

Finance and Human Services Committee Agenda

**to be held at 6.30 pm on Tuesday 5 February 2008
at the Richmond Town Hall**

ADVISORY

**The Finance and Human Services Committee is not a decision making body.
The recommendations of the Committee are considered by the
full Council at its subsequent ordinary meeting.**

Order of business

- 1. Statement of recognition of Wurundjeri Land**
- 2. Attendance, apologies and requests for leave of absence**
- 3. Declarations of pecuniary interest and conflict of interest**
- 4. Committee business reports**
- 5. Confidential business reports**

1. Statement of Recognition of Wurundjeri Land

“Welcome to the City of Yarra. Council acknowledges the Wurundjeri community as the first owners of this country. Today, they are still the custodians of the cultural heritage of this land.

Further to this, Council acknowledges there are other Aboriginal and Torres Strait Islander people who have lived, worked and contributed to the cultural heritage of Yarra.”

2. Attendance, apologies and requests for leave of absence

Anticipated attendees:

Councillors

- Cr Kathleen Maltzahn (Chairperson)
- Cr Judy Morton (Mayor)
- Cr Paul D’Agostino
- Cr Jackie Fristacky
- Cr Gurm Sekhon

Council officers

- Ivan Gilbert (Acting Chief Executive Officer)
- Sally Isaac (Director Community Programs)
- Craig Kenny (Director Organisational Development)
- Bryan Lancaster (Director Asset Management)
- Bruce Phillips (Director City Development)
- Roma O’Callaghan (Acting Manager Governance and Manager People and Organisational Development)
- Erin Nairn-Marcon (Governance Adviser)
- Margaret Elvey (Governance Officer)

3. Declarations of pecuniary interest and conflict of interest

4. Committee business reports

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| 4.2 | Update on Child Care Supply and Demand in Yarra – January 2008 | 14 | 20 | Julie Salomon – Manager Family and Children Services |
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Public submissions procedure

When the chairperson invites verbal submissions from the gallery, members of the public who wish to participate are to:

- (a) state their name clearly for the record;
- (b) direct their submission to the chairperson;
- (c) speak for a maximum of five minutes;
- (d) confine their remarks to the matter under consideration;
- (e) refrain from repeating information already provided by previous submitters; and
- (f) remain silent following their submission unless called upon by the chairperson to make further comment.

5. Confidential reports

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| 5.1 | Contractual Matter | 97 | 100 | |
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4.1 Council Elections 2008 – Issues for Determination

Executive Summary

Purpose

To determine on a range of issues in preparation for the 29 November 2008 Council Elections.

Key Issues

All Victorian councils will go to the polls Saturday 29 November 2008.

It is necessary for the Council to formally determine on or note the following issues in the lead up to the 2008 election:

- (a) confirm the voting method (i.e. Attendance Voting);
- (b) enter into contractual arrangements for running of the election;
- (c) note the location of the Victorian Electoral Commission (VEC) or Australian Electoral Commission (AEC) Electoral Office for the Yarra election;
- (d) determine whether approve the counting of ballot papers outside the municipality;
- (d) note the “Caretaker” Provisions of the *Local Government Act* 1989; and
- (e) note other requirements of a statutory or protocol nature.

Financial Implications

The cost of the 2004 election was \$248,728 and information provided to Council indicates the cost for conduct of the 2008 Council election will be an estimated \$321,000 (inc GST). Provision will need to be made in the 2008/2009 budget accordingly.

PROPOSAL

That Council, confirm the voting method as Attendance Voting, determine to enter into an Agency agreement with the Municipal Association of Victoria (MAV) for contracting with a service provider (VEC or AEC) for conduct of the election in Yarra, note the location of the Electoral Office for Yarra as Fitzroy Town Hall, approve the counting of ballot papers (by the Contractor) outside of the municipal district, note the “Caretaker” provision of The Act and note the other statutory and protocol requirements on Council in the lead up to the election period.

4.1 Council Election 2008 – Issues for Determination

File: 25/30/09
 Responsible Officer: [Acting Chief Executive Officer](#)

Purpose

1. To determine on and/or note a range of issues listed in clause 3, in preparation for the 29 November 2008 Council Elections.

Background

2. All Victorian councils will go to the polls on Saturday 29 November 2008.
3. Issues Council will need to formally determine on in the lead up to the 2008 election, include:

- (a) to confirm the voting method (i.e. Attendance Voting);
- (b) to enter into contractual arrangements for running of the election;
- (c) to note the location of the Victorian Electoral Commission (VEC) or Australian Electoral Commission (AEC) Electoral Office for the Yarra Election;
- (f) to approve the counting of ballot papers outside the municipality;
- (g) to note the “Caretaker” Provisions of the *Local Government Act 1989*; and
- (h) to note other requirements of a statutory or protocol nature.

(a) Voting Method

4. Council should determine to retain attendance voting for the 2008 election in order to allow election planning to proceed. In particular this determination is necessary to enable calling of tenders to conduct the election. (Section 41A of the *Local Government Act 1989* (The Act));

(b) Contract for Running of the Election

Electoral Services Specification

5. The only service providers likely to tender for the role are:
 - (a) the VEC (which has advised it will tender for every council); and
 - (b) the AEC (which has recently indicated it will re-enter the market for conducting Victorian local government elections in 2008).
6. In response to requests from many councils, the Municipal Association of Victoria (MAV) has offered to develop a standard comprehensive electoral services specification which can then be customised as required by individual

Councils. The cost to individual councils for the specification will be capped at \$2,000 each and likely to be under \$800 each. (The cost will vary depending upon the number of eventual participating councils.)

7. Using the MAV model, Council will then have the option of:
 - (a) calling for tenders itself (using the MAV specification); or
 - (b) entering into an agency agreement with the MAV for the MAV to call and evaluate tenders on Council's behalf.
8. The VEC is gearing up to potentially conduct elections in every municipality across the state. This is a sizeable task and will place intense demand upon VEC processes and resources. Consequently the VEC has requested that all councils proposing to go to tender or 'submitting a request for quotation', do so between February and April 2008. The VEC aims to have all contracts finalised by June 2008.

Potential Participation in Ballot Paper Scanning Pilot Program

9. As part of a systems development program, the VEC has invited Yarra City Council to participate in a pilot project for the electronic scanning of ballot papers at the November 2008 elections. The proposed scanning system uses intelligent character recognition (ICR) technology which has been used successfully in Australia in industrial elections conducted by the VEC and recently in national elections in the United Kingdom – particularly the 2007 Scottish parliamentary elections. (The office has a DVD presentation showing footage of the ICR technology in use at the Scottish parliamentary election.)
10. Yarra staff have tentatively agreed to participate in the 2008 pilot program subject to the VEC demonstrating the system's soundness and transparency to the satisfaction of the Executive Manager Governance and Communications. A final decision on this issue should be made by Council no later than March 2008 – subject to negotiation with the VEC and the VEC being the appointed contractor.
11. Yarra receives no benefit from participating in the pilot project, other than potentially advancing technology of benefit to local government generally. Given the program is a pilot program there is always some risk (albeit considered small) that the ICR program may not work smoothly and may delay the declaration of the polls.

(c) Location of the VEC/AEC Election Office

12. The VEC/AEC will require an election office of between 250 – 350 sq m between 21 October 2008 and 3 December 2008 approximately. Yarra can either provide this space at one of its town halls, or the VEC/AEC will lease office space within the municipality at Yarra's expense. The most cost effective option is obviously to provide space at either the Richmond Town Hall (MR2 and MR3 would suffice), the Collingwood Town Hall (the main hall), or the Fitzroy Town Hall (the main hall).
13. The office has reserved the Fitzroy Town Hall at this stage as there are currently other bookings at Collingwood.

(d) Council Resolution to Approve the Counting of Ballot Papers Outside the Municipality

14. Regulation 93 of the *Local Government (Electoral) Regulations 2005* says that ballot papers must be counted within the municipal district unless Council passes a resolution allowing the returning officer to count the ballots outside the municipal district.
15. The VEC has indicated it proposes to count Yarra City Council ballot papers at computer count centres based either in Melbourne (CBD) or Box Hill.
16. Consequently Council would be required to resolve, pursuant to Regulation 93, to allow ballot papers to be counted at specific locations outside the Yarra municipal district.

For Noting – Amendments to Voter Entitlement and Voters’ Roll Preparation

17. As always, the correct preparation of the voters’ roll will be a critical factor in the successful conduct of the 2008 election.
18. Since Yarra’s previous general elections in 2004, the Electoral Regulations and voter entitlement have been revised. Some notable changes to voter entitlement in the 2008 elections include:
 - (a) electors must be 18 on or before Election Day (previously entitlement date);
 - (b) an elector has only one vote per municipality (previously the possibility of one vote where qualifying);
 - (c) there must be no more than two voting entitlements of any kind for any one rateable property on the CEO’s voters list (previously the first two owners were automatically enrolled, and other owners and occupiers could apply to be enrolled); and
 - (d) most enrolments by application will be valid for one election and the CEO must mail renewal forms to all applicants with expiring applications.
19. Council’s Revenue Unit has kept abreast of the entitlement changes and has liaised with Council’s software provider to ensure Yarra will comply with the new requirements.

(e) “Caretaker” Provisions of The Act

20. Section 93A of The Act prescribes that Council must not make any major policy decisions during the election period for a general election.
21. An election period is determined as the period from Entitlement Day to Election Day, i.e. 3 October to 29 November 2008 (58 days), therefore Council is restricted from making any major policy decisions after 3 October 2008. In strategic terms, Councillors and Officers should be mindful of the requirement and program the year’s works and any required decisions accordingly, well before that date.
22. The Act prescribes:

- (a) any major policy decision made during the election period in contravention of The Act is invalid;
- (b) any person who suffers any loss or damage as a result of acting in good faith on a major policy decision made in contravention of The Act is entitled to compensation for that loss or damage;
- (c) a major policy decision includes the employment or termination of a CEO, entering into contracts of a total value exceeding \$100,000 or 1% of the Council's rate revenue in the preceeding financial year and the exercise of any power under Section 193 (Entrepreneurial powers) of The Act if the proposal exceeds \$100,000 and
- (d) the Minister may grant exemption from the requirement of The Act if there are extraordinary circumstances.

(f) Other Requirements of a Statutory or Protocol Nature

- 23. Section 55D of The Act, prescribes that Council must not print, publish or distribute or cause, permit or authorise to be printed, published or distributed, an election advertisement, handbill, pamphlet or notice during the election period unless it only contains information about the election process.
- 24. The Councillors Code of Conduct and Sections 76B and 76C of The Act are required to be especially observed by Councillors during the lead up to an election. Councillors will no doubt be closely monitored by aspiring candidates and community to ensure the normal protocols are observed. The relevant points particularly include:
 - (a) to ensure that the resources of the Council are not inappropriately applied during an election period; and
 - (b) to note that resources in this context is interpreted to include staff, stationery, electronic equipment or any other items which are funded by ratepayers.

Consultations

- 25. Information has been gathered from the Victorian Electoral Commission, Local Government Victoria, the Municipal Association of Victoria and the Victorian Local Governance Association.

Financial Implications

- 26. There is significant cost to Council in the conduct of an election and provision will be required to be made in the 2008/9 annual budget for same. The cost of the 2004 election was \$248,728 and information provided to Council indicates the cost for conduct of the 2008 Council election will be an estimated \$321,000 (inc GST).

Economic Implications

- 27. Not directly applicable, save for application of the "caretaker period" when councils are restricted from making key determinations. It is therefore important

that the Council is able to program and address any significant issues prior to that caretaker period, in order to ensure smooth flow of important issues of which a delayed determination may or will have economic implications to the municipality or its community.

Environmental Implications

28. Not considered applicable, save for the same reasons as outlined in economic implications above.

Social Implications

29. The most significant issue will be for Council to encourage maximum voter participation through appropriate advertising of the election to eligible voters.

Council Plan, Strategy and Policy Implications

30. Not considered applicable, save for the same reasons as outlined in economic implications above.

Legal Implications

31. There are a number of legislative requirements which address the issues outlined in this report, including Council:
- (a) should determine whether to retain attendance voting or to adopt postal voting for the 2008, (Section 41A of the *Local Government Act* 1989);
 - (b) is required to publicly advertise (or enter into an arrangement with the MAV) prior to entering into a contract (for conduct of the election) in excess of \$100K;
 - (c) must pass a resolution allowing the returning officer to count the ballots outside the municipal district, (Regulation 93 of the *Local Government (Electoral) Regulations* 2005);
 - (d) should note the electoral regulations and voter entitlement have been revised, with the most significant changes being:
 - (i) voters are only allowed one vote per municipal district (not one per ward of entitlement); and
 - (ii) a maximum of two voters per property (additional joint owners are not now able to apply to be added to the voters' roll);
 - (e) must not make any major policy decisions during the election period for a general election (Section 93A of The Act);
 - (f) must not print, publish or distribute or cause, permit or authorise to be printed, published or distributed, an election advertisement, handbill, pamphlet or notice during the election period unless it only contains information about the election process. (Section 55D of The Act);

- (i) note that Councillors should especially observe The Councillors Code of Conduct and Sections 76B and 76C of The Act during the lead up to an election.

Other Issues

- 32. None applicable.

Options

- 33. That Council:
 - (a) confirm the voting method as Attendance Voting;
 - (b) **determine** its preference to either tender using the MAV Specification **or** to enter into an Agency agreement with the MAV for contracting with a service provider (VEC or AEC) for conduct of the election in Yarra;
 - (c) note the location of the Electoral Office for Yarra as Fitzroy Town Hall;
 - (d) **determine whether** to approve the counting of ballot papers (by the Contractor) outside of the municipal district;
 - (e) note the “Caretaker” provision of The Act; and
 - (f) note the other statutory and protocol requirements on Council in the lead up to the election period.

Conclusion

- 34. That Council:
 - (a) confirm the voting method as Attendance Voting;
 - (b) advise its preference is to tender via an Agency agreement with the MAV for contracting with a service provider (VEC or AEC) for conduct of the election in Yarra;
 - (c) note the location of the Electoral Office for Yarra as Fitzroy Town Hall;
 - (d) approve the counting of ballot papers (by the appointed Contractor) outside of the municipal district;
 - (e) note the “Caretaker” provision of The Act; and
 - (f) note the other statutory and protocol requirements on Council in the lead up to the election period.

RECOMMENDATION

- 35. That Council:
 - (a) confirm the voting method as Attendance Voting;

- (b) determine to enter into an Agency agreement with the MAV for contracting with a service provider (VEC or AEC) for conduct of the election in Yarra;
- (c) note the location of the Electoral Office for Yarra as Fitzroy Town Hall;
- (d) approve the counting of ballot papers (by the Contractor) outside of the municipal district;
- (e) note the “Caretaker” provision of The Act; and
- (f) note the other statutory and protocol requirements on Council in the lead up to the election period.

CONTACT OFFICER: Ivan Gilbert
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4.2 Update on Child Care Supply and Demand in Yarra - January 2008

Executive Summary

Purpose

This report provides Council with an update on child care supply and demand information. Population data within the report is drawn from recently released 2006 ABS census data. Wait list information utilises data provided from the central registration system for Council managed early years services which became operational from late 2007.

Key Issues

Social Implications

Over the past four years community consultations have consistently highlighted access and affordability for all types of child care as a major issue for local families, most particularly for children aged three years and younger. In response to community concerns, Council has adopted a number of initiatives which have resulted in increased service provision and improved resident access to local services.

Whilst there are strong indications that child care supply is increasing in Yarra, the 2006 ABS census data reveals a 10% increase in the numbers of children aged 0-4 years living in Yarra since 2001. Consequently, demand for all early childhood services in the city continues to be high.

Financial Implications

In the 2007/2008 financial year, Council's budget for Council and community managed child care, kindergarten and related support programs will exceed \$1.5 million. Council also provides building maintenance for seven community managed early years services operating from Council owned buildings.

New and continuing initiatives approved by Council in the 2007/08 budget which will enhance child care supply include year two provision of \$50,000 to enable five community organisations to provide occasional care for residents, in particular socially disadvantaged residents and members of newly arrived and emerging communities, continuation of the fee assistance program through the Family Support service at a cost of \$15,000 and an access and inclusion initiative to review services for children with additional needs, with an allocated budget of \$25,000.

PROPOSAL

That Council continue to monitor child care supply and demand on an ongoing basis and that this information be reported to Council on an annual basis.

4.2 Update on Child Care Supply and Demand in Yarra - January 2008

File: 35/10/01-02
Responsible Officer: Manager Family and Children Services

Purpose

1. This report provides Council with an update on child care supply and demand information. Population data within the report is drawn from recently released 2006 ABS census data. Wait list information utilises data provided from the central registration system for Council managed early years services which became operational from late 2007.

Background

2. Yarra's Municipal Early Years Plan 2005-2007 (MEYP) identified a number of issues in relation to access, availability and affordability of child care for Yarra families, and proposed a number of actions to respond to these issues.
3. Having considered the MEYP, Council resolved to adopt a number of strategies to address child care access and affordability issues and to continue to monitor child care supply and demand on a regular and ongoing basis.
4. A subsequent report *Update on Child Care Supply and Demand in Yarra* was presented to Council in December 2006. This noted an increase in supply of places in both long day care and occasional care during the previous year and a reduction in the length of service waiting lists.
5. Since the December 2006 report of child care supply and demand, the 2006 ABS census data has been released, providing new population information. A centralised waiting list for Council managed long day care and kindergarten has been introduced, and this has improved the accuracy of waiting list data used in this report.
6. In a broader context, the Office for Children is currently undertaking a review of Children's Services regulations. It is possible that as an outcome of that process the number of places provided in child care centres may be impacted due to proposed changes to 'child:staff' ratios. During 2008, the sector will be consulted on the detail of new draft regulations. Council will be kept informed of any developments in this regard.
7. The Early Years policy of the recently elected Federal Government includes commitments to universal preschool education for all four year old children, 260 new long day care centres to be co-located on school, TAFE, University and community sites, specialised child care services for children with autism and increases to the Child Care Tax Rebate from 30 percent to 50 percent to improve the affordability of child care. As a focus for 2008, the Family and Children Services Branch will identify opportunities for any opportunities for benefits out of this approach for Yarra and childcare provision. Council will be kept informed of the impact of these developments.

Issues

Child Care Places

8. According to Commonwealth Child Care Supply data, the number of long day care places provided in Yarra has increased by 138 since October 2005, with 24 of the new places approved during 2007. (Table One below provides a summary of those changes.)
9. According to the Commonwealth Department of Families, Housing, Community Services and Indigenous Affairs, Yarra continues to have the highest number of places per 100 of target population in metropolitan Melbourne. However, the limitation of this data should be noted, namely that it does not take account of the families who travel from other municipalities to utilise child care in Yarra (estimated to be 25-30% of overall places).

Table One: Commonwealth Child Care Supply Data For Yarra - October 2005 to November 2007

| Date | Target population 0-4 years | Long Day Care | Family Day Care | Other | Total places | Places per 100 target population |
|----------------------|------------------------------------|----------------------|------------------------|--------------|---------------------|---|
| October 2005 | 1418 | 1220 | 180 | 10 | 1410 | 99.44 |
| August 2006 | 1418 | 1279 | 180 | 10 | 1469 | 103.6 |
| January 2006 | 1418 | 1334 | 180 | 10 | 1524 | 107.48 |
| November 2007 | 1542 | 1358 | 180 | 15 | 1553 | 99.29 |

Source: Commonwealth Child Care Supply Data Target population is defined as children aged 0 - 4 whose parent/s (both parents in couple families and lone parent) are working/training/studying

Notes on Table One:

- Based on Commonwealth Childcare Supply data
- Service data does not include Commonwealth funded out of school hours care places
- Other refers to non mainstream type services including in home care, occasional care and rural based flexible care
- Target population is defined as children aged 0-4 years whose parents (both parents in couple families or lone parents) are working/training/studying Population data is provided by ABS from the 2001 and 2006 census. 2006 data released in November 2007.
- All of the 180 registered Family Day Care places are allocated to Yarra City Council. The service is operating at 33% capacity. There are currently 15 Family Day Care contactors offering 60 child care places.

