside the terms of Council's policy.

(ii) arising from Professional Indemnity

As a local authority with statutory regulatory responsibilities, including the responsibility of issuing permits and approvals, Council receives potential claims for damages arising from actions of Council or its officers. Council carries \$600 million of professional indemnity insurance and an excess of \$50,000 on this policy in 2025/26. Therefore, the maximum liability of Council in any single claim is the extent of its excess. The primary insurer is LMI Insurance. There are no instances or claims of which Council is aware which would fall outside the terms of Council's policy.

(iii) Superannuation

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined below. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

At balance date, the Council is not aware of any other contingent liabilities.

8.2 Australian Accounting Standards issued but not yet effective

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2026 reporting period. Council assesses the impact of these new standards. The Australian Accounting Standards Board (AASB) has issued AASB 18 Presentation and Disclosure in Financial Statements. When applicable AASB 18 supersedes AASB 101 Presentation of Financial Statements. AASB 18 aims to improve how entities communicate in their financial statements, with a focus on information about financial performance in the statement of profit or loss. It is expected to result in presentation and disclosure changes, primarily to Council's Comprehensive Income Statement. AASB 18 is expected to first apply to Council for the 2028-29 financial year.

8.3 Financial instruments

(a) Objectives and policies

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) bank and Treasury Corporation Victoria 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 council financial instruments will fluctuate because of changes in market prices. The 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. Council's interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes council 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 rates.

Investment of surplus funds is made with approved financial institutions under the *Local Government Act 2020*. Council manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment product;
- monitoring of return on investment; and
- 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.

(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. In particular, some areas of credit risk exist in relation to outstanding fees and fines. To help manage risk associated with fees, Council utilises agreements and where appropriate seeks collateral.

Council invests surplus funds with financial institutions. To help manage risks associated with investments, Council only invests in financial institutions with recognised credit rating as specified in Council's investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the council's financial assets is minimal because the main debtor is secured by a charge over the rateable property. Council recognises a level of risk associated with parking infringement debtors.

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 allowance 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:

- have a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- have readily accessible standby facilities and other funding arrangements in place;
- have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitor budget to actual performance on a regular basis; and
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the balance sheet.

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.

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 + 0.5% and -1.50% in market interest rates (AUD) from year-end rates

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 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. For assets where Council adopts a current replacement cost approach to determine fair value, Council considers the inclusion of site preparation costs, disruption costs and costs to restore another entity's assets in the underlying valuation.

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.

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. (For plant and equipment carrying amount is considered to approximate fair value given short useful lives). 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 of an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 2 to 4 years. The valuation is performed either by experienced council officers or independent experts. The following table sets out the frequency of revaluations by asset class.

Asset class	Revaluation frequency
Land	every 2 years
Buildings	every 2 years
Roads	every 4 years
Bridges	every 4 years
Footpaths and cycleways	every 4 years
Drainage	every 4 years
Kerb & channel	every 4 years
Lanes	every 4 years
Trees	every 4 years
Open space plant and equipment	every 4 years

Where the assets are revalued, the revaluation increases are credited directly to the asset revaluation reserve except to the extent that an increase reverses a prior year decrease for that class of asset that had been recognised as an expense in which case the increase is recognised as revenue up to the amount of the expense. Revaluation decreases are recognised as an expense except where prior increases are included in the asset revaluation reserve for that class of asset in which case the decrease is taken to the reserve to the extent of the remaining increases. Within the same class of assets, revaluation increases and decreases 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. The impairment policy above does not apply to Council's property, infrastructure, specialised buildings and other non-current physical assets subsequently measured at fair value. These are primarily non-cash generating assets of not-for-profit entities, which are typically specialised in nature and held for continuing use of their service capacity. Their recoverable amount is expected to be materially the same as fair value determined under AASB 13 Fair Value Measurement, with the consequence that AASB 136 Impairment of Assets does not apply to such assets that are regularly revalued.

8.5 Events occurring after balance date

No matters have occurred after balance date that require disclosure in the financial report.