Future Changes to Child Care Supply

11. An additional 230 long day care places across Yarra are known to be currently under consideration, with no known service losses. If they all proceed, these places will be provided within family and children's hubs on the Lourdes site in Abbotsford, in Fitzroy on the Atherton Gardens Public Housing Estate, and at Lady Gowrie Child Centre in North Carlton.
12. Approval has been granted for an additional 70 places at St Vincent's Hospital, predominantly for work based child care and 55 places have been granted to a private child care provider in Richmond. Both of these services have plans to open early 2008.

13. The number of places in occasional child care is also set to increase as Council's recently funded occasional care at Collingwood Neighbourhood House becomes operational.
14. In response to community need, an additional 3 year old kindergarten program will be provided by Council in 2008 for 15 children at Richmond Preschool. A 3 year old program for new settlers will also commence in Term 2 this year at Atherton Gardens Kindergarten for children from across Yarra.
15. Table Two summarises known and possible changes to child care supply in Yarra over the next three years.

Table Two: Known and Possible Changes to Child Care Supply in Yarra 2008-2011

| Service Name | Service Gain/Loss | Note |
|-----------------------------------|---|---|
| Lourdes Child and Family Hub | Additional minimum 90 long day care places | Subject to successful negotiations with potential operator. May be operational by 2010 |
| Atherton Child and Family Hub | Additional minimum 110 places (long day care, kindergarten and occasional care) | Subject to successful negotiations with proposed partnership and Office of Housing Plans to be operational by 2011 |
| Lady Gowrie Child Centre | Additional 30 long day care places | Business plan development 2007. Discussion and scoping still underway |
| St Vincent's Hospital | Additional 70 places | Plans to be operational by early 2007 |
| 624 – 628 Bridge Road Richmond | Additional 55 places | Operational from early 2008 |
| Community managed occasional care | Additional program to be offered at Collingwood Neighbourhood House | Operational from early 2008 |
| Richmond Preschool | Additional 15 place 3 year old program | Operational from Term 1 2008 |
| Atherton Gardens Kindergarten | Additional places for 3 year old new settler children | Operational from Term 2 2008. |
| Annie Todd Children's Centre | Loss of 28 places of long day kindergarten | Closure to be coordinated with opening of Atherton Child and Family Hub |

Waiting List Information

16. In late 2005, there were 653 children on the waiting list for Council managed long day care services and no vacancies. A review of waiting list numbers in August 2006 indicated that there were 270 children on waiting lists for long day care. It should be noted that the accuracy of this data is questionable as figures predate a centralised waiting list and it is highly likely that despite best efforts, that a number of families were multiple listed and counted.
17. In 2008, Council managed services continue to operate at or near to capacity with high demand for places for children under 3 years, and a lesser demand for 4 year old places. Based on information from Council's new central registration system, there were 109 children seeking long day care places for 2008 who were not successful in securing a place. There are a further 231 seeking a place in long day care in 2009.

18. Some limited information has been provided by seven community managed services three operating from Council buildings, four operating from their own building and one private centre in Yarra. Of the centres that provided wait list information, there were 350 children waiting for care and all centres were at or near to capacity.
19. From late 2008, there will be capacity for community providers of child care and kindergarten services to join the central registration system. Should services nominate to become a part of the system, the wait list data will be broadened and this will improve the scope for analysis of service demand and for on going service planning purposes.
20. Following the introduction of the Family and Children's Services Priority of Access Policy, all Yarra residents seeking a place in a Council managed 3 year old or 4 year old kindergarten programs during 2007 and 2008 were successfully placed (in response to need, an additional 3 year old program was offered at Richmond Kindergarten for 2008 and a 3 year old activity group is planned for Atherton from term 2, 2008). Twenty-two non Yarra residents remain on the waitlist for a Yarra managed kindergarten for 2008.

Summary

21. The supply of places in both long day care and occasional care has increased over the past year and current indications are that this trend is set to continue with at least 230 long day care places under consideration and 125 places set to open in 2008. Waiting lists appear also to have reduced in the past year, though the accuracy of data prior to the introduction of the centralised registration system in late 2007 is doubtful as outlined above.
22. It would appear that Council's intention to support the creation of more child care places is largely being realised, and it will be imperative to continue to monitor supply and demand.
23. The introduction of phase one of a centralised waiting list for Council managed child care services provides more accurate information on actual waiting list numbers by avoiding multiple listing.
24. Access to child care continues to be raised as an issue by Yarra families, including in a community survey conducted in late 2007.
25. Whilst there are strong indications that child care supply is increasing in Yarra, the 2006 ABS census data reveals a 10% increase in the numbers of children aged 0-4 years living in Yarra since the 2001 population census was conducted and represents an increase of 124 children.
26. As a community with significant numbers of low income and disadvantaged families, the Council funded fee assistance program is designed to improve affordability and access to services. This service will be the subject of a service review in early 2008.

Consultations

27. Community consultations undertaken during the development of the MEYP provided strong indications that demand for all types of child care was high, most particularly for children under 3 years and that long waiting lists were a

source of great frustration for parents. Service affordability was also identified as a major issue for many families.

28. The Early Years Reference Group was established in late 2005 to advise and monitor the implementation of Yarra's MEYP. Its membership includes is diverse and includes key informants with an interest in Family and Children's Services.
29. In May 2006, a community consultation process was undertaken in relation to the draft Priority of Access Policy. This consultation confirmed that access to local child care remained an important issue for resident families.
30. In November 2007, the Services for Children and Families Community Survey was distributed to 385 families via the neighbourhood panel and through the general community seeking information from families on local services and related issues. Waiting lists for child care, kindergarten and lack of secondary schools were identified as 'not so good' aspects of living in the City of Yarra for 23% of survey respondents.

Financial Implications

31. In the 2007/2008 financial year, Council's budget for council and community managed child care, kindergarten and related support programs will exceed \$1.5 million. Council also provides building maintenance for seven community managed early years services operating from Council owned buildings.
32. New and continuing initiatives approved by Council in the 2007/08 budget which will enhance child care supply include year two provision of \$50,000 to enable five community organisations to provide occasional care for residents, in particular socially disadvantaged residents and members of newly arrived and emerging communities, continuation of the fee assistance program through the Family Support service at a cost of \$15,000 and an access and inclusion initiative to review services for children with additional needs, with an allocated budget of \$25,000.

Economic Implications

33. Improved access to long day care places assists more working or studying families in Yarra to obtain the child care support they require.

Social Implications

34. Early years research evidence consistently links the influence of quality social and educational programs in the early years to positive learning, behaviour and development throughout life (Siraj-Blatchford, 2004).
35. Access to child care continues to be raised as an issue by Yarra families. Whilst there are strong indications that child care supply is increasing in Yarra, the 2006 ABS census data reveals a 10% increase in the numbers of children aged 0-4 years living in Yarra since the 2001 population census was conducted. This represents an increase of 124 children (Table One Commonwealth Child Care Supply Data for Yarra, October 2005 to November 2007). Consequently, there continues to be a demand for all early childhood services in the city.

36. Council has responded to these community indicators by increasing the number of long day care places for children under 3 years, by providing Council funding to community based organisations to enable expansion of occasional care provision, implementing a Priority of Access Policy, a Fee Assistance Program and introducing a centralised registration system for all council managed early years services.

Council Plan, Strategy and Policy Implications

37. The Council Plan, Municipal Public Health Plan, Municipal Strategic Statement, Asset Management plan and Open Space Master Plan all identify specific objectives to plan for accessible and integrated services for children and families across Yarra.
38. Council's commitment to local level planning for early years services including child care, will support neighbourhoods that are child and family friendly and provided with appropriate services and facilities.

PROPOSAL

39. It is proposed that the information contained in this report be noted and that Council continue its efforts to monitor supply and demand issues closely.

RECOMMENDATION

40. That Council continue to monitor child care supply and demand on an ongoing basis and that that this information be reported to Council on an annual basis.

CONTACT OFFICER: Julie Salomon
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4.3 Yarra Libraries Quarterly Report

File: 52/20/01-06
 Responsible Officer: Manager Cultural and Library Services

Purpose

1. To provide Council with a progress report on the Yarra Libraries. This report covers the period 1 October to 31 December 2007.
2. Council has requested regular updates on the progress of the integration of Yarra's library service following the dissolution of the Yarra-Melbourne Regional Library Corporation (YMRLC) by Melbourne City Council in 2006. The Corporation ceased on 22 April 2007.

Background

3. An interim report was presented to Council in August 2007 and noted that:

"From September 2007, Council will be provided with quarterly reports on the progress of the integration of Yarra Libraries. These reports will provide updates on the following:

 - (a) *the promotion and facilitation of program opportunities between Yarra Libraries and other Council units;*
 - (b) *progress of major projects including implementation of the LMS, Yarra Libraries Strategic Plan and investigation into the redevelopment of the North Fitzroy Library branch;*
 - (c) *workload and service user statistics; and*
 - (d) *financial report."*
4. Since the minor realignment of branches within Council, which included the creation of the Cultural and Library Services branch, there has been an increase in opportunities for the Yarra Libraries staff to collaborate with other members of the branch and across the organisation.

Consultations

5. This quarterly report is developed from data collected by team leaders at each library branch.

Issues

6. There have been a number of achievements and issues during the reporting period:

Service Delivery

7. As can be seen in table one, the targets for loans was slightly underachieved in this period. However, overall the service is still slightly above the target for year to date and all the branches, except Collingwood and Fitzroy, have increased

their loans from the same period last year. Carlton Library had the greatest variance with an 11% increase.

8. The recent installation of new door counters at each branch is giving a more accurate reading for visitations and this may have resulted in the slightly lower rates recorded. Reference enquiries remain consistently above target. The apparent decrease in computer use is due to staff not having the resources to capture statistics during the peak periods of use during the recent Library Management System (LMS) implementation.
9. Membership has recovered from a slow first quarter to exceed this quarter's target. This result has been affected by the registering of City Library patrons and a full calendar of events which has brought new patrons to the libraries.
10. The anticipated use of the website and databases has not been met in this quarter. Feedback from patrons has suggested that the Council website and some navigation tools to access the on-line databases within the library pages are not easy to use. The organisational review of the Yarra website in 2008 will allow for any adjustments that are required to be made to the navigational tools within the Council and library pages to assist with ease of access to data.
11. Patrons are still accessing the web catalogue in large numbers and this has exceeded targets. This discrepancy may be due to users book-marking the catalogue page for ease of access, rather than navigating through the website.

| Key Performance Indicators | Q2. 2007/08 Actual | Q2. 2007/08 Target | Variance % |
|----------------------------|--------------------|--------------------|------------|
| Loans | 304,319 | 320,203 | -5% |
| Visits | 429,353 | 433,120 | -1% |
| Membership | 44,486 | 43,000 | 3% |
| Reference enquires | 21,676 | 20,933 | 4% |
| Computer use | 18,468 | 19,378 | -5% |
| Website use | 102,786 | 166,014 | -38% |
| Web catalogue use* | 100,765 | 79,598 | 27% |
| Database use ** | 13,696 | 16,444 | -17% |

Table One: Summary of quarterly service level statistics.

These are combined Yarra and Melbourne figures to the 14 December 2007. Yarra only figures will be collected from this date.

** The variance in database use is due to the target being based on the previous Yarra and Melbourne combined figures. From 1 July 2007 figures are Yarra Libraries only.

Public Programs

12. Yarra Libraries continues to build on previous work with local service providers to introduce new audiences to the library service. Programs and projects in this reporting period included; Summer Read promotions, a new trial delivery program at Sir Eric Pearce House, the establishment of two new book groups and Sunday Chinese internet sessions for those unable to attend during the week.
13. Further to this, Yarra Libraries continues to offer a program of Storytimes and Toddler Times, a special Halloween session (attended by over 200 children plus adults), school holiday activities, author talks (including authors Gideon Haig, Jeff Sparrow, Nikki Greenberg, Meme McDonald and Russ Radcliffe),

and the launch of "*Dimmeys of Richmond: The rise and fall of a family business*" by Samuel Furphy at Richmond Library.

Integration into Council Services

14. The Yarra Libraries unit continues to be strategically integrated into Council business. The distribution of promotional material to service centres throughout Yarra (such as town halls, leisure centres, child care centres etc.) and promotion to Yarra staff, has meant increased exposure to library events by a range of stakeholders.
15. Programs and projects continue to be developed across the organisation. The programs developed to date demonstrate the synergies between Council units that can enhance service to the community in new ways. These included a joint activity for Yarra Playgroups with Family and Children's Services held at Collingwood Library and initial work on a proposed Intergenerational project in partnership with Aged & Disability Services.
16. A further highlight has been the new *Music in the Library* program of events in partnership with Arts and Cultural Services. The program includes a series of monthly choir performances over summer in the former choir loft at Collingwood Library. The first in the series was preformed by the Abbotsford choir 'Bridge the Gap' who delighted library patrons on a Sunday afternoon with their singing.
17. The development of a new Aboriginal music collection has been a collaboration with the Social Planning Unit, particularly the Aboriginal Partnerships Officer, and will be highlighted as part of Reconciliation Week.

Information Services

18. Yarra Libraries is negotiating to continue the Learning 3.0 online professional development program for staff that recently completed Learning 2.0.

Major projects

19. The new LMS was implemented on 14th December 2007. Staff were committed to maintaining a high level of customer service during the implementation when various functions were closed off and during a short period when the system was completely offline to allow for transferral to the new system. All staff received intensive LMS training prior to the implementation to ensure the administrative functions of the service were maintained and to ensure staff were equipped to assist patrons with navigation of the new system. Each library branch's Information Services Officer is the local area expert and they will continue to play a key role supporting staff and patrons. The implementation of the new LMS, whilst maintaining daily library functions, was a major achievement in this quarter. One very positive feature of the whole process for staff has been the patience and support shown by the public.
20. The consultation phase and drafting of the *Yarra Libraries Strategic Plan 2008-2012* was completed during the quarter and a draft of the document will be presented to Council in the March cycle prior to it going out for public comment and adoption in May. The Plan provides a framework for the delivery and development of the library service over the next five years and will ensure the

service is aligned with the strategic direction of Council and the needs of the Yarra community.

21. The feasibility study into the development of a new North Fitzroy Library is currently being undertaken and a report will be presented to Council in March 2008.

Financial Implications

22. The Yarra Libraries service is operating within the operational and capital budgets as adopted by Council. Targets are being met with some seasonal variances, however there is no over expenditure anticipated.

Council Plan, Strategy and Policy Implications

26. The finalisation of the *Yarra Libraries Strategic Plan* will be a key project in the next quarter.

Legal Implications

27. There are no legal implications of this report.

Other Issues

28. The priorities for Yarra Libraries over the next four months are:
- (a) completion and adoption of the *Yarra Libraries Strategic Plan*;
 - (b) completion of the feasibility study for a new North Fitzroy Library;
 - (c) completion of the implementation of the LMS; and
 - (d) an annual review of the Yarra Libraries service in April 2008.

RECOMMENDATION

29. That the Yarra Libraries Quarterly Report be noted.

CONTACT OFFICER: Helen Baker
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4.4 Council Plan 2007/2011 – Progress Report as at 31 December 2007

File: (25/40/04/07)
 Responsible Officer: Corporate Planner

Purpose

1. To provide Council with the second quarterly progress report against Council Plan 2007/11 actions, as at 31 December 2007.

Background

2. Council is required under section 125 of the *Local Government Act* 1989 to prepare a Council Plan, which is a key strategic and planning document for the organisation.
3. At its meeting of 22 June 2005, Council adopted the Council Plan 2005/09 and determined that it would receive a report for each quarter on progress against actions identified.
4. The 2007/08 financial year represents the third year of the four-year Council Plan adopted in 2005.

Issues

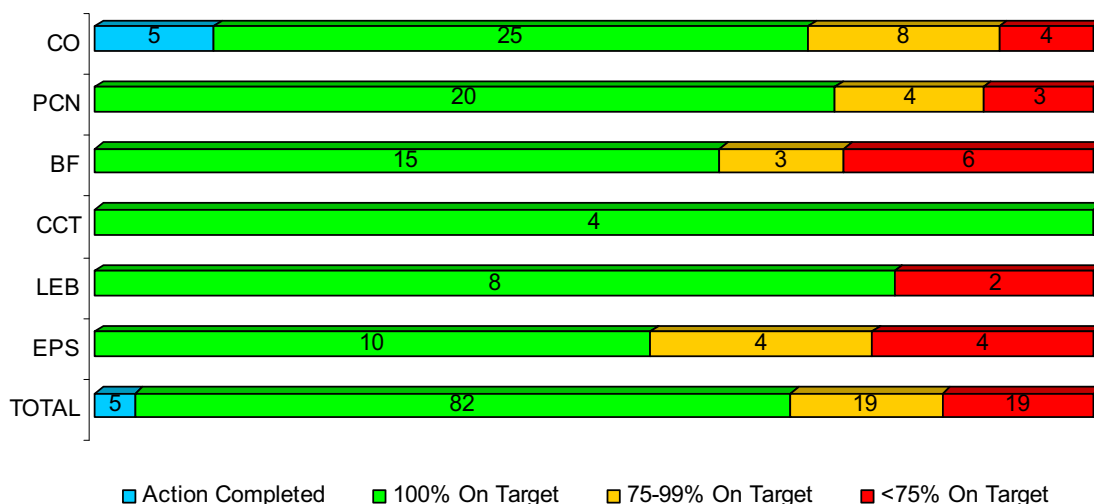
5. The Council Plan 2007/11 includes 125 actions to be completed in the 2007/08 financial year. Since the last quarter, an additional eight actions have been included. Executive resolved to include actions from 2006/07 that were either incomplete, had not been completed at the end of the first quarter or were not incorporated in any 2007/08 actions.
6. All actions relate directly to the Council Plan's major strategies and are structured around its six strategic themes. They are distributed as follows:

| Strategic Theme | Number of actions |
|--|--------------------------|
| Core Operations (CO) | 42 |
| People, Communities and Neighbourhoods (PCN) | 27 |
| Built Form, Land Use and Transport (BF) | 24 |
| Culture, Celebration and Tradition (CCT) | 4 |
| Local Economy and Business Development (LEB) | 10 |
| Environment and Public Space (EPS) | 18 |
| Total | 125 |

7. A number of Council Plan actions are derived from adopted Council strategies, policies and/or plans. These include the Municipal Public Health Plan, Aboriginal Partnerships Plan, Positive Ageing Strategy, Encouraging and Increasing Walking Strategy, Arts Plan, Tourism Action Plan and Consultation Policy.

8. Significant projects in this year's Council Plan include:
- the acquisition and implementation of a new Library Management System at Yarra Libraries (Action PCN11.3);
 - progression of Stage 1 (aquatic) redevelopment of the Collingwood Leisure Centre (Action PCN08.4);
 - CITY (Connecting Information Technology in Yarra) Project which includes implementation of a new Asset Management System and the digitisation of key documents (Actions CO09.1-CO09.7);
 - development of an Urban Design Framework to guide future refurbishment of the Richmond Town Hall precinct (Action BF09.8); and
 - major strategy development in the key areas of the environment (Action EPS04.4), urban design (Action BF09.4), organisational development (Action CO10.2), economic development (Action LEB01.1) and parking (Action BF03.1).
9. Analysis of the 125 actions in the Council Plan, as at 31 December 2007, indicates that five actions have been completed and 82 are on target. Of the 38 delayed actions, 19 are 75-99% on target and the remaining 19 are less than 75% on target. (See graph below.)

**Council Plan Actions Quarter 2
Achievement of target**



10. At the half-way point of the year, overall, Council Plan actions are 48% complete compared to a forecast 52%.
11. The following actions have been completed or significantly progressed:
- implementation of the Library Management System (Action PCN11.3);
 - Building Asset Management Plans (Action CO01.1);

- (c) Organisational Culture Inventory Survey undertaken and results released (Action CO10.2);
 - (d) vehicle fleet changeover leading to a reduction in the number and size of vehicles in the fleet and the introduction of a car pooling system (Action CO01.2);
 - (e) the development of new specifications for Open Space Maintenance Services, Arboriculture Services and Bushland Services with subsequent contracts being tendered for and/or awarded (Action CO08.3); and
 - (f) completion of the Yarra Sports Plan due to be presented to the February Council meeting (Action PCN08.1).
12. Some of the important achievements and highlights for the second quarter are documented below.
13. The City of Yarra held a number of events and activities to celebrate the **Christmas Season**:
- (a) the Collingwood Children's Farm provided a beautiful backdrop to Yarra's Carols by Candlelight Concert on 6 December. Headlining the concert was the acclaimed Choir of Hard Knocks; and
 - (b) in late December, the City of Yarra was buzzing with festive activity for Christmas in the Streets of Yarra. Performers, school choirs, and Council officers handing out goodies roved the city's main retail shopping strips to spread the festive spirit. Council also coordinated a Best Dressed Window competition with major prizes for businesses who decorated their windows with creative festive displays.
14. Council demonstrated its ongoing commitment to **sustainable transport** options by participating in the following events:
- (a) Council hosted a Transport Forum on 24 October to discuss current and future policies on public and private transport in the Melbourne metropolitan area;
 - (b) Council supported Walk to Work Day on 5 October by offering local businesses \$50 vouchers to host their own Walk to Work Day breakfast and get their staff walking. Many council staff walked to work on the day and enjoyed a healthy breakfast on arrival;
 - (c) Council organised a free breakfast on Victoria Street near the Victoria Gardens Shopping Centre for all cyclists participating in National Ride to Work Day on Wednesday 17 October. Around 200 cyclist enjoyed fresh fruit, bakery goods, coffee, and lots of prize giveaways;
 - (d) the cites of Yarra, Manningham and Boroondara kicked off a community campaign on 13 November to support a rail line to Doncaster. At the launch of the pt4me2 campaign, councillors spoke to peak hour commuters at the Doncaster bus terminal about the importance of the rail line; and

- (e) 'Yarra Walks', a staff forum, was held with international walking expert Rodney Tolley and a staff panel in December. This forum was a joint initiative with Yarra's Health Planner and builds on the Encouraging and Increasing Walking Strategy work and the Deakin Healthy Cities project.

15. Environmental sustainability is of paramount importance to Council. Initiatives undertaken in support of **environmental issues** included:

- (a) in November, Council joined the national phone recycling campaign, Mobile Muster, to stop phones going to landfill when their parts can often be re-used. Phone collection bins were placed at Richmond Recreation Centre, Collingwood Leisure Centre and Fitzroy Swimming Pool;
- (b) Yarra, Hobsons Bay and Port Phillip joined forces to run a Summer Litter Blitz from November to December 2007 and February to May 2008 to stamp out litter from the region. Yarra is focussing on four shopping strips – Bridge Road, Swan, Victoria and Brunswick Streets;
- (c) the City of Yarra and Friends of the Earth hosted the second annual Solutions for Climate Change Festival on 8 December in Darling Gardens, Clifton Hill. The festival presented an opportunity for people in the community to learn about renewable energy and simple 'D.I.Y' solutions to climate change, and to participate in workshops presented by climate change specialists; and
- (d) on Thursday 22 November, Yarra City Council, with the support of Melbourne Water, launched its Water Sensitive Urban Design Guidelines - an important set of guidelines designed to protect the environment and reduce water usage across the municipality.

16. Council plays a significant leadership role in supporting social justice issues and advocacy campaigns:

- (a) the City of Yarra was proud to support White Ribbon Day on 25 November, which is the UN declared International Day for the Elimination of Violence Against Women. Council sold white ribbons at Collingwood and Richmond town halls and banners were hung from Richmond Town Hall; and
- (b) from 19 November to 9 December, Yarra hosted a range of activities to recognise International Day for People with a Disability (3 December). The day promotes the achievements of people with a disability, and creates awareness of disability issues as well as the benefits of an inclusive and accessible society.

17. Council recognises the importance of a vital local economy and supported businesses in a range of initiatives:

- (a) the City of Yarra became one of just four Victorian councils to offer the Energise Business program, which was officially launched by Yarra Council on 20 November. The program offers small to medium sized businesses a real opportunity to cut their energy bills by improving the energy efficiency of their business; and
- (b) throughout October and November, the Economic Development Unit hosted a number of "Brainfood for Business" seminars to strengthen the business

skills of local traders. These free workshops covered topics such as “Marketing”, “Going into Business” and “Christmas Visual Merchandising”.

18. The City of Yarra continued its proud involvement in **arts and cultural events** and for the second year, supported the fun and quirky Village Festival, held in Edinburgh Gardens from 7 to 11 November. The festival features performances of live music, theatre, puppetry, comedians, and children’s workshops.
19. **Other activities** undertaken included:
 - (a) the launch of a rural/urban alliance with Wellington Shire in November and fundraiser to raise money for the Gippsland Emergency Relief Fund. The event raised \$6,560; and
 - (b) a workshop to initiate the 2008/09 planning process was held on Saturday 15 December. The workshop was attended by Councillors and members of the executive team and resulted in establishing broad strategic parameters for the Council in the forthcoming planning period.

Consultations

20. The Council Plan is based on the following:
 - (a) a review of significant Council policies and strategies;
 - (b) issues identified through major community consultations undertaken by Council (including Yarra Community survey and DVC Community Satisfaction survey);
 - (c) preliminary consultations undertaken to inform the development of Council’s Municipal Public Health Plan and review of the Municipal Strategic Statement (and proposed focus groups sessions); and
 - (d) a short survey ‘Have your Say’ of people who live, work or visit Yarra to identify hopes, issues and solutions for their neighbourhood and the City as a whole.

Resource and Financial Implications

21. The Council Plan provides direction for the organisation during the current financial year and influences Council’s planning and budgetary processes.

Council Plan, Strategy and Policy Implications

22. The Council Plan consists of six themes for the city over the next four years. Yarra’s approach is informed by a number of Core Principles that in turn drive our internal Core Operations. Each Theme incorporates a number of Strategic Objectives (what we want), Strategies (how we will approach it) and Actions (what we will do). The Strategies and Actions will be reviewed and updated every twelve months and form the basis of Annual Service Plans and Budgets for each Branch of Council.

Legal Implications

23. Council is required to prepare an annual council plan pursuant to section 125 of the *Local Government Act 1989*.

RECOMMENDATION

24. That the Council Plan 2007/11 quarterly progress report as at 31 December 2007 be noted.

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Attachment 1 – Council Plan 2007/11 Actions Summary
Attachment 2 – Council Plan 2007/11 progress report as at 31 December 2007

Yarra Council Plan 2007/11 Second Quarter Progress Report

CORE OPERATIONS – Strategic Objectives

- Council assets that meet community needs and provide sufficient return for investment
- Improved opportunities for the community to be involved in decision-making and to participate in public debate
- A financially stable Council now and in the future
- Enhanced profile and understanding of the services and activities provided by Council
- Responsive, cost-effective, sustainable and equitable service delivery
- A skilled, innovative workforce with a high level of job satisfaction
- Minimised exposure to risk by Council and the community

Core Operations

| Ref | Major Strategies | Anticipated Outcomes | % Complete Actual / Forecast Completion Date | Second Quarter Comments As at 31 December 2007 |
|--------|---|--|---|---|
| CO01 | <p>Responsible Asset Management</p> <ul style="list-style-type: none"> ▪ Ensure Council's assets are managed, planned for, acquired, disposed of, used, maintained, renewed and replaced to meet the needs of current and future generations. <p>Building Asset Management Plans</p> <p>Implement recommendations arising from the building asset management plan including the redevelopment, disposal and reorientation of existing assets to meet future community demand and emerging needs.</p> <p><i>Chief Executive Officer Director Asset Management</i></p> <p>With specific reference to:</p> <ul style="list-style-type: none"> ▪ Conducting an investigation into options regarding Council staff accommodation. ▪ Investigating land-use and development options in the Collingwood Town Hall precinct (See Action BF09.9 for detail). ▪ Development of a business plan and options for refurbishment of the Richmond Town Hall precinct (See Action BF09.8 for detail). <p><i>Chief Executive Officer Director City Development</i></p> | <p>Final draft of the Building Asset Management Plan presented to Council for consideration by 31 December 2007.</p> <p>Council determination on future office accommodation for administration.</p> | <p>100% / 100% December 2007</p> <p>25% / 25% June 2008</p> | <p>Building Asset Management Plan was presented at the Councilor briefing on 12 November 2007.</p> <p>Investigation into options regarding staff accommodation commenced and proceeding. Briefing with Councilors held. Options being formulated. Updated report to Council in February 08.</p> |
| CO01.2 | <p>Vehicle Fleet</p> <p>Implement key recommendations from the Fleet Asset Management Plan and Fleet Review.</p> <p>Reduce fuel consumption by reducing fleet size and type of vehicles. Encourage use of Go-Get / Flexi Vehicles in lieu of Council vehicles.</p> <p>Introduce on-line carpooling system for staff.</p> <p><i>Director Asset Management Manager Infrastructure</i></p> | <p>Maximise usage of Council's fleet to facilitate a reduction in fleet numbers. Reduce the number of vehicles in Council's light fleet by 5-10%. Reduce the average vehicle size in the fleet by increasing the number of small vehicles by 10-20% LPG Utilites being purchased to replace any existing petrol utilites in fleet. Number of registered users with go-get and flexi car (share car) increased. Full introduction of Council car pool system across all town halls by August 2007. Pool vehicles and shared usage to be reviewed with Pool systems in January 2008.</p> | <p>95% / 80% June 2008</p> | <p>The passenger fleet changeover for 2007/08 has been completed. A report on improving the sustainability of Council's light passenger fleet was presented to Council in November 2007.</p> |

Yarra Council Plan 2007/11 Second Quarter Progress Report

Core Operations

| Ref | Major Strategies | Anticipated Outcomes | % Complete Actual / Forecast Completion Date | Second Quarter Comments As at 31 December 2007 |
|-------------|--|--|--|---|
| CO01.3 | <p>This Year's Work (2007/08) Project Sponsor Project Manager</p> <p>Ageing Infrastructure – Maternal & Child Health and Child Care Address ageing child care infrastructure by considering the options for the development of integrated family and children's hubs. <i>Director Community Programs</i> <i>Manager Family and Children's Services</i></p> | The Branch will continue to work alongside the Assets Branch to implement Council's Asset management plan for facilities used by the Family and Children's Services Branch. | 20% / 20% June 2008 | Discussion with the Asset Unit will commence in 2008. Major work continues in relation to Hub projects within the municipality. |
| CO01.4 | <p>Delivery Standards Continuously improve the standard of delivery for infrastructure projects; and Implement systems to ensure consistent project management from project inception to construction. <i>Director Asset Management</i> <i>Manager Assets</i></p> | Projects based on a continuously improving database of knowledge gained from consultation with users and adopted standards. Continued development and utilisation of standard project management documentation and tools. | 100% / 100% June 2008 | Corporate project management project will incorporate previous developmental work. Standard project management documentation and tools are used by the business unit. |
| CO02 | <p>Communications <ul style="list-style-type: none"> ■ Improve awareness between Council and the community through the effective use of communication and media. </p> <p>Accessible Communications Further improve the way in which Council engages and communicates with our CALD and disability communities by:</p> <ul style="list-style-type: none"> ■ Extending the use of advanced technology to better engage with parts of the Yarra community, and ■ Enhancing interpreting and translation services for the broader community. <p><i>Chief Executive Officer</i> <i>Executive Manager Governance and Communications</i></p> | | | |
| CO02.1 | <p>Improved Customer Responsiveness Some areas of Council have not adopted corporate standards and systems to ensure responsiveness and ability to track feedback provided. <i>Director Organisational Development</i> <i>Manager Customer Services</i></p> | Improved engagement and communication with target communities through the improvement and redevelopment of the Yarralink brochure. Yarralink brochure and essential fact sheets translated into top five languages and placed on Council's website. A dedicated site on Council's website for other languages. | 70% / 80% June 2008 | Fact sheet topics and languages have been selected. Writing of the fact sheets has commenced. The aim is to first develop a process for capturing all translated material produced across the organisation. In the interim translated brochures will be made available on the website. |
| CO02.2 | <p>Integrated Communication Strategy Adoption and implementation of the Integrated Communication Strategy with a focus on publications and electronic communication. Key projects this year include:</p> <ul style="list-style-type: none"> ■ Developing and implementing the corporate style guide, and ■ Auditing and reviewing the website and intranet content and structure of information. <p><i>Chief Executive Officer</i> <i>Executive Manager Governance and Communications</i></p> | Introduce customer services benchmarking to help understand and improve the experience of dealing with Yarra from the residents' perspective. | 20% / 50% June 2008 | Project brief will now be distributed late January with a view to commencing Benchmarking in the third quarter. |
| CO02.3 | | Improved quality, consistency and management of Council publications. Improved electronic and visual communications. Improved internal communications, and others, as defined in the strategy. | 60% / 60% June 2008 | Elements within the Corporate Style Manual are being progressively rolled out and include the new PowerPoint presentation template, staff badges and business cards. An intensive audit of the website has been completed and major updates have commenced in most sections. |

Yarra Council Plan 2007/11 Second Quarter Progress Report

Core Operations

| Ref | Major Strategies | This Year's Work (2007/08) <i>Project Sponsor Project Manager</i> | Anticipated Outcomes | % Complete Actual / Forecast Completion Date | Second Quarter Comments As at 31 December 2007 |
|--------|--|---|-----------------------------------|---|---|
| CO03 | Community Participation <ul style="list-style-type: none"> ▪ Adopt a community consultation and engagement approach that is committed to fair and open processes and increasing broader participation. | | | | |
| CO03.1 | Consultation Policy Implement year two actions of Council's Consultation Policy and action plan which includes: <ul style="list-style-type: none"> ▪ Consolidating the household panel and conducting surveys, analysing and using data, and providing feedback to panel and community; ▪ Continue to utilise information tents at community events (including infrastructure), coordination, investigate participatory budgeting and using new methods; ▪ Building internal consultation capacity of staff across the organisation. <i>Director Community Programs Manager Community Planning and Advocacy</i> | Policy provides a clear framework and action plan to improve the community consultation and engagement undertaken by the organisation. Ensure that consultation plans are developed at project initiation stage. Improvements to internal consultation processes to be facilitated through the Champions meetings, of which six are planned. Development opportunities are to be provided through training sessions and/or workshops. Conduct three to four Yarra Matters Panel surveys and provide feedback to internal and external customers on the panel data. | 50% / 50% <i>June 2008</i> | Yarra Matters survey completed October 2007. Census results analysed and new panel recruiting to begin early 2008. Continue to support officers across Council to develop consultation and engagement plans. Champions meetings continue. No information tents this quarter due to lack of suitable opportunities. Engagement at Carols by Candlelight replaced an Information Tent and based on previous year's experience of the focus of the community. New opportunities for activities linking to Neighbourhood Planning to be investigated in 2008. | |
| CO03.2 | Planning Permit Application Consultation Refine existing procedures and develop new procedures for consulting with the community about planning permit applications. <i>Director City Development, Manager Statutory Planning</i> | Higher rates of satisfaction amongst the community about planning consultation and processes. | 85% / 100% <i>March 2008</i> | New consultation processes trial is ongoing. | |
| CO04 | Financial Sustainability <ul style="list-style-type: none"> ▪ Ensure Council plans and manages resources' sustainability. | | | | |
| CO04.1 | Leisure Pricing Policy Review Finalise the pricing policy as it applies to the CALD, concession and senior market. This includes increased discounts and maintains the balance between services that are affordable to the culturally and linguistically diverse (CALD), disabled, low income earners and disengaged sections of the community while still making the facilities financially viable. <i>Director Asset Management Manager Leisure Services</i> | The new pricing schedule implemented from October 2007 offers a 50% on all memberships and most services at Leisure. Significant discount allows Leisure services to provide greater opportunities to a broader spectrum of the community. Increased integration of concession users into the broader community in 2007/2008. Increased participation from concession users. | 30% / 40% <i>February 2008</i> | Internal consultation is continuing to ascertain a price that is affordable and sustainable across all groups. Will be engaging external providers in consultation in January/February 2008. The action will be completed by June 2008 with further pricing review being undertaken as part of the 2008/09 budget process. | |
| CO04.2 | Long Term Financial Sustainability Ensuring the long term financial sustainability of Yarra. This includes: <ul style="list-style-type: none"> ▪ betterment levies and developer contribution plans (acknowledging that the latter | Development and implementation of a Financial Sustainability Plan for Council. Ten year financial plan that effectively models impact at a major program or | 30% / 40% <i>June 2008</i> | Draft 10 year financial plan issues reviewed with Councillors in December with a commitment to provide detailed information in March 2008. Financial sustainability definition | |

Yarra Council Plan 2007/11 Second Quarter Progress Report

Core Operations

| Ref | Major Strategies | This Year's Work (2007/08) <i>Project Sponsor Project Manager</i> | Anticipated Outcomes | % Complete Actual / Forecast Completion Date | Second Quarter Comments As at 31 December 2007 |
|-------------|---|---|--|--|---|
| | <p>process is considered impractical);</p> <ul style="list-style-type: none"> ■ fees and charges review; ■ operational cost review outcomes (Acumen Alliance); ■ financial sustainability review; ■ grants; and ■ rates reliance and income targets. <p>Review and implement the outcomes of the Acumen Alliance Report. Define what financial sustainability means for Yarra City Council. Undertake a cost reduction program through the 2008/09 budget development process. <i>Director Organisational Development Manager Finance</i></p> | <p>contract level over time. Maintain an active focus on cost control through monthly interviews with managers. Undertake a review of the 2004 Revenue Strategy and make recommendations through the 2008/09 budget process. Review financial systems and support for managers to ensure that they are receiving the best information possible to manage their business. Reduce financial reporting cycles to within 10 days of the end of the month. Establish forward cost containment targets for the organisation and negotiate these with Branch Managers.</p> | <p>also to be considered. Monthly cost control meetings with managers scheduled earlier each month to improve financial reporting cycles. Monthly procedures for general ledger reconciliations and control mechanisms under review.</p> | | |
| CO05 | <p>Cost Shifting</p> <ul style="list-style-type: none"> ■ Advocate against genuine cost shifting from Federal and State Governments for service and infrastructure provision. <p>Lobbying to redress impact of cost shifting</p> <p>Council will actively continue to lobby at every opportunity, via each of the Municipal Association of Victoria, the Victorian Local Governance Association and the Australian Local Government Association, to seek to redress the impact of cost shifting in both its direct and indirect forms. <i>Chief Executive Officer Executive Manager Governance and Communications</i></p> | <p>To achieve a formal agreement between all levels of Government that will include full consultation concerning funding programs, identify both direct and indirect cost-shifting outcomes and provide ongoing and adequate compensation in instances where a cost-shifting outcome occurs.</p> | <p>50% / 50% June 2008</p> | <p>Council makes submissions as and when an issue arises. No such submissions have been made during the reporting period.</p> | |
| CO05.2 | <p>Inner South Mayor's Group</p> <p>Council will actively refer relevant issues via the Inner South Mayor's Group, in order to gain maximum political support toward funding and advocacy campaigns. <i>Chief Executive Officer Executive Manager Governance and Communications</i></p> | <p>To maximise the political strength and negotiating power of the Inner South Metropolitan communities in the pursuit of all funding and advocacy campaigns.</p> | <p>50% / 50% June 2008</p> | <p>Some issues discussed by the Inner South Mayor's Group during the reporting period include:</p> <ul style="list-style-type: none"> ■ Inner City Entertainment Precincts, and ■ Sale of crown land for community purposes –action taken to develop a funding management paper. | |
| CO06 | <p>Alternate Revenue Generation</p> <ul style="list-style-type: none"> ■ Identify alternative forms to generate revenue from the public, private, developer and philanthropic sectors. <p>Alternate Revenue Generation</p> <p>Review of the 2004 Revenue Strategy to recommend alternative revenue generation opportunities to Council. Work with Branch Managers through the Council Planning process to investigate alternative revenue sources. <i>Director Organisational Development Manager Finance</i></p> | <p>Endorsed Council position on alternative revenue streams. Establishment and approval of five to ten year targets for revenue generation. A range of initiatives to be approved through the 2008/09 budget process.</p> | <p>The 2007/08 Budget process is due to commence in January 2008. Alternative revenue streams to be considered in conjunction with managers.</p> | | |
| CO06.1 | | <p>25% / 35% June 2008</p> | | | |