Note 9 Other matters

9.1 Reserves

	Balance at beginning of reporting period	Increase (decrease)	Balance at end of reporting period
	\$'000	\$'000	\$'000
(a) Asset revaluation reserves			
2026			
Property			
Land	676,764	(22,041)	654,723
Buildings	25,076	27,208	52,283
	701,840	5,167	707,006
Infrastructure			
Roads	281,513	15,209	296,722
Footpaths	65,136	31,951	97,087
Drains	49,779	5,216	54,995
Bridges	1,230	977	2,207
Lanes	98,456	24,373	122,829
Kerb and channel	90,713	(645)	90,068
Open space	37,280	-	37,280
Trees	16,850	-	16,850
Art, Heritage and Culture	44	-	44
	641,001	77,081	718,082
Total asset revaluation reserves	1,342,841	82,247	1,425,088
2025			
Property			
Land	676,764	-	676,764
Buildings	25,076	-	25,076
	701,840	-	701,840
Infrastructure			
Roads	281,513	-	281,514
Footpaths	65,136	-	65,136
Drains	49,779	-	49,779
Bridges	1,230	-	1,230
Lanes	98,456	-	98,456
Kerb and channel	90,713	-	90,713
Open space	27	37,253	37,280
Trees	13	16,837	16,850
Art, Heritage and Culture	44	-	44
	586,911	54,090	641,001
Total asset revaluation reserves	1,288,751	54,090	1,342,841

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

	Balance at beginning of reporting period	Transfer from accumulated surplus	Transfer to accumulated surplus	Balance at end of reporting period
	\$'000	\$'000	\$'000	\$'000
(b) Other reserves				
2026				
Public Open Space Reserve (i)	29,393	741	(8,277)	21,857
Parking (ii)	79	-	-	79
Risk Mitigation Reserve (iii)	9,000	8,929	-	17,929
Strategic Growth Reserve (iii)	5,000	3,000	-	8,000
Total Other reserves	43,472	12,670	(8,277)	47,865
2025				
Public Open Space Reserve (i)	28,548	2,271	(1,426)	29,392
Parking (ii)	79	-	-	79
Risk Mitigation Reserve (iii)	2,500	6,500	-	9,000
Strategic Growth Reserve (iii)	2,500	2,500	-	5,000
Total Other reserves	33,627	11,271	(1,426)	43,471

(i) Public Open Space Reserve to contributions received as Public Open Space Levies pursuant to the provisions of Section 18 of the Subdivision Act 1988. The reserve will be used to fund eligible open space capital works projects. In 2025/26, the following projects and amounts were acquitted from the Public Open Space Reserve:

	\$'000
Alphington Bowls Club Redevelopment	180
Charles Evans Reserve park upgrade	590
Citizens Park Richmond improvements	143
Fairfield Park playground upgrade	720
Golden Square Reserve Burnley - Construction	447
Merri Creek Parklands - playground	100
VicTrack land at Wangaratta Street	3,454
Roads to Parks – Kent Street, Richmond	243
Roads to Parks – Mater Street, Collingwood	285
Yambla Pavilion Upgrade	1,047
Others	1,068
Total	8,277

(ii) Parking reserve relates to contributions received in lieu of the provision of parking spaces required for property developments. This reserve will be used in the provision of additional car parking spaces as required.

(iii) Risk Mitigation reserve and Strategic Growth Reserve are to allow Council to respond flexibly to financial risks, any potential unknown events outside the control of Council and to help plan for a growing population, in accordance with Council's Financial Sustainability Strategy.

9.2 Reconciliation of cash flows from operating activities to surplus

	2026	2025
	\$'000	\$'000
Surplus for the year	31,056	33,495
Non-cash adjustments:		
Depreciation	28,852	27,020
Amortisation	1,265	893
Finance costs	957	948
Profit on disposal of non-current assets (refer to Note 3.6)	(365)	(1,066)
Change in assets and liabilities:		
Decrease/(Increase) in trade and other receivables	(2,752)	(4,699)
Decrease/(Increase) in other assets	(5,708)	1,862
Increase(Decrease) in trade and other payables	(658)	576
Increase/(Decrease) in trust funds	6,292	2,244
Increase/(Decrease) in other liabilities	8	11
Decrease/(Increase) in inventories	(62)	139
Increase/(Decrease) in provisions	(391)	422
Net cash provided by operating activities	58,494	61,845

9.3 Superannuation

Council makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in the Comprehensive Income Statement when they are made or due.

Accumulation

The Fund's accumulation category, Vision MySuper/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 2026, this was 12.0% as required under Superannuation Guarantee (SG) legislation (2025: 11.5%)).

Defined Benefit

Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119 Employee Benefits.

Funding arrangements

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary. As at 30 June 2025, 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 as at 30 June 2025 (of which Council is a contributing employer) was 110.5%. The financial assumptions used to calculate the VBI were:

Net investment returns	5.7% pa
Salary information	3.5% pa
Price inflation (CPI)	2.6% pa

As at 30 June 2026, an interim actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefit category. It is expected to be completed by 31 October 2026. The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2025 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 30 June 2026 was 116.9%. Council was notified of the June 2026 VBI during August 2026 (2025: August 2025). The financial assumptions used to calculate this VBI were:

Net investment returns	6.2% pa
Salary information	3.5% pa
Price inflation (CPI)	3.0% pa to 30 June 2029 and 2.6% pa thereafter.