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| CO07 | <p>Service Delivery</p> <ul style="list-style-type: none"> Ensure Council is proactive, equitable and accountable to its statutory obligations in delivering services to the community. <p>Reform of Service System, Aged Care & Disability</p> <p>Continue to manage the complexity of State and Commonwealth Governments' reforms to services for older people and people living with a disability and work with other councils to advocate for simplification of the system to assist clients.</p> <p>Strengthen the role and commitment to the HACC Forum to provide a 'whole of Yarra' response to current and emerging service system issues.</p> <p>Highlight the impact of service system issues and how these reduce the value of support available to the community and at risk individuals.</p> <p><i>Director Community Programs Manager Aged and Disability Services</i></p> | <p>This Year's Work (2007/08) Project Sponsor Project Manager</p> | <p>Implementation of the New Assessment Framework and Electronic Referral System.</p> <p>Advocacy for improvements to streamline processes and improve access for residents.</p> <p>Conduct four HACC Forum meetings and utilise these to raise systemic issues across Yarra.</p> | <p>50% / 50% June 2008</p> | <p>Submission to Department of Human Services to be accredited as an Assessment Agency.</p> <p>Alliance discussions commenced with local Primary Care Partnership and Yarra Mental Health Network.</p> <p>HACC Forum conducted.</p> |
| CO07.2 | <p>Residential Care</p> <p>Advocate for an increase in the provision of inner city options for residential care by:</p> <ul style="list-style-type: none"> Working with the Department of Human Services LandBank via Fairer Victoria to identify and source land options. Advocating to the Federal Government for funding in recognition of the deficiency of services in Yarra and taking account of the cost of doing business in inner city areas. Investigating the HomeShare model (older home-owners share with young student by agreement providing mutual support) and its potential application within Yarra. <p><i>Director Community Programs Manager Aged and Disability Services</i></p> | | <p>Where opportunities arise, seek consideration of available land being considered / developed for residential care and promote options through Fairer Victoria.</p> <p>Use Status of Residential Care Report to inform 2007-08 submission as part of the Aged Care Funding Round (Federal Government).</p> <p>Investigate HomeShare model and present report to Council detailing options to introduce in Yarra.</p> | <p>10% / 10% June 2008</p> | <p>Discussion held with HomeShare to consider local / Yarra involvement.</p> <p>Richmond Town Hall precinct option (development site) under consideration.</p> |
| CO07.3 | <p>Targeting HACC Services</p> <p>Ensure that HACC services are reaching the homeless and other special needs, HACC-eligible residents with chronic and complex care requirements by addressing resource issues for flexible service delivery programs (e.g. RDNS HPP and the Way).</p> <p><i>Director Community Programs Manager Aged and Disability Services</i></p> | | <p>Establish service agreements with local agencies to provide access to mainstream HACC services through innovative service delivery models.</p> <p>Continue partnership arrangements with local agencies to improve access and advocate for needs of target group(s).</p> | <p>70% / 70% March 2008</p> | <p>RDNS HPP personal care worker due to commence under service agreement.</p> <p>BSL worker has commenced assessment services at Coolibah, under service agreement with Council.</p> |
| CO07.4 | <p>New Legislation</p> <p>Respond to new legislation which involves the provision of child protection services by Family Support Providers and become a partner in the Yarra Family Innovations Project. Council will receive a small amount of funding to support the Innovations</p> | | <p>Child First has been established and operating in the North East sub region. Council's Family Services Unit is working in collaboration with Child First and</p> | <p>40% / 40% June 2008</p> | <p>Local and regional intakes occur on a weekly and fortnightly basis with Child First.</p> |

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| Action Number | This Year's Work (2007/08) Project Sponsor Project Manager | | |
| CO07.5 | <p>Program. This project will assist to support vulnerable families and in particular families that are part of the Child Protection System.</p> <p>Work in partnership with the North East sub regional Family Service providers to respond to Child First referrals.</p> <p><i>Director Community Programs Manager Family and Children's Services</i></p> <p>Maternal and Child Health Care Service Standards</p> <p>New Maternal and Child Health Care standards are to be introduced by the Department of Human Services.</p> <p><i>Director Community Programs Manager Family and Children's Services</i></p> | <p>providing referrals as required and in accordance with the legislation.</p> <p>As part of the Innovations funding, Council has been able to increase the Family Services program to include an intake position and a part time Family Services Worker. The intake worker manages the intake service for council and works in collaboration with Child First.</p> <p>Standards supported and complied with.</p> <p>The release date of the new standards has not been established. Timelines will be developed following release of the new standards.</p> | <p>The Department of Education and Early Childhood Development will be implementing the standards from July 2008. Further information will be provided next year.</p> |
| CO07.6 | <p>KPI Project</p> <p>Review performance measures and indicators for all service delivery areas.</p> <p>Develop a Performance Measurement Framework, collect data and report.</p> <p><i>Director Organisational Development Director Organisational Development</i></p> | <p>New technology based KPI data collection and reporting process.</p> <p>Revised KPI framework linked to Council's strategic priorities.</p> <p>Two stage data collection and refinement process.</p> | <p>Work timetabled for second half of 2007/08 financial year to coincide with Branch Service Planning.</p> |
| CO08 | <p>Cost-Effective Service Objectives</p> <ul style="list-style-type: none"> ▪ Ensure Council services are delivered in a cost-effective manner. | | |
| CO08.1 | <p>Contracting of Human Services home care and delivered meals</p> <p>Determine future direction for service delivery due to current contracts expiring in early 2008.</p> <p><i>Director Community Programs Manager Aged and Disability Services</i></p> | <p>Complete future directions report and present options to Council.</p> <p>Implement new service model for home care and delivered meals services and complete tender process for part of home care services.</p> | <p>Invitation to tender process complete and Home Care tender evaluation is underway with report due in February 2008.</p> |
| CO08.2 | <p>Street Sweeping</p> <p>Review the street sweeping contract and continue the trial of the Brotherhood of St Laurence (BSL) mixed contracted and social enterprise model.</p> <p>Ensure full evaluation of comparative performance available for end 2007/08.</p> <p><i>Director Asset Management Manager Infrastructure</i></p> | <p>Obtain Council approval for street cleaning service delivery model. The new model will take into account the results from the BSL trial and other industry initiatives.</p> <p>Finalise street cleaning specification and request tenders to provide the outsourced part of the service.</p> <p>Appoint new employees to provide the in-house part of the service.</p> <p>Consideration is being given to the future BSL model to be extended across the municipality as a mix of in-house and BSL services for activities such as manual litter, herbicide spraying, autumn leaf collection and graffiti/bill poster removal.</p> | <p>Council approved the tenders for the street cleaning contract in October 2007. The service has been split between 2 contractors. The contractors will be supplemented by in-house crews who will concentrate on an enhanced manual litter collection.</p> <p>A review of the BSL service is underway with a view to it being incorporated into the in-house service.</p> |

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| CO08.3 | Open Space Specifications Develop new Arboricultural and Open Space Specifications and contracts (due for commencement 1 February 2008). Investigate opportunities for providing services in-house or developing local partnership opportunities with not-for-profit community organisations. <i>Director Asset Management Manager Environmental Services</i> | | New specifications and contracts for Arboriculture (Tree pruning, tree planting and establishment, tree root maintenance and tree pest and disease management). New specifications and contracts for Bushland maintenance. New Open Space Specifications and contracts. Complete review of options to deliver parts of open space maintenance by in-house (Council) team. | 90% / 90% April 2008 | Open Space Maintenance Services Contract was reported and endorsed by Council in December 2007. Arboricultural Services advertised December 2007. Report will be presented to Council March 2008. Bushland Services will be advertised January 2008. |
| CO08.4 | Delivered Meals Program - Regional Kitchen Facility Project Determine participation in the regional kitchen project, an inter-Council initiative to provide home delivered meals for councils. Lobby the State Government to support the project. Adopt and implement a new model for delivery of meals to residents. <i>Director Community Programs Manager Aged and Disability Services</i> | | Council decision and agreement to enter into Shareholder Agreement. Participation on Interim Board, Shareholder Committee and Working Party. Adjust current contract arrangements and work with HBCC and new production entity to establish meal supply. Implement new delivery model post February 2008. | 50% / 50% June 2008 | RFK Pty Ltd has now formed with Council as a partner/shareholder. Council decision has been made to extend current arrangement with Hobsons Bay Council till 30 June 2008 while transition to new arrangement occurs. |
| CO09 | Information Services <ul style="list-style-type: none"> ■ Improve the efficiency of information systems for business processes and information sharing. | | | | |
| CO09.1 | CITY (Connecting Information Technology in Yarra) Integration Project CITY project will review and integrate Yarra's core business software applications. This project will be run over a number of years. Phases to be undertaken this year are: Phase 1 <ul style="list-style-type: none"> ■ Discovery phase, what needs to be done and recommendation as to way forward Phase 2 <ul style="list-style-type: none"> ■ Quick wins in core systems, resolve some quick win integration issues, mapping of current state processes and development of future state, establishment of data standards and protocols and data cleansing Phase 3 <ul style="list-style-type: none"> ■ Address any remaining best-of-breed systems and finalise complex integration The following actions, CO09.2 to CO09.7, are related to the CITY project. <i>Director Organisational Development Head of Project Management Office</i> | Improved operating efficiency and better informed decision making through more effective and increased integration between core business software applications. Phase 1 <ul style="list-style-type: none"> ■ Executive brief outlining project scope and issues Phase 2 <ul style="list-style-type: none"> ■ Mapping of 10-15 core business processes, current and future ■ Corporate data standards ■ Employee kiosk ■ Resolve TRIM issues ■ Integration of Merit & Proclaim to TRIM Phase 3 <ul style="list-style-type: none"> ■ Review any major best-of-breed systems and upgrade/replace where warranted ■ Finalise complex integration | 25% / 25% June 2008 | Phase 1 (Feasibility) <ul style="list-style-type: none"> ■ Completed in Q2 and the project scope agreed. Phase 2 <ul style="list-style-type: none"> ■ Planning for the CITY Project is almost complete and the 1st draft of the Business Case has been reviewed. ■ One process (Community Amenity Enforcement) is currently being mapped and is approximately 17% complete. ■ Investigation into TRIM (documentation management system) upgrade has highlighted a considerable amount of work required for reconfiguration of TRIM before an upgrade can be done. ■ Agreement is still to be reached on internal resourcing of the project, particularly in the area of process mapping. ■ Estimated timeframe for Phase 2 is 18 months. Phase 3 <ul style="list-style-type: none"> ■ Contingent on Phase 2 completion. | |

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| CO09.2 | Property and Planning Data Project Improve data quality and work flow between our property and planning work areas. Establish a Project Control Group and implement action plan. <i>Director City Development Manager Information Services</i> | | Improved integration of property, records and complaint management systems. | 0% / 0% June 2008 | The Discovery phase of the CITY project identified that the business process mapping that will be completed during Phase 2 of CITY project will provide the roadmap for data and workflow. As a result, this work will be contingent on Phase 2 of the CITY project. |
| CO09.3 | Financial systems upgrade Develop and implement improved information systems, particularly enhance e-business capabilities in relation to supplier payments, invoice document imaging and financial systems upgrade. Continue the promotion of Electronic Funds Transfer (EFT) to suppliers. <i>Director Organisational Development Manager Finance</i> | | Review financial reporting capabilities to deliver better financial information to Managers. Extend EFT payment options for creditors and debtors. More timely and efficient processing of invoices. | 30% / 30% June 2008 | Consolidation of electronic invoice document imaging and distribution to authorisers. Continued promotion of EFT to suppliers. Other forms of payment for debtors under review. Financial system enhancement / upgrade to be considered with CITY project. |
| CO09.4 | Payroll systems upgrade Improve Human Resources and Payroll systems by upgrading HR/Payroll solution which includes the latest technology which has added functionality and accessibility for staff. <i>Director Organisational Development Manager Finance</i> | | Improved functionality and access for staff. | 50% / 50% June 2008 | Review and cleansing of payroll data initiated and reviewed by Payroll / HR Improvement Project. Payroll / HR system health check intended. |
| CO09.5 | Electronic Records Retrieval Convert hard copy key subdivision, planning, building, health and local law applications and approvals to electronic form. This project involves two phases: <ul style="list-style-type: none"> ▪ Conversion of all historical data in searchable electronic format ▪ All documents received and/or captured and stored electronically with ability to search <i>Director City Development Manager Information Services</i> | | Enable easy electronic retrieval of key/important information via workstations. | 5% / 50% March 2008 | This project has been deferred for the following reasons: <ul style="list-style-type: none"> ▪ Success of project is contingent on changes to current processes which will be reviewed as part of the CITY Project (See Action CO09.1), ▪ No funds allocated in this financial year, and ▪ No internal resources available to complete the work. |
| CO09.6 | Electronic lodgement of permit applications Provide for electronic lodgement of permit applications using the SPEAR network developed by DSE by continued implementation of electronic lodgement of subdivision applications process with a view to progressing to planning permit applications. <i>Director City Development Manager Statutory Planning</i> | | Successful processing of all subdivision applications lodged on-line. Increase in the number of subdivision applications lodged using SPEAR. Participation in Victorian government e-Planning initiatives, particularly concerning system integration. | 100% / 75% March 2008 | Subdivision approvals lodged via SPEAR are being processed electronically. |

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| CO09.7 | <p>Asset Management Project</p> <p>Provide technical project support to Stage Three of the Asset Management system upgrade - a significant corporate project – which will be completed over next two to three years.</p> <p>Establish a Project Management Framework.</p> <p>Tender evaluations conducted.</p> <p>Cleansing of data and input into database, initialisation of system including report development for Stage One input (Buildings, Fleet and Artwork).</p> <p><i>Director Asset Management</i> <i>Manager Assets</i></p> | <p>Installation and operation of a corporate Asset Management Information System which provides auditable control of Council assets and valuable information for the strategic planning and operation of assets.</p> | <p>Council has approved a preferred supplier and negotiations are taking place during December and January.</p> |
| CO09.8 | <p>IS Business Plan</p> <p>Prepare Information Services (IS) Business Plan covering strategies for the next 3-5 years.</p> <p><i>Director Organisational Development</i> <i>Manager Information Services</i></p> | <p>IS Business Plan adopted by Council.</p> | <p>Draft Plan created and presented to the Working Group.</p> <p>Feedback from Working Group to be incorporated and final draft to be presented to the IS Steering Committee and Executive Team for approval by the end of February.</p> |
| CO10 | <p>Human Resources</p> <ul style="list-style-type: none"> ▪ Ensure Council's workforce is skilled and has high job satisfaction. | | |
| CO10.1 | <p>Disability Employment</p> <p>Develop practical policies and procedures to provide a workplace that is more supportive of people with a disability, including conducting awareness and training sessions for staff.</p> <p>Improve current policies and procedures for recruitment, interviewing, advertising that reflect awareness and encourage applications.</p> <p>Improve capacity to review, adapt and improve access around work-places to ensure access for all staff.</p> <p><i>Director Organisational Development</i> <i>Manager People and Organisational Development</i></p> | <p>A workplace that is more supportive of people with a disability.</p> <p>Improved staff awareness of work-related disability issues.</p> | <p>The aim of increasing the number of applications from persons with a disability has been included in the Draft Recruitment and Selection Strategy.</p> <p>No actions "on the ground" have yet been determined.</p> |
| CO10.2 | <p>Organisational Development Strategy</p> <p>Develop an OD Strategy to ensure sustainability of the organisation.</p> <p>Key issues include:</p> <ul style="list-style-type: none"> ▪ Organisational Culture Inventory Survey ▪ Management and staff development. ▪ Linkages to planning hierarchy. <p><i>Director Organisational Development</i> <i>Manager People and Organisational Development</i></p> | <p>Increased workforce stability.</p> <p>Constructive, developmental organisational culture.</p> <p>Integrated OD strategic planning framework.</p> <p>Efficient and effective OD/HR business processes.</p> | <p>Overview of strategy framework completed.</p> <p>Workshops planned for Q3 to progress individual components of strategy.</p> |

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| CO10.3 | Administrative support Provide additional support to the Assets Branch by employing an Administration Officer. <i>Director Asset Management</i> <i>Director Asset Management</i> | | Responds to an identified need for additional resources within the Assets Branch and will result in improved customer service response at the Fitzroy Town Hall. Position to be advertised and an appointment made by December 2007. | 100% / 100% December 2007 | Position approved and appointment made effective 1 January 2008. |
| CO10.4 | Environmental Health Officers Support the training of Environmental Health Officers (EHO) by employing a student EHO. <i>Director City Development</i> <i>Manager Building and Regulatory Services</i> | | Improve Yarra's image as a preferred employer while increasing the interest in EHO as a career path. Student to be employed in January 2008. | 50% / 50% March 2008 | Universities have been contacted to engage a student in January 2008. Council waiting on response. |
| CO10.5 | Fitzroy Pool Customer Service Support the growth of the patronage at Fitzroy Swimming Pool by increasing reception staff. <i>Director Asset Management</i> <i>Manager Leisure Services</i> | | Improved customer service and efficiency at reception. Increased satisfaction of our patrons and member retention. | 100% / 50% November 2007 | Reception has been modified to allow for extra staff and roster is in place. |
| CO10.6 | Human Resources Improve the OD function. Develop internal strategies, processes and innovative approaches aimed at developing the organisations ability to respond to new and existing Council policies, projects, and initiatives. Organisational development – staff training and development, succession planning, reward and recognition, staff health and well-being initiatives and performance management. Corporate KPIs eg responsiveness, integrated communication, and consultation and engagement. <i>Director Organisational Development,</i> <i>Manager People and Organisational Development</i> | | Positive feedback on the function as contributing to Yarra operations. Establishment control system in place. Workforce plan developed and accepted. Development of Recruitment Strategy, Management Competency framework, OHS plan, Stress Management Pilot, and various policy reviews. Enterprise Agreement Number five in place. Yarra Stars (corporate KPIs) in place. Increased profile of OD staff in divisions. Good Industrial Relations environment. | 90% / 100% June 2008 | Anecdotal evidence of improved perception of OD function since commencement of new Manager People and Organisational Development. Establishment control system now in place and being refined. Workforce plan to be commenced in Q3. Recruitment Strategy drafted; Management Competency Framework to be commenced upon recruitment of Leadership and Development Coordinator (Q3); OHS Plan drafted; Stress Management Pilot completed. Other policies to be reviewed on priority basis. Enterprise Agreement No. 5 agreed and legislative checks underway. Corporate KPIs yet to be developed. Profile of OD being increased through feedback on Staff Cultural Survey (OCI). |

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| CO11 | <p>Risk Management</p> <ul style="list-style-type: none"> ▪ Adopt a whole of Council approach to minimise risk exposure. <p>Critical Incident Management Plan - Communications Plan</p> <p>Develop a critical incident management plan to complement existing Emergency Management Plan and Business Continuity Plan.</p> <p>Risk management is a key priority for Yarra and the development of a communications plan to support and resource our response will be a unit priority for 2007/08.</p> <p><i>Chief Executive Officer</i> <i>Executive Manager Governance and Communications</i></p> | Implementation of a crisis media kit which ensures the organisation communicates effectively with the community and media in a crisis situation. | 80% / 100% December 2007 | Work has commenced on this project and many of the elements for the kit have been developed, including emergency contact lists, templates, and procedures. Other communications priorities and media issues have delayed this project slightly. The kit will be checked and signed off early in the new year for distribution. |
| CO12 | <p>Sustaining Yarra</p> <ul style="list-style-type: none"> ▪ Incorporate the Sustaining Yarra Principles, listed below, into Council's corporate planning and decision making processes: <ul style="list-style-type: none"> ○ Cultural vitality ○ Protecting the environment ○ Economic vitality ○ Social equity <p>Research and Policy Development</p> <p>How do we know the 'state of community' in terms of needs, trends and issues? How is this information used to inform policy development and planning across Council? Develop improved understanding of local community through evidence-based, integrated policy and planning processes. This includes:-</p> <ul style="list-style-type: none"> ▪ Collation of information and data on neighbourhood basis including distribution of the 2006 Census results externally. ▪ Analysis and dissemination to inform policy development and service delivery ▪ Partnerships with universities to provide theoretical underpinning and latest research <p><i>Director Community Programs</i> <i>Manager Community Planning and Advocacy</i></p> <p>Sustainable Organisation</p> <p>Implement initiatives which improve the environmental and operational sustainability of Council, including:</p> <ul style="list-style-type: none"> ▪ Developing 'green' meeting systems, such as, use of conference calls instead of driving to other town halls. ▪ Examining the implementation of a shuttle bus between Town Halls for staff for essential meetings. ▪ Enhancing consideration of 'environmental implications' in all decision processes | <p>A Snapshot of Yarra is produced and made available via the net and intranet including 2006 census analysis.</p> <p>ID Profile completed for new census data.</p> <p>Relationship with University clarified.</p> <p>MOU to guide partnerships and projects has been developed for use by officers.</p> | 50% / 50% June 2008 | Draft Snapshot produced and presented to Executive and Councillors. Revised paper to be made public. Community profile updated to include Census 2006 data. Social Atlas to be updated in early 2008 and Population Forecasts in second half 2008. As previously reported, the Research and Policy Network will develop some principles around relationships with Universities for early 2008. |
| CO12.2 | <p>Sustainable Organisation</p> <p>Implement initiatives which improve the environmental and operational sustainability of Council, including:</p> <ul style="list-style-type: none"> ▪ Developing 'green' meeting systems, such as, use of conference calls instead of driving to other town halls. ▪ Examining the implementation of a shuttle bus between Town Halls for staff for essential meetings. ▪ Enhancing consideration of 'environmental implications' in all decision processes | <p>Enhanced reporting to Council through consideration of social, economic, cultural and environmental implications in Council reports.</p> <p>Definition of financial sustainability and translation of this into a ten year strategic resource plan for Council.</p> <p>Development and implementation of a strategic framework for the Organisational Development Division to guide continuous improvement of processes and</p> | 40% / 40% June 2008 | CITY Project initiated and initial process mapping commenced. Systems environment has been stabilised and 15 priority processes identified. Ten Year Financial model updated with 2007/08 budget data and key contract and employee increases incorporated. New "finer grain" model to be developed by the end of the year. |

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| | in Council. <i>Director Organisational Development Director Organisational Development</i> | systems. Initiation of systems integration project (CITY) and development of strategic targets and milestones. | Background to previous Financial Sustainability definition being sourced. This work will be concluded in early 2008. |
| CO13 | Urban Planning <ul style="list-style-type: none"> ▪ Improve the effectiveness and efficiency of urban planning processes and outcomes. Streamlining the Planning Permit Process | | |
| CO13.1 | Work with the Department of Sustainability and Environment on planning system reform to deliver more timely planning application decisions and better use of local government resources. Work on internal processes and procedures to improve service delivery and turnaround times. Outstanding actions in the 'Internal Audit Report' will be completed. Streamlining of planning permits to facilitate timelier processing and reporting. Continue to implement refinements to the Yarra planning system. <i>Director City Development Manager Statutory Planning</i> | Full implementation of a fast-track approvals system. Development of a suite of public information brochures and check lists. Improved web content to assist the public in applying for permits. Increased technological capabilities, particularly "Proclaim". | A fast track planner has been operational for the last quarter. Information sheets and brochures are close to being published. Ongoing implementation of the 9 point program targeted for early next year including further improvements to proclaim. Continued work with MAV and continued participation in the review of planning reform. |

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PEOPLE, COMMUNITIES AND NEIGHBOURHOODS – Strategic Objectives

- Improved quality of life for the socially disadvantaged and excluded members of the community
- Commitment to Wurundjeri reconciliation and Aboriginal social justice
- Acknowledgement of Yarra's different suburbs and neighbourhoods' needs
- A healthy, connected and active community, which has access to a range of quality recreation and sporting places, spaces and activities
- An inclusive, tolerant, supportive and involved community

People, Communities and Neighbourhoods

| Ref | Major Strategies | Anticipated Outcomes | % Complete Actual / Forecast Completion Date | Second Quarter Comments As at 31 December 2007 |
|---------|---|--|--|--|
| PCN01 | <p>Young People</p> <ul style="list-style-type: none"> ▪ Strengthen youth services and focus on youth participation and meeting the needs of disadvantaged young people in Yarra. <p>Youth Support Generalist Worker</p> <p>Employ a Youth Support Generalist Worker to support young people, particularly those from emerging communities.</p> <p>Review the Youth Policy and Action Plan and plan for future services for young people and families.</p> <p><i>Director Community Programs Manager Family and Children's Services</i></p> | <p>Responds to needs identified by local youth agencies and youth services by providing support for young people.</p> <p>This is a Council funded new initiative.</p> | <p>30% / 30%</p> <p>June 2008</p> | <p>Recruitment was successful and the new incumbent commenced in this position early November 2007.</p> <p>Role definition to occur in line with the development of a new Youth Action Plan commencing in 2008.</p> |
| PCN02 | <p>Families and Children</p> <ul style="list-style-type: none"> ▪ Improve access to and integration of family and children's services for families with children aged 0-12 years. <p>Fee Assistance Program</p> <p>Improve the affordability of Council managed child care services through continued implementation of our fee assistance program.</p> <p><i>Director Community Programs Manager Family and Children's Services</i></p> <p>Ready for school</p> <p>Ready for school is a new program designed to support families that are vulnerable and/or experiencing difficulties.</p> <p>Consultation will be undertaken with schools, kindergartens and child care providers.</p> <p><i>Director Community Programs Manager Family and Children's Services</i></p> | <p>Through the Family Services Unit, provide fee relief for families who otherwise would not be able to access child care and vacation care programs.</p> <p>Continued support for family empowerment and community connectedness. Children assisted to have regular attendance at childcare, kindergarten and school during early developmental years.</p> <p>Practical support provided to families experiencing parenting, social and financial difficulties.</p> <p>Supportive intervention and skill development.</p> <p>Links developed with families, schools, community groups and services.</p> | <p>40% / 40%</p> <p>June 2008</p> | <p>Program will be highly utilised over the December/January period for the vacation care program.</p> <p>Fee relief has been provided to families who require access to child care, through the Family Support Unit.</p> <p>Project brief is being developed. Work will commence in Feb 2008.</p> |
| PCN02.1 | | | | |
| PCN02.2 | | | | |

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| Ref | Major Strategies | Anticipated Outcomes | Second Quarter Comments As at 31 December 2007 |
| Action Number | This Year's Work (2007/08) <i>Project Sponsor</i> <i>Project Manager</i> | | |
| PCN03 | <p>Neighbourhood Houses</p> <ul style="list-style-type: none"> ▪ Maintain a strong commitment to Yarra neighbourhood houses. <p>Neighbourhood Houses</p> <p>Complete the development of a Memorandum of Understanding and Strategic Plan between Council and the nine Neighbourhood Houses in Yarra.</p> <p>Deliver funding to the houses in line with current agreements.</p> <p><i>Director Community Programs</i> <i>Manager Community Planning and Advocacy</i></p> | <p>A MOU and Strategic Plan that:</p> <ul style="list-style-type: none"> ▪ is agreed and endorsed by Council ▪ provides a clear and shared basis to work in partnership with the Neighbourhood Houses ▪ provides greater clarity of roles and more effective use of the opportunities to work together. | <p>The fifth workshop was held at the end of November to develop the draft MOU and Strategic Plan. The MOU is near completion and the Strategic Plan is still under development.</p> <p>House coordinators, representatives from Management Committees and Council staff have participated in the development of the MOU and Strategic Plan.</p> <p>There has been a delay due to the Community Planner position being vacant.</p> <p>A report will be presented to Council in the March 2008 cycle.</p> <p>Supported submission to DPCD for a portable building located at Belgium Avenue Neighbourhood House.</p> |
| PCN04 | <p>Aboriginal Social Justice and Wurundjeri Reconciliation</p> <ul style="list-style-type: none"> ▪ Support Wurundjeri Reconciliation and Aboriginal social justice. <p>Aboriginal Partnerships Plan (APP)</p> <p>Continued implementation of the APP.</p> <ol style="list-style-type: none"> 1. Support access to mainstream services by Aboriginal and Torres Strait Islanders in Yarra. 2. Continue to work on improving health and well being of Aboriginal community in Smith Street by working to increase co-ordination of services. 3. Play a key role in supporting the Outreach Project in Smith Street funded by State government. 4. Seek to improve physical amenity of Smith St and surrounds – in particular Stanley Smith corner. 5. Continue to implement the Yarra Aboriginal Partnerships Plan. <p><i>Director Community Programs</i> <i>Manager Community Planning and Advocacy</i></p> | <p>1.1 Access to mainstream services improved through training, communication and outreach.</p> <p>1.2 Collaboration with local organisations to coordinate service delivery has occurred through network meetings.</p> <p>2. Street People Committee convened, increased links with NJC, link with YDHF and other key stakeholders.</p> <p>3. Project completed and documented. Stronger partnership with VAHS and other local organisation achieved.</p> <p>4. Street furniture and bins replaced. Undertaken a community engagement process funding application made through budget process for work in 2007-08 year.</p> <p>5. New AP Planner recruited and supported to settle into the position. Actions in the Plan completed according to Year three priorities.</p> | <p>80% / 80%</p> <p>April 2008</p> |
| PCN04.1 | | | <p>50% / 50%</p> <p>June 2008</p> <p>New Aboriginal Partnerships Planner commenced in October following the position being vacant for two months.</p> <p>Plaques project commemorating special locations along the 'Dirty Mile' has begun.</p> <p>Consultation with Indigenous groups, key people and businesses on Gertrude Street has taken place.</p> <p>Planning permits for erection of plaques are to be lodged soon.</p> |

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| Ref | Major Strategies | Anticipated Outcomes | Second Quarter Comments As at 31 December 2007 |
| Action Number | This Year's Work (2007/08) <i>Project Sponsor</i> <i>Project Manager</i> | | |
| PCN05 | <p>Older People</p> <ul style="list-style-type: none"> ▪ Increase opportunities for older people to participate in community life. <p>Targeting Mainstream Services</p> <p>Improve access to HACC services for emerging older residents from Vietnamese / Chinese backgrounds.</p> <p>Improve our translating and interpreting program and develop an Aged and Disability Services Branch policy on language services.</p> <p>Advocate to the State and Federal Government for additional resources for providing services to the Culturally and Linguistically Diverse (CALD) older people in Yarra and investigate incentives for attracting multilingual staff.</p> <p><i>Director Community Programs</i> <i>Manager Aged and Disability Services</i></p> | <p>Continue awareness and information program with local G.P.'s health agencies and community groups.</p> <p>Develop appropriate resources to assist with communication of messages.</p> <p>Adopt Languages Services Policy and implement across HACC services.</p> | |
| PCN05.1 | | | <p>Promotion and awareness with twelve Vietnamese speaking General Practitioners completed and cultural specific poster developed / launched.</p> <p>Community Forum (110 attendees) held on 6 December to report back to / from community and evaluation report due to Council in early 2008.</p> |
| PCN05.2 | <p>Positive Ageing Strategy & Action Plan</p> <p>Implement the first year of the Positive Ageing Strategy and Action Plan which will include advocacy, improving existing assets and completing a community transport review.</p> <p><i>Director Community Programs</i> <i>Manager Aged and Disability Services</i></p> | | <p>75% / 50% <i>June 2008</i></p> |
| PCN05.3 | <p>Healthy Ageing</p> <p>Provide a broad range of recreation and sporting opportunities for older people in Yarra in partnership with local health providers.</p> <p>Liaise with Aged & Disability Branch in identifying joint service initiatives.</p> <p>Investigate external funding opportunities.</p> <p><i>Director Asset Management</i> <i>Manager Leisure Services</i></p> | <p>Older Persons Wisdom Group formed.</p> <p>Additional grants provided to CALD groups to encourage diversity within programs.</p> <p>Input provided into re-development of Council facilities to support access and suitable spaces / places for older people to participate.</p> <p>Community Transport review completed (including community consultation) and action plan adopted by Council.</p> | <p>35% / 50% <i>June 2008</i></p> |
| | | | <p>Positive Ageing Strategy and Plan launched along with mural at Collingwood Seniors Centre.</p> <p>Community Transport Review is 60% complete with consultation and research finalised. Draft policy and action plan is now underway.</p> |
| | | | <p>Extra classes have been added to the living longer stronger program.</p> <p>Discussions have commenced with aged and disability around transport logistics and the use of Council buses and the voucher system.</p> <p>Further analysis of the current leisure membership database will be undertaken during the third quarter to evaluate aged use against population.</p> |
| | | | <p>40% / 40% <i>June 2008</i></p> |

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| Ref | Major Strategies | Anticipated Outcomes | % Complete Actual / Forecast Completion Date |
| Action Number | This Year's Work (2007/08) <i>Project Sponsor Project Manager</i> | | Second Quarter Comments As at 31 December 2007 |
| PCN06 | Neighbourhood Planning <ul style="list-style-type: none"> Assess and address the community's social and physical infrastructure needs at a neighbourhood level. | | |
| PCN06.1 | Lourdes Redevelopment Progress the Expression of Interest process for the development of an integrated children's hub on the Lourdes site in Abbotsford. <i>Director Organisational Development Manager Family and Children's Services</i> | Selective expression of interest proceeding with two parties. Report to Council on outcomes due in October 2007. Further report in early 2008 will include a clear development plan for site. | 50% / 60% June 2008 Work with Consortium proceeding. Report confirmed for March 2008. |
| PCN06.2 | Children's Hub – Atherton Gardens Pursue the creation of a Family and Children's Hub in the Atherton Gardens Housing Estate in Fitzroy. <i>Director Community Programs Manager Family and Children's Services</i> | Hub proposal developed by a partnership of service providers in response to foreshadowed losses of services in the area and needs of disadvantaged and emerging new communities in Fitzroy. A working group of local service providers has been established to oversee the development of the hub and consultation process with providers. | 40% / 40% June 2008 Project Reference Group (representatives from Office of Housing, Hub Partnership group, residents and officers from DHS, DVC and other key stakeholders) continue to meet with a focus on site selection and building concepts, hub service plan priorities and strategic and statutory planning matters. |
| PCN06.3 | Sustainable Community Develop and implement initiatives to promote sustainability in terms of service delivery and design including: <ul style="list-style-type: none"> Pursuing creative partnerships with the State Government Providing better access for the community to all buildings including Yarra's Town Halls and local businesses Encouraging people to live, work and play within their local area Increasing access to services without need for a car (disperse services not centralise). Promoting the use of car sharing schemes. Promoting the introduction of an accessible vehicle into local car sharing schemes. <i>Director Asset Management Manager Environmental Services</i> | A community map identifying improved local sustainability across Yarra's neighbourhoods, showing as many services as possible are within walking distance for residents. Continue to provide information regarding a healthy, active and connected community Increased awareness and access to flexi cars across the city. Increased opportunities to engage the local business and commercial sector with the local community with information regarding the economic, environmental and health benefits of being a part of the "local" Yarra Community | 30% / 30% June 2008 A draft version of the Physical Activity Plan will be presented to council in April 2008, and will guide the development of future projects for encouraging connectivity in the local community. Current projects promoting local community networks: <ul style="list-style-type: none"> The 3 towers event held in September 2007 promoted social and physical interaction amongst public housing tenants A "walk and talk" map for Fitzroy (centred around Atherton Gardens) will be available in March 2008 to trial its effectiveness as a means of connecting local residents to services and groups (developed in partnership with North Yarra Community Health). The potential to introduce an accessible vehicle into the local car sharing scheme will be discussed with the operators. |
| PCN06.4 | Community Empowerment, Community Grants and Giving Continued focus on improvement of Community Grants program and promotion of Yarra Gives to support community based agencies. <i>Director Community Programs Manager Community Planning and Advocacy</i> | Community Empowerment programs delivered in March – May 2008. | 60% / 60% June 2008 Community panels assessed the grants following assessment by Council officers. Grants report, for endorsement by Council, was presented in November. |

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| Action Number | This Year's Work (2007/08) <i>Project Sponsor</i> <i>Project Manager</i> | | |
| PCN07 | <p>Health and Wellbeing</p> <ul style="list-style-type: none"> ▪ Undertake a holistic approach to health and wellbeing issues. <p>Municipal Public Health Plan</p> <p>Support health and wellbeing and address health inequalities in Yarra through the implementation of Year Three MPPHP actions. Priority issues being addressed are:</p> <ul style="list-style-type: none"> ▪ Women's health, ▪ Mental health, ▪ Food security, and ▪ Maintaining a healthy weight by developing partnerships with external agencies, community education and conducting research and evaluation. <p><i>Director Community Programs</i> <i>Manager Community Planning and Advocacy</i></p> | | <p>Further evaluation undertaken and will be fed into the Grants Program of 2008.</p> <p>Notification of successful and unsuccessful grant recipients has occurred and funding agreements have been sent out.</p> <p>Preparation has begun for the community empowerment governance sessions.</p> <p>Special promotion for Yarra Gives during Giving Week in the first week of December 2007.</p> |
| PCN07.1 | <p>Gambling</p> <p>Using a cross-organisational approach, develop a Responsible Gambling Policy</p> <p>Explore holding a regular gambling forum, engaging with the community and venues about the harmful effects of gambling, and participating in a local government gambling study.</p> <p>Participate in the Local Government Working Group on Gambling.</p> <p><i>Director Community Programs</i> <i>Manager Community Planning and Advocacy</i></p> | <p>Successful delivery of MPPHP objectives including:</p> <ul style="list-style-type: none"> ▪ Community education and increased awareness of the identified priority health issues. ▪ Increased opportunities for community participation, social interaction and access to programs for target groups. <p>A draft policy position for Council developed and community feedback sought.</p> | <p>New Health Planner implementing 2007-08 MPPHP Action Plan including the following:</p> <ul style="list-style-type: none"> ▪ Prevention of violence against women ▪ Food security ▪ Heat Wave strategy submission to DHS ▪ Workforce development on walkability |
| PCN07.2 | <p>Healthy and Active Community</p> <p>Promote the importance of maintaining a healthy weight and educate the community on the increased onset of Type Two Diabetes by increasing the accessibility of leisure facilities and offering specific training programs in a group environment, together with nutritional advice and support.</p> | <p>Leisure Services plays a very important role in facilitating a community that is healthy and active.</p> <p>The development of specific training programs for those in the community at risk of health issues that educate participants to make lifestyle changes and improve</p> | <p>Planning and research continues.</p> <p>Scoping of a Yarra approach to Gambling challenges and issues to be undertaken in early 2008.</p> |
| PCN07.3 | | | |