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2025 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.

Employer contributions

(a) Regular contributions

On the basis of the results of the 2025 interim actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2026, this rate was 12.0% of members' salaries (11.5% in 2024/25). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2023 triennial valuation.

In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

(b) Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 98% from 26 July 2024 (previously 97%).

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up.

If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

The Fund's actuarial investigation identified the following for the Defined Benefit category of which Council is a contributing employer:

	2025 (Interim)	2024 (Interim)	2023 (Triennial)
	\$m	\$m	\$m
A VBI Surplus	200.1	108.4	85.7
A total service liability surplus	229.4	141.4	123.6
A discounted accrued benefits surplus	242.8	156.7	141.9

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 2025.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2025.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2025.

The 2026 triennial actuarial investigation

A triennial actuarial investigation is being conducted for the Fund's position as at 30 June 2026 as the Fund provides lifetime pensions in the Defined Benefit category.

The 2025 interim actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2025 and 30 June 2024 while a full investigation was conducted as at 30 June 2023.

It is anticipated that this actuarial investigation will be completed by October 2026. The last interim actuarial investigation conducted prior to 30 June 2026 was at 30 June 2025. The VBI of the Defined Benefit category at that date was 110.5%. The financial assumptions used to calculate the 30 June 2025 VBI were:

Net investment returns	5.7% pa
Salary information	3.5% pa
Price inflation (CPI)	2.6% pa

Council was notified of the 30 June 2025 VBI during August 2025.

Because the VBI was above 100%, the Defined Benefit category was in a satisfactory financial position at 30 June 2025 and it is expected that the actuarial investigation will recommend that no change will be necessary to the Defined Benefit category's funding arrangements from prior years.

The 2023 triennial investigation

The last triennial actuarial investigation conducted prior to 30 June 2023 was at 30 June 2020. This actuarial investigation was completed by 31 December 2020.

The financial assumptions for the purposes of these investigations were:

	2020	2023
	Triennial investigation	Triennial investigation
Net investment return	5.6% pa	5.7% pa
Salary inflation	2.5% pa for two years and 2.75% pa thereafter	3.50% pa
Price inflation	2.0% pa	2.8% pa

Superannuation contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2026 are detailed below:

			2026	2025
Scheme	Type of Scheme	Rate	\$'000	\$'000
Vision super	Defined benefits	12% (2025:11.5%)	130	169
Vision super	Accumulation	12% (2025:11.5%)	4,138	3,962
Australian super	Accumulation	12% (2025:11.5%)	1,096	909
Hostplus	Accumulation	12% (2025:11.5%)	869	813
HESTA	Accumulation	12% (2025:11.5%)	554	512
UniSuper	Accumulation	12% (2025:11.5%)	350	349
Rest	Accumulation	12% (2025:11.5%)	488	450
Cbus	Accumulation	12% (2025:11.5%)	209	222
VicSuper	Accumulation	12% (2025:11.5%)	211	238
Other	Accumulation	12% (2025:11.5%)	2,254	1,923
			10,299	9,547

There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2026. Council has no unfunded liability payments to Vision Super during both 2025/26 and 2024/25 years.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2027 is \$0.154M.

Note 10 Change in accounting policy

There have been no changes to accounting policies in the Financial Year ended 30 June 2026.

Glossary

The following table defines key terms used in this report.

Term	Definition
2024/25	A reference to the financial year beginning 1 July 2024 and ending 30 June 2025.
Advocacy	Publicly supporting or recommending programs or services on behalf of the community to other tiers of government or service providers for community benefit.
Action Plan	A strategic document outlining the actions Council will undertake to implement its <i>Council Plan</i> during a specific financial year.
Council Plan Action Plan	A specific <i>Annual Plan</i> activity designed to facilitate the achievement of a <i>Council Plan</i> strategic objective.
Assets	Everything owned by or owed to Council such as roads, equipment and buildings. Assets are listed in the Financial Report.
Australian Accounting Standards	The accounting standards published by the Australian Accounting Standards Board.
Budget	A plan setting out the services and initiatives to be funded for the financial year and how they will contribute to achieving the strategic objectives specified in the <i>Council Plan</i> .
Councillors	Elected representatives of Council.
Council Plan	A major strategic document outlining Council's aims and initiatives for a four-year period.
Council Plan Initiative	A specific <i>Council Plan</i> activity designed to facilitate the achievement of a Strategic Objective.
COVID-19 / COVID	A highly contagious respiratory disease caused by the coronavirus SARS-CoV-2. It was named CO for coronavirus, VI for virus, D for disease, and 19 for 2019, the year it was discovered.
Financial Statements	The financial statements and notes prepared in accordance with the <i>Local Government Model Financial Report</i> , Australian Accounting Standards and other applicable standards as they apply to the general-purpose financial reports and statement of capital works, included in the <i>Annual Report</i> .
Financial year	The period of 12 months ending on 30 June each year.
Freedom of Information Request	A request for Council to provide access to documents pursuant to the <i>Freedom of Information Act 1982</i> .
Governance	Governance relates to Council's purpose, objectives, role and functions as set out in the <i>Local Government Act 2020</i> .