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| Action Number | This Year's Work (2007/08) <i>Project Sponsor</i> <i>Project Manager</i> | Second Quarter Comments As at 31 December 2007 | |
| | <p>Healthy weight for children and increasing accessibility of Leisure Facilities for children.</p> <p>Investigate the potential for an outreach program to primary schools.</p> <p>Investigate partnership opportunities with the Blue Earth Foundation.</p> <p><i>Director Asset Management</i> <i>Manager Leisure Services</i></p> | <p>their overall health.</p> <p>The fostering of partnerships with schools, families and community groups, tailoring programs to their special needs.</p> <p>Increased participation from patrons at risk of health issues.</p> | |
| PCN08 | <p>Recreation</p> <ul style="list-style-type: none"> ▪ Increase opportunities to access recreational and environmental services, facilities and spaces. <p>Physical Activity, Sport and Recreation</p> <p>Complete the Yarra Sports Plan.</p> <p>Seek funding from Sport and Recreation Victoria to develop programs and services.</p> <p>Promote existing physical activity and sporting opportunities and networks.</p> <p>Develop and implement new physical activity programs, services and assets across many Council units.</p> <p><i>Director Asset Management</i> <i>Manager Leisure Services</i></p> | | |
| PCN08.1 | <p>Improved awareness and importance of physical activity, sport and recreational activities.</p> <p>Increased awareness of physical activity opportunities for all of Yarra</p> <p>Improved health and well being of the community.</p> <p>Creation of data and information about the activities and sports that the Yarra community participate in.</p> <p>New physical activity opportunities are identified and trialled across the City.</p> | <p>The Yarra Sports Plan will be presented to the February Council meeting for adoption.</p> <p>Applications have been lodged with Sport and Recreation Victoria under the Community Facilities Fund for the following projects:</p> <ul style="list-style-type: none"> ▪ Constructing a new sports pavilion at the Alfred Crescent Oval, Edinburgh Gardens. ▪ Construction of synthetic bowling green at Alphington Bowls Club, ▪ Construction of three synthetic courts at Fitzroy Tennis Club, and ▪ Installation of sports training lights at George Knott Athletics Track. <p>Council has been successful in obtaining a grant of \$306,000 for the Alfred Crescent Pavilion.</p> <p>Promotion of physical activity, sport and recreation opportunities in Yarra continues to occur through the website and the Active Yarra Guide. The latest edition was expanded and included tips for increasing physical activity and interviews with active local residents.</p> | <p>95% / 90%</p> <p>December 2007</p> |
| PCN08.2 | <p>Accessible Leisure Programs</p> <p>Extend niche programs at Yarra Leisure centres for the CALD community.</p> <p>Structured programs similar to Living Longer Living Stronger, with interpreter support.</p> <p>A stepped program with reduced support and increased fee structure. Investigate funding opportunities.</p> <p><i>Director Asset Management</i> <i>Manager Leisure Services</i></p> | <p>Responds to increasing demand from the CALD community to participate in programs at the Leisure centres.</p> <p>Integration of CALD groups into the broader community participating at the Leisure centres.</p> <p>Provide increased opportunities for people with a disability in the community.</p> | <p>30% / 30%</p> <p>June 2008</p> |

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| Action Number | This Year's Work (2007/08) Project Sponsor Project Manager | % Complete Actual / Forecast Completion Date | |
| PCN08.3 | <p>Indoor Sport Centre</p> <p>Continue business planning and site evaluation for the development of an indoor sports centre on the former Gas and Fuel Site on the corner of Alexandra Parade and Smith Street.</p> <p>Links to BF09.3 North Fitzroy Gasworks Precinct Urban Design Framework.</p> <p><i>Director Asset Management Manager Leisure Services</i></p> | <p>Responds to the increasing demand for an indoor sports facility in the municipality.</p> <p>Will provide significant opportunities for a large percentage of the community who participate in both group and individual sports related activities.</p> | <p>Discussions are pending with a number of sporting associations and other interested parties.</p> <p>Continue to develop database of interested parties. Some initial work has been undertaken on operational model.</p> |
| PCN08.4 | <p>Collingwood Leisure Centre</p> <p>Progress Stage One (Aquatic) redevelopment of the Collingwood Leisure Centre.</p> <p><i>Director Asset Management Manager Leisure Services</i></p> | <p>Increased participation within the community.</p> <p>Ability to increase aquatics programs such as swimming lessons that are limited in the existing conditions. The stage one redevelopment will see the opportunity to introduce many new classes for all sectors of the community.</p> | <p>Report going to Council in the February 2008 cycle in relation to building's footprint and layout.</p> |
| PCN08.5 | <p>Women Making Waves</p> <p>Support the Multicultural Policy Statement by providing a diverse range of programs aimed at attracting solely female participants particularly those of CALD backgrounds to Collingwood Leisure Centre on Saturdays evenings.</p> <p><i>Director Asset Management Manager Leisure Services</i></p> | <p>Increased participation from women with an emphasis on promoting the program to those of CALD backgrounds.</p> | <p>The program is running smoothly however we need to elicit more regular patronage from all the participants.</p> <p>Yarra Leisure, in consultation with the Communications Unit, is working on a new marketing plan, including the design of new brochures and planning advertising campaigns in local newspapers and other publications.</p> |
| PCN09 | <p>Community Safety</p> <ul style="list-style-type: none"> ▪ Work towards fostering greater community connectedness and tolerance using a collaborative approach. ▪ Support a safe, clean and welcoming environment. <p>Drug Action Plan</p> <p>In partnership with the Yarra Drug and Health Forum:</p> <ul style="list-style-type: none"> ▪ Continue to monitor emerging drug trends and impacts ▪ Community education and awareness-raising with a particular focus on indigenous and newly arrived communities, local businesses and public housing residents. <p><i>Director Community Programs Manager Community Planning and Advocacy</i></p> | <p>Reduce the harms associated with legal and illegal drug use.</p> | <p>New Community Safety officer commenced in November 2007. Reviewing Safer Yarra Plan actions with a focus on alcohol management strategies.</p> <p>Local Safety Committee re-established as a partnership between Victoria Police and Council.</p> <p>Meeting planned with new EO at Yarra Drug and Health Forum in early 2008 to discuss current status of actions in the Drug Action Plan.</p> <p>Syringe Management tender awarded to North Yarra Community Health (Council's current service provider) for the next two years.</p> |
| PCN09.1 | | | <p>50% / 50%</p> <p>June 2008</p> |

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| Action Number | This Year's Work (2007/08) <i>Project Sponsor</i> <i>Project Manager</i> | | |
| PCN10 | <p>People living with a disability</p> <ul style="list-style-type: none"> ▪ Enhance access and inclusion to all aspects of community life for people with disabilities and their carers. <p>Disability Services for Families</p> <p>Undertake a study to assess gaps and mapping of available Council and other services / support for children with additional needs.</p> <p>Review options to improve access and develop action plan to</p> <ul style="list-style-type: none"> Survey parents and families to gauge what gaps exist in support services. Integrate the findings to recommend modifications to existing Council support services or the development of new programs across Disability and Family and Children's Services. <p><i>Director Community Programs</i> <i>Manager Aged and Disability Services</i></p> | <p>Carry out a study to identify and respond to a known under-utilisation of respite services through Council.</p> <p>Establish a Reference group (including consumer representatives) to support development of an action plan.</p> <p>Community consultation process involves broad range of consumers, agencies and service providers in identifying key issues.</p> <p>Action Plan adopted to improve access.</p> | <p>30% / 50% <i>June 2008</i></p> <p>A Consultant has been appointed to undertake the work and commenced consultation with the Reference Group.</p> |
| PCN11 | <p>Libraries</p> <ul style="list-style-type: none"> ▪ Strengthen the role of the Yarra Libraries to ensure greater usage and access. <p>Integration of Yarra Libraries</p> <p>Continue the integration of Yarra Libraries into core Council business.</p> <p><i>Director Community Programs</i> <i>Manager Cultural and Library Services</i></p> | <p>Yarra Libraries is established as a unit in the Cultural and Library Services branch.</p> <p>Yarra Libraries has a high level of recognition as a Council service by Council staff.</p> <p>Cross-council projects and programs are developed.</p> | <p>50% / 50% <i>June 2008</i></p> <p>Integration of the service into Council continues on track.</p> <p>A broad cross-section of Council staff have participated in the Yarra Libraries Strategic Plan consultations which has raised the profile of the service amongst staff and business units.</p> |
| PCN11.2 | <p>North Fitzroy Library</p> <p>Second stage development of community hub for the North Fitzroy neighbourhood.</p> <p>Commence consultation on the site and design for the re-development of the North Fitzroy Library.</p> <p><i>Director Community Programs</i> <i>Manager Cultural and Library Services</i></p> | <p>The redevelopment responds to social infrastructure requirements such as International House, M&CH and community meeting facilities.</p> <p>A site and in-principal design is adopted by council.</p> <p>Second year priorities are detailed design, tendering and first stage construction.</p> <p>A capital budget bid has been submitted for the redevelopment of the North Fitzroy Library over a three year period.</p> | <p>40% / 50% <i>June 2008</i></p> <p>Property identification component of the feasibility has been completed based on previous resolutions of Council. Final feasibility and options to be presented to Council for decision on site in March 2008.</p> |
| PCN11.3 | <p>Library Management System</p> <p>Implement the new Library Management System.</p> <p><i>Director Community Programs</i> <i>Manager Cultural and Library Services</i></p> | <p>Library Management System (LMS) is implemented within timelines and budget with minimal disruption to service.</p> | <p>95% / 100% <i>December 2007</i></p> <p>The LMS "went live" on 14th December with the week following allocated to resolving any start up issues.</p> <p>The interruption to borrowing services while the new system and catalogue was being implemented has meant some lag time into the third quarter for completion.</p> |

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| Action Number | This Year's Work (2007/08) Project Sponsor Project Manager | % Complete Actual / Forecast Completion Date | |
| PCN11.4 | Strategic Plan 2008-2012 Develop the Yarra Libraries Strategic Plan 2008-2012. <i>Director Community Programs Manager Cultural and Library Services</i> | Council's consultation policy and procedures are utilised to develop a Strategic Plan that responds to the current and future needs of the Yarra community within the broader national and international context of library development. The plan is adopted by Council. | The Strategic Plan is on schedule with the environmental audit and consultations completed during this period. Library staff, branch staff, councillors, patrons and special interest groups have been involved in consultations. The plan is currently in draft with the vision, goals and objectives completed. |
| PCN12 | Friends of Baucau ▪ Continue Council's commitment to facilitating community-to-community links with the Baucau District in East Timor. | | |
| PCN12.1 | Friends of Baucau Raise funds for the capacity building work in East Timor. Implement Year Three of the FoB Strategic Plan. Strengthen partnerships both locally with other Councils and in East Timor. Commence planning for refurbishment of the second building in Baucau using donations for this purpose. <i>Director Community Programs Manager Community Planning and Advocacy</i> | Successful fundraising events held. Key actions achieved in the Strategic Plan in readiness for the evaluation and development of a new plan. Meet with other Friendship Councils and link this to the development of the Friendship Commission in East Timor. Commence plans for the second building in partnership with architects and the community in Baucau. | Successful meeting with the Friends of Bagia (the Stonnington group). Coffee stall conducted at Council's annual Carol's Night including FoB and staff volunteers FoB project worker visited Baucau in Nov/Dec 2007. |

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BUILT FORM, LANDUSE AND TRANSPORT – Strategic Objectives

- Prioritisation of sustainable transport modes (walking, cycling, public transport), and reduced private vehicle travel
- Planned and managed growth to make a positive contribution to the preferred character, heritage and liveability of our neighbourhoods
- A built environment that is accessible for people of all ages and abilities
- A safe, clean and welcoming environment that facilitates increased levels of activity, interaction and a reduced risk of harm

Built Form, Land Use and Transport

| Ref | Major Strategies | Anticipated Outcomes | % Complete Actual / Forecast Completion Date | Second Quarter Comments 31 December 2007 |
|---------------|---|--|---|--|
| Action Number | This Year's Work (2007/08) <i>Project Sponsor</i> <i>Project Manager</i> | | | |
| BF01 | Pedestrian Strategy <ul style="list-style-type: none"> ▪ Improve pedestrian amenity and encourage walking. | | | |
| BF01.1 | Encouraging and Increasing Walking Strategy Continue implementation of the Encouraging and Increasing Walking Strategy and action plan taking a cross organisational approach. Carry out pedestrian improvement works in Otter Street. <i>Director City Development</i> <i>Manager Strategic Transport and Parking</i> | Reduced barriers to walking and improved facilities to encourage and increase walking in different groups within City of Yarra. Improved access to facilities specifically for people with disabilities. Greater awareness from developers re importance of sustainable transport. | 50% / 50% June 2008 | Further discussions re Otter Street treatments which will now be incorporated in the Smith Street Structure Plan traffic analysis. Held a staff forum 'Yarra Walks' with international walking expert Rodney Tolley and a staff panel in December. This forum was a joint initiative with Yarra's Health Planner and builds on the EIWS work and the Deakin Healthy Cities project. |
| BF01.2 | IMAP Implementation Continue to work with the Cities of Melbourne, Port Phillip and Stonnington on the implementation of the Inner Melbourne Action Plan Green Light Pedestrian Crossing Program to enhance the conditions for pedestrians at traffic lights, identify additional sites for "zebra crossings" and the Pedestrian and Public Transport wayfinding signage project. <i>Director City Development</i> <i>Manager Strategic Transport and Parking</i> | Adoption of the recommendations of the Greenlight Project and Pedestrian Signage Project by the Inner Melbourne Action Plan Committee. | 50% / 50% June 2008 | The IMAP Greenlight Final report has been received and a budget bid for signal changes has been made. Further discussions have been had by the working group to finalise the IMAP Inner Melbourne Wayfinding Signage project. Some small detail is being revised – it is expected that the Final Report will be ready at the end of December. |
| BF02 | Sustainable Transport <ul style="list-style-type: none"> ▪ Increase the choice and quality of sustainable transport modes and infrastructure. | | | |
| BF02.1 | Strategic Transport Statement Continue to implement programs and initiatives in line with Council's Strategic Transport Statement. Advocate for improved public transport through the Metropolitan Transport Forum and Municipal Association of Victoria. Advocate for Yarra specific projects including the Clifton Hill Interchange, and trains and stations along Hoddle Street corridor and Richmond Station environs. | Raising awareness with Yarra's residents, businesses and schools to focus on links between transport, environment and health. Increase use of sustainable transport options, as a first choice, for appropriate trips. | 50% / 50% June 2008 | Second Yarra Ride to Work Day at Victoria Street near Victoria Gardens attracted over 300 cyclists and significant sponsorship from local businesses. 12 Walk to Work Day events were held across Yarra at strategic locations in October 2007. Hard copies of the p4me2 petition in support of the Doncaster rail have been distributed to all Yarra libraries, |

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Built Form, Land Use and Transport

| Major Strategies | | Anticipated Outcomes | % Complete Actual / Forecast Completion Date | Second Quarter Comments 31 December 2007 |
|------------------|---|--|--|---|
| Ref | This Year's Work (2007/08) <i>Project Sponsor Project Manager</i> | | | |
| Action Number | | | | |
| | Work with core Yarra businesses to implement green travel plans. Incorporate a sustainable transport module in Council's Sustainable Schools education program implemented across six primary schools each year. Promote a high profile walk to work day event in addition to a ride to work day event in conjunction with Victoria Gardens and local businesses. <i>Director City Development Manager Strategic Transport and Parking</i> | | | Town Halls and Neighbourhood Houses. Yarra's Environmental Education Trailer is being trialled at Solutions to Climate Change December 2007. |
| BF02.2 | Community Walks Program Develop a Walk and Talk program for community walks based on historical, Aboriginal, sensory, industrial and environmental themes. <i>Director City Development Manager Strategic Transport and Parking</i> | Increased walking activity coupled with increased knowledge of the local area, its heritage and its economic, environmental and social fabric. | 75% / 100% December 2007 | Holden Street Neighbourhood house walks have proved very successful and have included an audit of streets walked which will be processed through the appropriate Council departments. |
| BF03 | Road system and parking ▪ Responsibly manage road infrastructure with a focus on ensuring safe and convenient movement through the city for all modes of transport with priority given to walking, cycling and public transport. | | | |
| BF03.1 | Parking Strategy Develop a Parking Strategy to guide planning over the next three to five years. <i>Director City Development Manager Strategic Transport and Parking</i> | Strategic foresight workshops conducted with staff and Councillors to discuss the complexity of parking in Yarra. These workshops will: <ul style="list-style-type: none"> ▪ identify what is within our authority to do something about ▪ what we can advocate for ▪ assist in developing a vision and ultimately a Parking Management Plan. | 20% / 100% June 2008 | The results of the workshop held in September will be used to inform the development of a draft Parking Strategy which will be presented to a Councillor Briefing by June 2008. |
| BF03.2 | Infrastructure Protection Protect Council road and parking assets from works undertaken by third parties such as developers and service authorities. Review service delivery model for this function to optimise resources. <i>Director Asset Management Manager Infrastructure</i> | Council road assets are maintained or reinstated by developers, utilities or any party undertaking works on or adjacent to road reserves. Apply specific asset protection/reinstatement conditions on Town Planning permits. Create mechanism and triggers to identify the requirement of asset protection and subsequent validation of completed works. | 40% / 10% June 2008 | Staff have settled into their roles within the realigned organisational structure. Further review of the role of asset protection will be undertaken in 2008 with the relevant areas. |
| BF03.3 | Road Management Plan (RMP) Undertake consultation with the community to test service levels contained in the Road management Plan. Undertake consultation with the community as part of the updating of the Road Management Plan due for Council adoption in November 2008. <i>Director Asset Management Manager Infrastructure</i> | Levels of service for the road infrastructure provide the basis for the life cycle management strategies and works programs documented in the Road Management Plan. They support the Council's strategic goals and are based on community expectations and statutory requirements. This project will test council's current levels of service through consultation with residents and recommend any changes identified during the consultation process. | 20% / 10% June 2008 | Preliminary data collection and scoping of changes required to the RMP is underway. |

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| Major Strategies | | | |
|------------------|--|--|---|
| Ref | This Year's Work (2007/08) <i>Project Sponsor Project Manager</i> | Anticipated Outcomes | % Complete Actual / Forecast Completion Date |
| BF03.4 | Road Management Legislative Authority Advocate with other Councils and the Municipal Association of Victoria (MAV) for Council authority to enforce turn bans and speed limits. <i>Director Asset Management Manager Infrastructure</i> | An agreement with other Councils to pursue this matter with MAV and the State Government. | 50% / 50% <i>June 2008</i> |
| BF04 | Housing Affordability ▪ Increase the number and range of affordable and appropriate housing options for those with specific needs. | | |
| BF04.1 | Inner Regional Housing Statement Continue to work with the Cities of Melbourne, Port Phillip, and Stonnington to implement actions of the Inner Regional Housing Statement in relation to affordability. <i>Director City Development Manager Strategic and Economic Planning</i> | Progress in the implementation of affordable housing initiatives through implementation of recommendations of the Inner Regional Housing Statement relevant to affordable housing. | 50% / 50% <i>June 2008</i> |
| BF04.2 | Affordable Housing Implement a coordinated approach to the growing issue of affordable housing and housing affordability. Participate in regional initiatives such as Inner Regional Housing Statement (BF04.1) and the Inner Melbourne Action Plan BF09.1. Develop a Memorandum of Understanding with Yarra Community Housing and Melbourne Affordable Housing to improve affordability options. Undertake a concept development for affordable housing 239 Brunswick Street in partnership with Community Housing Provider. <i>Director City Development Manager Strategic and Economic Planning</i> | Progress in the implementation of affordable housing initiatives through implementation of recommendations of the Inner Regional Housing Statement and Inner Melbourne Action Plan relevant to affordable housing. | 50% / 50% <i>June 2008</i> |
| BF05 | Housing Growth ▪ Protect established residential neighbourhoods. | | |
| BF05.1 | ▪ No 2007/08 actions. | | |
| BF06 | Community Access ▪ Improve access for people with limited mobility to all aspects of community life. | | |
| | | | Second Quarter Comments 31 December 2007 |
| | | | This issue is the subject of discussions at the MAV/VicRoads Liaison Committee. |
| | | | The Inner Region was the first to complete its housing statement. Except for the affordable housing initiative, which is proceeding under the IMAP banner, the implementation of the IRHS has been put on hold while the other regions progress to the same stage. Actions being pursued via IMAP processes and a project with the Office of Housing regarding affordability benchmarking. |
| | | | Further work to be done regarding a proposed Affordable Housing Overlay for the Inner Melbourne Region including advice on the demand or need for affordable housing up to and including key worker requirements in order to identify a justifiable target for affordable housing in the Inner Region. Council at its December meeting recommended progression of affordable housing development at 239 Brunswick Street to next stage. Monitor implications of new Federal ALP government including development of a National Affordable Housing Agreement involving all tiers of government, housing sector and NGOs. |

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Built Form, Land Use and Transport

| Built Form, Land Use and Transport | | | |
|------------------------------------|---|---|---|
| Ref | Major Strategies | Anticipated Outcomes | Second Quarter Comments 31 December 2007 |
| Action Number | This Year's Work (2007/08) <i>Project Sponsor</i> <i>Project Manager</i> | | % Complete Actual / Forecast Completion Date |
| BF06.1 | <p>Accessible Buildings</p> <p>Continue our commitment to upgrade all Council buildings to ensure that maintenance and redevelopment designs incorporate accessibility as a key priority.</p> <p>Continue to advocate to the State Government for the incorporation of accessible buildings legislation in the Victoria Planning Provisions.</p> <p>Include access provisions in the Municipal Strategic Statement and develop and implement accessibility guidelines for planning and building assessments.</p> <p>Support work of DAC, VCOSS and other networks to argue case for change.</p> <p>Ensure linkages with Aged & Disability Services / Strategic Planning / Statutory Planning / Disability Advisory Committee in terms of review functions.</p> <p><i>Director Asset Management</i> <i>Manager Assets</i></p> | <p>All buildings will meet the legislative requirements for accessibility as a minimum and provide accessible buildings for our community. Timing will be in accordance with capital works program.</p> <p>A new Local Policy - Accessible Buildings Policy has been exhibited as part of Amendment C84 to the Yarra Planning Scheme.</p> <p>Professional support provided as necessary.</p> <p>Strong links exist between the various units in support of accessible buildings in Yarra.</p> | <p>Projects are in the design phase in accordance with the capital works program.</p> <p>35% / 35% June 2008</p> |
| BF06.2 | <p>Public Toilet Strategy</p> <p>Implementation and preparation of a toilet strategy to upgrade Council public toilet facilities.</p> <p><i>Director Asset Management,</i> <i>Manager Assets</i></p> | <p>An adopted public toilet strategy.</p> | <p>Stakeholder review taking place and will be completed early in the new year.</p> <p>95% / 100% December 2007</p> <p>Presentation to Council in April 2008.</p> |
| BF07 | <p>Amenity Impact</p> <ul style="list-style-type: none"> ▪ Manage amenity expectations for different uses and locations across Yarra. | | |
| BF07.1 | <p>Minimise disturbance to residents</p> <p>Being an inner city area with many entertainment venues and nightlife areas, disturbance to residents needs to be minimised. Council will continue to:</p> <ul style="list-style-type: none"> ▪ Work together with other agencies towards implementing the Inner City Entertainment Precinct Taskforce (ICEPT) recommendations. ▪ Work in partnership with Victoria Police regarding public behaviour issues. ▪ Enforce planning permit and liquor license provisions. ▪ Improve processes regarding enforcement to improve compliance. <p><i>Director City Development</i> <i>Manager Building and Regulatory Services</i></p> | <p>On going issue to ensure the amenity of the area is not detrimentally affected while allowing for business to prosper and the diversity of Yarra to flourish.</p> <p>Responds to the recommendations of ICPT in partnership with Department of Justice and other councils in developing Management Plans for public and patron behaviour in relation to licensed premises.</p> | <p>New process introduced to address music noise and patron behaviour is working well from Council's perspective. A close relationship with the police needs to be maintained.</p> <p>A restructure of the Community Amenity Unit is currently underway. This will deliver a stronger focus and new direction for the unit in obtaining compliance more expeditiously and efficiently, thereby improving our customer service.</p> <p>50% / 50% June 2008</p> |
| BF08 | <p>Land Use Mix</p> <ul style="list-style-type: none"> ▪ Retain an appropriate mix of land uses across Yarra. | | |
| BF08.1 | <p>No 2007/08 actions.</p> | | |

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Built Form, Land Use and Transport

| Built Form, Land Use and Transport | | Second Quarter Comments 31 December 2007 | |
|------------------------------------|--|--|--|
| Ref | Major Strategies | Anticipated Outcomes | % Complete Actual / Forecast Completion Date |
| Action Number | This Year's Work (2007/08) <i>Project Sponsor</i> <i>Project Manager</i> | | |
| BF09 | Built Form ▪ Planning and developing the built environment to meet the future needs of the community. | | |
| BF09.1 | Structure Plan – Victoria Street Prepare a draft structure plan for public exhibition and consultation. <i>Director City Development</i> <i>Manager Strategic and Economic Planning</i> | Public consultation in relation to a draft Victoria Street Structure Plan. | 30% / 50% June 2008 |
| BF09.2 | Structure Plan – Smith Street Prepare a draft structure plan for public exhibition and consultation. <i>Director City Development</i> <i>Manager Strategic and Economic Planning</i> | Public consultation in relation to a draft Smith Street Structure Plan. | 30% / 50% June 2008 |
| BF09.3 | North Fitzroy Gasworks Precinct Urban Design Framework Finalise draft Urban Design Framework for the former Gas and Fuel Site, in consultation with the Victorian Government's Department of Treasury and Finance. Links with Indoor Sports Facility project at PCN08.3. <i>Director City Development</i> <i>Manager Strategic and Economic Planning</i> | Adoption of a North Fitzroy Gasworks Precinct Urban Design Framework for the purpose of guiding discussions with the State Government in relation to future development of the site. | 50% / 50% June 2008 |
| BF09.4 | Urban Design Strategy Commence the preparation of an urban design strategy and related changes to the Yarra Planning Scheme. <i>Director City Development</i> <i>Manager Strategic and Economic Planning</i> | Identification of issues that are not adequately addressed in the Yarra Planning Scheme. Identification of principles and means of consultation. | 25% / 50% June 2008 |
| BF09.5 | Heritage Gaps Study Undertake a Heritage Gaps Study to identify and protect heritage sites in Yarra. <i>Director City Development</i> <i>Manager Strategic and Economic Planning</i> | Consultation in relation to the recommendations of the Heritage Gaps Study. | 50% / 50% June 2008 |
| BF09.6 | Open Space Strategy Implement the 4.5 flat rate Open Space Contribution for all new residential developments in Yarra as per key recommendation in the 2006 Open Space Strategy. | Documentation and creation of a more accurate and accountable system and process for the collection and expenditure of Open Space Contributions. | 60% / 75% June 2008 |

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Built Form, Land Use and Transport

| Major Strategies | | | |
|------------------|--|--|--|
| Ref | Major Strategies | Anticipated Outcomes | Second Quarter Comments 31 December 2007 |
| Action Number | This Year's Work (2007/08) <i>Project Sponsor</i> <i>Project Manager</i> | | |
| | Incorporate new rate into overall planning scheme. Development of system to capture the collection of contributions. Ensure the nexus between collection and expenditure through the development of process to allocate funds against proposed and recommended works. This will include the purchase of land in identified areas. <i>Director Asset Management</i> <i>Manager Environmental Services</i> | Need to establish Councillor and Officer working group to oversee allocation and expenditure of Open Space Contributions. Provide Annual Report to Council on performance against Open Space Strategy recommendations and actions. Include Open Space Strategy recommendation in Open Space Asset Management Plans. | presented to Council December 2007. The terms of reference for an officer working group developed December 2007. The officer working group to convene January/ February 2008. Key recommendations from YOSS have been placed as bids for future Capital Works funding, in particular the purchase of new land. |
| BF09.7 | Sustainable Buildings Promote the development of sustainable buildings within Yarra which includes the use of alternate energy sources. <i>Director Asset Management</i> <i>Manager Assets</i> | All building designs will consider the use of sustainability principles and alternative energy and incorporate them wherever cost effective and practicable. Incorporating sustainability principles may increase the initial construction costs but will decrease the whole of life costs. Timing will be in accordance with the capital works program. | Projects are in the design phase in accordance with the capital works program. |
| BF09.8 | Richmond Town Hall Precinct Redevelopment Develop a business plan for the Richmond Town Hall precinct and engage with the State Government regarding key land parcels. Urban Design Framework to guide the future refurbishment of the precinct. <i>Chief Executive Officer</i> <i>Director City Development</i> | Urban Design Framework to guide the future refurbishment of the precinct. Development of a Business Plan. | Discussions with Richmond Bowling Club Executive and Ward Councillors has occurred assessing options for relocation. Four Options have been reduced to two with draft concepts to be prepared for further discussions Business Plan not yet commenced as Council decision on Office Accommodation is a prerequisite. |
| BF09.9 | Collingwood Town Hall Precinct Redevelopment Investigate options for refurbishment, land use or development scenarios. <i>Chief Executive Officer</i> <i>Director City Development</i> | Formulate land use and development options once city accommodation matter is determined. | Major Projects Officer to progress following service delivery options and needs analysis for office accommodation. Consultants commissioned. |
| BF09.10 | Victoria Park Masterplan Continue implementation of the Victoria Park Masterplan, specifically rehabilitation of the site and opening up the ground to the community. <i>Director Asset Management</i> <i>Director Asset Management</i> | Completion of works to the Social Club to permit occupation of this building by the Building Display Centre by 31 December 2007. Application submitted to Heritage Victoria for implementation of the Master Plan by 30 November 2007. Ryder Stand seating reinstated and Stand open for use by 31 March 2008. | Installation of air conditioning system almost completed. Additional works required to services within the building still to be undertaken. Application has been submitted to Heritage Victoria. Work continuing on Ryder Stand and anticipated to be |

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Built Form, Land Use and Transport

| Major Strategies | | | |
|------------------|--|---|---|
| Ref | This Year's Work (2007/08) <i>Project Sponsor</i> <i>Project Manager</i> | Anticipated Outcomes | % Complete Actual / Forecast Completion Date |
| | | Two rows of Seating on the terraces around the oval reinstated by June 2008. | completed in January 2008. Work has commenced on reinstating terrace seating but was stopped whilst filming for the Pacific movie was underway. |
| BF09.11 | Burnley Depot Site Conduct an expression of interest (EOI) process to assess interest in the sale or redevelopment of the Burnley Depot to inform Council asset management planning. <i>Director Asset Management</i> <i>Director Asset Management</i> | Councillor Briefing held by December 2007 in relation to the EOI process. Report presented to Council on outcome of EOI process by April 2008. | 0% / 25% April 2008 The EPA has advised Council that a sub-regional strategy will be developed to manage any contamination in the area. An environmental audit will be undertaken on the site to ensure that the same level of investigation is undertaken on this site as has been undertaken on two adjacent sites. This work will be completed by 31 March 2008 which will delay the commencement of the EOI process. |

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CULTURE, CELEBRATION AND TRADITION – Strategic Objectives

- A leading place for diverse and vibrant arts, cultures and communities
- A City in which culture and arts can be readily accessed and experienced
- A place where the contribution of culturally diverse communities who make this City their home is celebrated and supported
- A strengthened and enriched local culture through a greater understanding of Aboriginal people, culture, traditions and history

Culture, Celebration and Tradition

| Ref | Major Strategies | Anticipated Outcomes | % Complete Actual / Forecast Completion Date | Second Quarter Comments As at 31 December 2007 |
|---------------|---|--|--|---|
| Action Number | This Year's Work (2007/08) <i>Project Sponsor</i> <i>Project Manager</i> | | | |
| CCT01 | Arts & Culture <ul style="list-style-type: none"> ▪ Celebrate and support Yarra's diverse cultures and communities. | | | |
| CCT01.1 | <p>Arts Plan Year Three</p> <p>Develop the Communications Strategy for Arts and Cultural Services. (Action 5)</p> <p>Implement the arts audit into the all of Council approach to a centralised database.</p> <p>Reduce the 'cost of doing business' for not-for-profit orgs. (Action 19)</p> <p>Strategic management of Council's facilities and access to them by the community. (Actions 20, 21 & 22)</p> <p>Launch the on-line A-Z resource which will assist anyone undertaking events in Yarra. (Action 35)</p> <p><i>Director Community Programs</i> <i>Manager Cultural and Library Services</i></p> | <p>Completion of a framework for promoting arts and cultural activity and communicating with our diverse arts and cultural community.</p> <p>Collaborating with Economic Development and Information Services to implement the database which will include arts and cultural contacts.</p> <p>Continue to manage Council's relationship with its seven arts and cultural tenants. Promote these organisations and encourage local collaborations.</p> <p>Continue to support other arts activities in Council venues, including the subsidised use and the Napier Studios programs.</p> <p>Successful launch of the kit and access by the community.</p> | <p>50% / 50%</p> <p>June 2008</p> | <p>Projects progressing well.</p> <p>Communications Strategy has been put on hold while a key staff member completes an extended Acting Coordinator role.</p> <p>Arts Audit – the Economic Development database development has captured a significant number of arts related businesses and this will be added to in the second stage of promoting the database.</p> <p>Council facilities – Staff continue to work with tenants to promote their programs. A project in 2008 will be to develop creative partner signage for each venue. A review of the tenant's agreements has resulted in improved processes for monitoring annual reports from the tenants. Napier Studios has produced an additional outcome through the billboard art project. A report to council on the CSA is scheduled for February 2008.</p> <p>A-Z kit – awaiting final project work from Communications.</p> |
| CCT02 | Culturally diverse communities <ul style="list-style-type: none"> ▪ Provide support for culturally diverse communities living in Yarra with a focus on disadvantaged communities. | | | |
| CCT02.1 | <p>Aboriginal Culture / Smith Street</p> <p>Acknowledge, celebrate and build awareness of Aboriginal culture in particular in Smith and Gertrude Streets by:</p> <ul style="list-style-type: none"> ▪ Developing a signage project to acknowledge the traditional owners of our land, and ▪ Exploring future options for increasing recognition of the Wurundjeri people. <p><i>Director Community Programs</i> <i>Manager Community Planning and Advocacy</i></p> | <p>Plaques produced and erected.</p> <p>Brochure of history produced.</p> <p>Wurundjeri Council invited to a dinner meeting with Councillors.</p> | <p>50% / 50%</p> <p>May 2008</p> | <p>Traders meeting held at Dante's with around 10 businesses attending. Very positive feedback received about the project.</p> <p>The project officer and the Aboriginal Partnerships planner are now working to gain planning permits, business approval and City of Melbourne approval for a plaque in Exhibition Gardens.</p> <p>Heritage consultants have also been consulted.</p> <p>December AAG held at the new premises of the Wurundjeri Council – Abbotsford Convent.</p> |

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Culture, Celebration and Tradition

| Culture, Celebration and Tradition | | | |
|------------------------------------|--|--|--|
| Ref | Major Strategies | Anticipated Outcomes | Second Quarter Comments As at 31 December 2007 |
| Action Number | This Year's Work (2007/08) Project Sponsor Project Manager | % Complete Actual / Forecast Completion Date | |
| CCT02.2 | <p>Multicultural Policy Statement</p> <p>Ongoing implementation of the Multicultural Policy Statement and Action Plan 2004-2006, to support and promote cultural and linguistic diversity in Yarra by:</p> <ul style="list-style-type: none"> ▪ Providing ongoing coordination of settlement services at a local level, ▪ Advocating to State and Federal Government on settlement issues and funding needs, ▪ Celebrating Refugee Week, and ▪ Implementing staff skills and development program. <p>Commence review of the policy and plan.</p> <p><i>Director Community Programs</i> <i>Manager Community Planning and Advocacy</i></p> | <p>Increased coordination of settlement services.</p> <p>Successful Refugee Week event held.</p> <p>Cross cultural training program completed for staff at Council.</p> | <p>New Community Planner – Multicultural Affairs commenced in November following a vacancy of nearly three months.</p> <p>A planning day was held for the Yarra Settlement Forum in November. An action plan for 2008 is to be developed out of the planning day.</p> <p>Advocacy on behalf of Sudanese and other African groups and around recurrent funding to ethnic broadcasting.</p> <p>Presented report to Council in the December cycle regarding Council signing UNESCO's coalition of cities against racism.</p> <p>Cross-cultural training program for 2008 has been developed and approved in partnership with Organisational Development. It will begin in February 2008.</p> <p>YarraLink brochure is being developed in partnership with the communications unit. Intended to be launched at Council's annual cultural diversity week celebration in March 2008.</p> |
| CCT03 | <p>Visitor Attractions</p> <ul style="list-style-type: none"> ▪ Promote City of Yarra as a visitor destination. | | |
| CCT03.1 | <p>Tourism Action Plan</p> <p>Implementation of Year 2 actions of the Tourism Action Plan to achieve its stated objectives:</p> <ul style="list-style-type: none"> ▪ Establishment of effective partnerships, ▪ Building a knowledge base of the City of Yarra's tourism assets, and ▪ Active co-operative promotion of the City of Yarra's tourism assets. <p><i>Director City Development</i> <i>Manager Strategic and Economic Planning</i></p> | <p>Partnerships program developed to facilitate relationships with key stakeholders and business in the municipality.</p> <p>Continued collaboration on the Destination Melbourne Marketing Partnership.</p> | <p>Partnership developed with Grid maps to prepare tourist maps for all of Yarra's major activity centres.</p> <p>Continuing work with Destination Melbourne Marketing Partnership.</p> <p>Participation in IMAP tourism project in collaboration with inner Melbourne councils to promote the inner Melbourne region.</p> |

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LOCAL ECONOMY AND BUSINESS DEVELOPMENT – Strategic Objectives

- A strong and creative local economy that provides a climate for business and employment growth
- Diverse and distinct activity centres, which retain and enhance their commercial and cultural role at a local and regional level
- A City in which community organisations and arts and cultural practitioners and venues are sustained

Local Economy and Business Development

| Ref | Major Strategies | This Year's Work (2007/08) <i>Project Sponsor Project Manager</i> | Anticipated Outcomes | % Complete Actual / Forecast Completion Date | Second Quarter Comments As at 31 December 2007 |
|---------|--|--|---|--|---|
| LEB01 | Economic Development ▪ Support growth in local businesses and facilitate links within Yarra and the broader economic environment. | | | | |
| LEB01.1 | Economic Development Strategy 2007/11 Undertake consultation in relation to the draft Economic Development Strategy and finalisation of Strategy. <i>Director City Development Manager Strategic and Economic Planning</i> | | An adopted Economic Development Strategy which: <ul style="list-style-type: none"> ▪ Provides a framework, vision and strategic principles, programs and projects for Council for the next four years ▪ Advances the City's economy ▪ Meets the needs of the business community, institutions and residents | 25% / 50% <i>June 2008</i> | Due to other priorities, work on the Economic Development Strategy has been postponed. Work to date includes the preparation of the draft background report and completion of key site interviews. It is anticipated that work will recommence in the second half of the year. |
| LEB01.2 | Business Communications Strategy Develop and implement a business communications program to promote targeted services to benefit the business community, and help businesses maximise their promotional and growth opportunities. <i>Director City Development Manager Strategic and Economic Planning</i> | | Key elements of a Business Communications Strategy in place, including: <ul style="list-style-type: none"> ▪ An e-business newsletter ▪ New business introduction kit ▪ Local media advertorials ▪ A renewed business website | 50% / 50% <i>June 2008</i> | As previously reported, Melbourne Leader quarter page monthly advertorials and advertising in My Turf each month have implemented. |
| LEB01.3 | Business and Community Database Develop an on-line business database that provides information about businesses and community groups in Yarra, and serves as an effective communication tool between Council, businesses and community groups. <i>Director City Development Manager Strategic and Economic Planning</i> | | An on-line database which includes: <ul style="list-style-type: none"> ▪ Business Directory ▪ Extensive communications functionality ▪ Training, networking and events program including online booking and payment functionality ▪ Reporting functionality ▪ Online registration and maintenance functionality ▪ Online marketing tool | 50% / 50% <i>June 2008</i> | Work on the introduction of business database has been progressed. |
| LEB01.4 | Event, Networking and Training Program Implement event, networking and training programs to maximise coordination with existing festivals and events and grants funding streams. <i>Director City Development Manager Strategic and Economic Planning</i> | | A calendar of business events, training programs and networking opportunities for 2008. | 60% / 50% <i>June 2008</i> | Calendar to be released by January 2008. |