Term	Definition
Greenhouse gas emissions	Generated from a large number of processes and from a range of sources. Key sources of greenhouse gases include energy sector, transport emissions, agricultural, land use change and forestry, industrial processes and waste.
Indicator	A measure used to assess performance.
Local Government Act	Councils worked under the both the <i>Local Government Act 1989</i> and the <i>Local Government Act 2020</i> during the 2020/21 year. The 2020 Act received Royal Assent on 24 March 2020, with its provisions progressively replacing the equivalent provisions of the 1989 Act.
Local Law	The laws adopted by Council that prohibit, regulate and control activities, events, practices and behaviours within Yarra.
Masterplan	A high-level document outlining Council's plans for a key location within the municipality.
Measure	How an indicator will be measured and takes the form of a computation, typically including a numerator and denominator.
Minister	Refers to the Victorian Local Government Minister.
Performance Statement	A statement including the results of the prescribed service outcome indicators, financial performance indicators and sustainable capacity indicators for the financial year and included in the <i>Annual Report</i> .
Planning and Accountability Framework	The key statutory planning and reporting documents that are required to be prepared by councils to ensure accountability to local communities in the performance of functions and exercise of powers under the Act.
Planning Scheme	Planning rules created by Council and endorsed by the State Government to guide land use and development.
Regulations	The <i>Local Government (Planning and Reporting) Regulations 2014</i> .
Risk management	A policy and process for identifying business risks and controlling the likelihood and/or impact of a risk event occurring.
Services	Assistance, support, advice, and other actions undertaken by a council for the benefit of the local community.
Service outcome indicators	The prescribed service performance indicators to be included in the Performance Statement, which measure whether the stated service objective has been achieved.
Service performance indicators	A prescribed set of indicators measuring the effectiveness and efficiency of council services covering appropriateness, quality, cost and service outcomes.
Strategic Resource Plan	A plan of the financial and non-financial resources for at least the next four years required to achieve the strategic objectives in the <i>Council Plan</i> .
Strategy	A plan of action intended to accomplish specific objectives.
Sustainable	Meet present day needs without compromising future generations' ability to meet their needs.

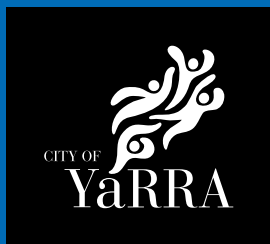
Term	Definition
Sustainable capacity indicators	A prescribed set of indicators measuring whether councils have the capacity to meet the agreed service and infrastructure needs of the local community and absorb foreseeable changes and unexpected shocks into the future covering financial performance, capacity and governance and management.
Values	Values are beliefs that underpin behaviours and processes. The values of an organisation guide its culture.
Victorian Civil and Administrative Tribunal (VCAT)	An independent body established by the State Government to determine the outcome of disputes (e.g. planning appeals).
Vision	A description of the future we aim to achieve for Yarra – our city development and our community.
Ward	Defined electoral area to which a representative is elected as Councillor.
Wellbeing	A general term to encompass health, happiness, welfare, security, comfort, quality of life and a sense of belonging.



Acronyms and Abbreviations

Term	Definition
AAS	Australian Accounting Standards
CALD	Culturally and Linguistically Diverse
CEO	Chief Executive Officer
COVID-19	A highly contagious respiratory disease caused by the coronavirus SARS-CoV-2. It was named CO for coronavirus, VI for virus, and 19 for 2019, the year it was discovered.
DELWP	Department of Environment, Water, Land and Planning
DDA	Disability Discrimination Act
ERP	Enterprise Resource Planning Program
FTE	Full-Time Equivalent – one FTE is equivalent to one person working 38 hours per week
FY	Financial year
IMAP	Inner Melbourne Action Plan
LGBTIQ+	Lesbian, gay, bisexual, transgender, intersex, queer/questioning, asexual/ aromantic, plus
LGPRF	Local Government Performance Reporting Framework
M	Million
NDIS	National Disability Insurance Scheme
TAC	Transport Accident Commission
VAGO	Victorian Auditor-General's Office
VCAT	Victorian Civil Administrative Tribunal
VPA	Victorian Planning Authority





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