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Local Economy and Business Development

| Local Economy and Business Development | | | |
|--|--|--|---|
| Ref | Major Strategies | Anticipated Outcomes | Second Quarter Comments As at 31 December 2007 |
| Action Number | This Year's Work (2007/08) Project Sponsor Project Manager | % Complete Actual / Forecast Completion Date | |
| LEB02 | <p>Local Employment</p> <ul style="list-style-type: none"> Investigate training opportunities and incentives to promote local employment. <p>Employment for Young People</p> <p>Offer meaningful and accessible pathways to employment and training and focus on providing trainee placements within Council. Establish targets for placements in 2007/08. <i>Director Community Programs Manager Family and Children's Services</i></p> <p>Employment for Emerging Communities</p> <p>Advocate and source resources from State and Federal Government to provide English classes, childcare and employment pathways. <i>Director Community Programs Manager Family and Children's Services</i></p> | Youth Services will continue to support trainees located in Council. Discussion with Apprenticeships Plus will continue to ensure trainees may potentially be provided in the future. | Mentoring and support to existing trainees continues within Council. |
| LEB02.1 | | 30% / 20% June 2008 | |
| LEB02.2 | | 40% / 40% June 2008 | Application has been submitted to the Department of Immigration to support the Belonging In Australia Project. Awaiting response expected February 2008. |
| LEB03 | <p>Activity Centres</p> <ul style="list-style-type: none"> Support the distinct and diverse character of Activity Centres. <p>Bridge Road Special Charge Scheme Review</p> <p>Assist with the implementation of the Bridge Road Main Street Special Charge Scheme, in accordance with the Local Government Act. <i>Director City Development Manager Strategic and Economic Planning</i></p> <p>Smith Street Special Charge Scheme Implementation</p> <p>Support Business on Smith Street in the establishment of a special charge scheme for marketing and promotional purposes. <i>Director City Development Manager Strategic and Economic Planning</i></p> <p>Retail Shopping Street Streetscapes Strategic Program Development</p> <p>In consultation with Assets Division and Strategic Planning, review Council's approach to streetscape development and how best to improve public domain outcomes. <i>Director City Development Manager Strategic and Economic Planning</i></p> | Declaration of a special charge for Bridge Road Major Activity Centre. | Final business plan has been submitted. Legal advice has been engaged to initiate the implementation process. |
| LEB03.1 | | 25% / 75% June 2008 | |
| LEB03.2 | | 50% / 50% June 2008 | Draft Business Plan has been submitted for consideration. |
| LEB03.3 | | 25% / 25% June 2008 | Detailed design has been completed for Smith Street. It is proposed to create a calendar of priorities for future designs for other business/commercial precincts. This will then be included in future operational and Capital programs and budgets. |

Yarra Council Plan 2007/11 Second Quarter Progress Report

Local Economy and Business Development

| Local Economy and Business Development | | | |
|--|---|--|---|
| Ref | Major Strategies | Anticipated Outcomes | % Complete Actual / Forecast Completion Date |
| Action Number | This Year's Work (2007/08) <i>Project Sponsor</i> <i>Project Manager</i> | | Second Quarter Comments As at 31 December 2007 |
| LEB03.4 | Retail Shopping Strip Promotion Review and, if required, replace the existing Christmas Banner and Retail Banner programs with appropriate promotional infrastructure and activities. <i>Director City Development</i> <i>Manager Strategic and Economic Planning</i> | A recommended approach to retail shopping strip promotion, in the absence of a viable banner program, and a program of implementation. | 25% / 25% June 2008 Celebrating the Festive Season program was implemented. Activities included: <ul style="list-style-type: none"> ▪ Choirs singing carols in the street, Christmas performers, and local entertainers in Yarra's 12 main shopping strips. ▪ A best dressed Christmas window competition for local businesses with prizes. ▪ Council officers in Santa hats on the streets handing out Yarra Leisure passes and other goodies and volunteering their time to assist the Brotherhood of St Laurence Christmas wrapping service on Brunswick Street. |

Yarra Council Plan 2007/11 Second Quarter Progress Report

ENVIRONMENT AND PUBLIC SPACE – Strategic Objectives

- A public domain that encourages 'civic pride' in the community
- High quality and expanded open space network that meets the recreational, sporting, cultural, ecological and health needs of the community
- Appropriately managed and protected indigenous sites
- A City of leading environmental performance

Environment and Public Space

| Ref | Major Strategies | Anticipated Outcomes | % Complete Actual / Forecast Completion Date | Second Quarter Comments As at 31 December 2007 |
|---------------|---|---|--|--|
| Action Number | This Year's Work (2007/08) <i>Project Sponsor Project Manager</i> | | | |
| EPS01 | Public Space / Civic Pride <ul style="list-style-type: none"> ▪ Work towards improving Yarra's public domain to facilitate greater activity and enjoyment. | | | |
| EPS01.1 | Public Behaviour on Smith Street Work with the local community to improve the look and feel of Smith Street and advocate for support from the State Government to do so. <i>Director Community Programs Manager Community Planning and Advocacy</i> | Appropriate and well targeted funding achieved to support the Aboriginal community in Smith Street. Close working relationships with community and Aboriginal organisations developed. | 50% / 50% <i>June 2008</i> | A letter of proposal for an integrated service system for Smith Street has been received. Negotiations with State Government to continue in the 2008. Street furniture in Smith and Stanley Streets has been replaced and moved in line with CEPTED (Crime Prevention Through Environmental Design) principles. Liaison with Neighbourhood Justice Centre and the Police Aboriginal Community Liaison Officer continues. |
| EPS01.2 | Safe Taxi Rank Identify and implement Safe Taxi Ranks within Yarra. <i>Director City Development Manager Building and Regulatory Services</i> | Responds to a recommendation of the Inner City Entertainment Precinct Taskforce, a partnership between the Department of Justice, Victoria Police, the Taxi Directorate and Council. | 85% / 100% <i>December 2007</i> | Ranks have been in operation since mid December. Currently waiting on totems, which provide information to passengers, to be installed before the ranks are complete. |
| EPS01.3 | Tobacco Act Legislative Changes Implement and enforce new smoking bans in workplaces within licensed premises. <i>Director City Development Manager Building and Regulatory Services</i> | Active participation in the Intergovernmental Working Group to monitor the affects of the new legislation within Victoria. Continued education and enforcement of the new tobacco legislation by the Public Health Unit. | 50% / 50% <i>June 2008</i> | Council still active member of Intergovernmental Working Group, and working with licensees. Current trend suggests compliance levels with the new legislation are high with minimal disruption to residents being experienced. |
| EPS01.4 | Essential Safety Measures Officer Employ an Essential Safety Measures Officer to work through a program of inspection of all buildings to ensure compliance with essential safety legislation. <i>Director City Development Manager Building and Regulatory Services</i> | Fulfil Council's obligation to Essential Safety Measures legislation and inspecting Council Buildings for Essential Safety Measure compliance. | 50% / 50% <i>June 2008</i> | Essential Safety Measures Officer commenced in October and is currently working through the 80 high risk premises previously identified by Council. This is a long term on going process. |

Yarra Council Plan 2007/11 Second Quarter Progress Report

Environment and Public Space

| Environment and Public Space | | | |
|------------------------------|---|---|--|
| Ref | Major Strategies | Anticipated Outcomes | Second Quarter Comments As at 31 December 2007 |
| Action Number | This Year's Work (2007/08) <i>Project Sponsor Project Manager</i> | | |
| EPS01.5 | <p>Community Gardens</p> <p>Investigate the development of new community gardens to provide the community with the opportunity to grow their own food.</p> <p><i>Director Asset Management Manager Environmental Services</i></p> | <p>Promote community development, awareness of food security and environmental sensitivity.</p> <p>Identify opportunities and sites for Community Gardens with Yarra.</p> <p>Include construction, maintenance and management figures in future and ongoing Capital and Operational budgets.</p> | <p>80% / 80% <i>February 2008</i></p> <p>A report outlining the optimal means of establishing sustainable community gardens was presented to council in November 2007.</p> <p>The recommendation will be addressed in the 2008/2009 budget plan and Council Plan processes.</p> |
| EPS01.6 | <p>Yarra River Corridor</p> <p>Protect and improve access along the Yarra River corridor by:</p> <ul style="list-style-type: none"> ▪ Reviewing the construction of the Yarra Trail between Walmer and Gipps Streets ▪ Reviewing the Darebin Creek Trail in conjunction with Parks Victoria ▪ Completing a risk assessment of the Merri Trail with the Cities of Darebin and Moreland, Parks Victoria and Melbourne Water ▪ Reviewing the accessibility of the river in Fairfield and Alphington ▪ Reviewing Public policies behind acquisition overlay with Parks Victoria in consultation with Strategic Planning. <p><i>Director Asset Management Manager Environmental Services</i></p> | <p>Remove or provide alternatives to the steps at Gipps Street. In the longer term, continue the path from Gipps Street through to Walmer Street.</p> <p>Construction of the Darebin Creek Pathway, and associated infrastructure, in partnership with Parks Victoria.</p> <p>Merri Creek Trail review to be complete late 2007, comprising a strategic document to dictate future capital works.</p> <p>Public acquisition overlays to be enacted by Parks Victoria as opportunities arise while Council policies shall be reflected in the Yarra Planning Scheme.</p> | <p>65% / 65% <i>June 2008</i></p> <p>First draft of review of Yarra Trail between Walmer and Gipps Streets has been considered by Officers from Parks Victoria and Council. The final recommendations need to be documented and presented to Council in March 2008.</p> <p>Darebin Creek planning application has been submitted by Parks Victoria.</p> <p>Merri Creek Trail review was endorsed by Council in November 2007. Extra funding has been included as a bid for future Capital Works funding.</p> |
| EPS01.7 | <p>Improve access to community facilities</p> <p>Develop and implement a centralised booking process for all Council owned community spaces, including our Town Halls, meeting rooms and community halls.</p> <p>Complete an upgrade of the heating and kitchen facilities in the main hall at Fitzroy Town Hall.</p> <p><i>Director Community Programs Manager Cultural and Library Services</i></p> | <p>Centralised booking system established and implemented. Appropriate staff trained and active in taking bookings.</p> <p>Heating and kitchen facilities installed within timeline and budget using a consultative process that ensures best fit for use.</p> | <p>15% / 25% <i>June 2008</i></p> <p>This project has been postponed due to the absence of a key staff member throughout this period.</p> <p>The booking system will be a priority for early 2008 and the options for the FTH kitchen facilities have been reviewed and a report provided by a heritage architect and function centre consultant.</p> <p>The works are still expected to be completed on schedule.</p> |
| EPS02 | <p>Open space network</p> <ul style="list-style-type: none"> ▪ Pursue improvements and expansion to the existing open space network to meet the recreational and environmental needs of the community and enhance social, cultural and ecological values. | | |
| EPS02.1 | <p>Regional Open Space</p> <p>Work with the inner Melbourne councils through the Inner Melbourne Action Plan on a regional approach to the provision of open space areas.</p> <p>Implement the adopted recommendations of Inner Melbourne Action Plan.</p> <p><i>Director Asset Management Manager Environmental Services</i></p> | <p>Improved accessibility and equity of open Space and associated infrastructure across the City.</p> | <p>15% / 65% <i>April 2008</i></p> <p>Meeting of group, scheduled for November, was delayed due to timing and availability of attendees.</p> <p>Meeting is now confirmed for February 2008.</p> |

Yarra Council Plan 2007/11 Second Quarter Progress Report

Environment and Public Space

| Environment and Public Space | | | |
|------------------------------|---|--|--|
| Ref | Major Strategies | Anticipated Outcomes | Second Quarter Comments As at 31 December 2007 |
| Action Number | This Year's Work (2007/08) <i>Project Sponsor Project Manager</i> | | |
| EPS02.2 | Animal Management Plan Develop an Animal Management Plan in accordance with statutory requirements, incorporated within the Open Space Strategy. <i>Director City Development Manager Building and Regulatory Services</i> | <p>Following consultation with residents and other stakeholders, develop an Animal Management Plan which:</p> <ul style="list-style-type: none"> ▪ Allows Council to better manage its public open space in relation to animals and their coexistence with residents and other users of the space, and ▪ Clarifies Council's role in enforcement in relation to this matter. | Draft Animal Management Plan is due to go to Council in the February 2008 cycle. Following this, it will go out for public consultation. |
| EPS02.3 | Edinburgh Gardens Master Plan Seek Council's endorsement of the Master Plan. <i>Director Asset Management Manager Environmental Services</i> | <p>Need to finalise changes to draft Master Plan to include reference to:</p> <ul style="list-style-type: none"> ▪ Reviewing proposed Community Facilities within the gardens and in the area hub. ▪ Water Sensitive Design within the Gardens. ▪ Consultation with the community regarding changes to existing draft Master Plan. ▪ Continue to implement upgrade works to assets in gardens in accordance with Open Space Asset Management Plan. | Officer report will be presented to Council in March 2008 for the revised Edinburgh Gardens Masterplan for endorsement. The Plan will include the designs for the WSUD (Storm water diversion) and the proposed community facility. Plans to upgrade lighting and walking paths are underway. |
| EPS03 | Water quality ▪ Contribute to whole of catchment water quality improvement. | | |
| EPS03.1 | Yarra River Corridor Continue to work with Melbourne Water in improving the health of the river through implementation of Water Sensitive Urban Design (WSUD) principles and projects. <i>Director Asset Management Manager Environmental Services</i> | <p>Completion and endorsement of WSUD guidelines. Launch WSUD with Melbourne Water.</p> <p>Continue to investigate new opportunities for WSUD with internal and external partners.</p> <p>Ensure WSUD guidelines and checklists are provided to Strategic and Statutory planning to incorporate into future developments across the City.</p> <p>Communicate WSUD achievements and water quality data through Council's communication media.</p> | <p>The guidelines and Water Action Plan were adopted by Council in November 2007.</p> <p>The guidelines were launched on 22 November at Walker Street wetlands, with staff from City of Yarra and Melbourne Water attending the event.</p> <p>Workshops for staff regarding the incorporation and implementation of guidelines into developments will be held in early 2008. The guidelines will also be promoted through local media.</p> |
| EPS04 | Sustainable resource use ▪ Promote the sustainable use of natural resources. | | |
| EPS04.1 | Minimise Waste to Land Fill Review the waste management services provided by Council. Implement the recommendations of the hard waste review. <i>Director Asset Management Manager Infrastructure</i> | <p>Recommendation of a hard and green waste service delivery model as part of the complete Waste Service requirements and service delivery specifications.</p> <p>Financial modelling of existing services and alternative services on a needs basis.</p> | <p>A report on the proposed service delivery model for waste management in Yarra was approved by Council in December 2007.</p> <p>Tenders for the new service have been advertised and close in February 2008.</p> |
| | | 70% / 70% June 2008 | 95% / 100% March 2008 |
| | | | 50% / 50% June 2008 |

Yarra Council Plan 2007/11 Second Quarter Progress Report

Environment and Public Space

| Environment and Public Space | | | |
|------------------------------|--|--|---|
| Ref | Major Strategies | Anticipated Outcomes | % Complete Actual / Forecast Completion Date |
| Action Number EPS04.2 | <p style="text-align: center;">This Year's Work (2007/08) <i>Project Sponsor Project Manager</i></p> <p>Climate Change Review Greenhouse Action Plan to incorporate Council's response to Climate Change. Review our utility use and Implement a Utility Management System. Develop a Sustainable Public Lighting Action Plan (SPLAP) and investigate more efficient options in partnership with Citipower. Ensure that all units across Council integrate environmental indicators into their activities. Establish a local air quality monitoring program to inform community awareness and action on air quality. Improve response to environmental implications in Council Reports by establishing subject matter experts. <i>Director Asset Management Manager Environmental Services</i></p> | <p>Improved efficiency and reduced consumption of natural resources. Raised awareness and understanding of Climate Change and the impact of Council and Community behaviour. Improved monitoring and reporting of utility consumption and analysis of data and informed management of Council buildings. Increased understanding and action for environmental sustainability. Development of full life cycle costings of infrastructure upgrades and retrofits which inform long term financial and economic planning and decision making.</p> | <p>50% / 60% <i>June 2008</i></p> |
| | | | <p>Review of Greenhouse Action Plan will occur early 2008 following completion of draft version of new environment strategy. A report to be presented in December will be further addressed in the 2008 / 2009 budget and council plan planning processes. An energy specialist has been engaged to work with assets staff on identifying and implementing means of reducing energy demand in council buildings. The Sustainable Public Lighting Action Plan was adopted by council in November 2007. There will be quarterly meetings of relevant staff to monitor implementation of the plan. A review of Council's Triple Bottom Line reporting will be presented to council in March 2008 and inform the 2008/2009 council planning process.</p> |
| EPS04.3 | <p>Leisure – Improving Environmental Performance Investigate the installation of warm weather grass at Burnley Golf Course to reduce the amount of watering needed. Introduce sound management practices for potential certification under the international environmental management standard ISO 14001. Investigate funding opportunities for water saving projects. Explore options for grey water treatment systems, closed water treatment systems and cogeneration units. <i>Director Asset Management Manager Leisure Services</i></p> | <p>Improve management and maintenance practices at the leisure centres. Reduce consumption and cost of energy and water. Develop detailed energy performance reports for all centres. Develop detailed improvement and maintenance plans for centres. Improve communication of the energy performance of leisure centres. Investigate utilising leisure centres to communicate Council environmental performance across the city via posters information bulletins and other media opportunities in the buildings i.e. internal TVs with environmental and community message boards.</p> | <p>25% / 50% <i>June 2008</i></p> |
| | | | <p>Watermap initiative is underway and check meters have been installed in all of the sites, with some provisional usage information available. As previously reported the following initiatives are also underway: <ul style="list-style-type: none"> ▪ All centres will achieve ISO 9001/2000 certification which will contribute towards potential certification under the ISO standard 14001. ▪ Further investigation of alternative filtration systems for the pools, including consideration of Geo Thermal technology. ▪ Investigation of the potential for a small dam on the Burnley Golf Course to provide water prior to the introduction of a warm weather grass. ▪ Development of a business case for the installation of UV at the main pool at Richmond Recreation Centre. </p> |
| | | | <p style="text-align: center;">Second Quarter Comments As at 31 December 2007</p> |

Yarra Council Plan 2007/11 Second Quarter Progress Report

Environment and Public Space

| Environment and Public Space | | | |
|------------------------------|--|--|---|
| Ref | Major Strategies | Anticipated Outcomes | % Complete Actual / Forecast Completion Date |
| Action Number | This Year's Work (2007/08) <i>Project Sponsor Project Manager</i> | | Second Quarter Comments As at 31 December 2007 |
| EPS04.4 | <p>Environment Strategy</p> <p>Develop and adopt a new Environment Strategy, which will include extensive community consultation, awareness and education.</p> <p>Identify and implement Year One priority actions in accordance with adopted budget allocation.</p> <p>Integrate the Environment Strategy into Council Planning Processes including Council Plan, Planning Scheme and MPPH.</p> <p><i>Director Asset Management Manager Environmental Services</i></p> | <p>Increased awareness, engagement and action for environmental advocacy across the organisation and community.</p> <p>A meaningful strategy to guide council operations, services and community actions.</p> <p>Locally identified actions and projects that can engage and focus the community to monitor and improve its environmental performance.</p> | <p>65% / 75% June 2008</p> <p>A draft version of the new strategy will be presented to Council in March 2008. This will include an Action Plan to inform the 2008/2009 budget and council plan planning processes and guide implementation of the strategy over the next four years.</p> <p>The strategy will be available for public comment in April / May 2008.</p> |
| EPS05 | <p>Biodiversity and natural heritage</p> <ul style="list-style-type: none"> ▪ Protect and maintain biodiversity in Yarra. <p>Biodiversity and Natural Heritage</p> <p>Promote the protection of biodiversity and natural heritage through planning processes.</p> <p>Promote the amendment to local law No.3 for control of environmental weeds.</p> <p><i>Director Asset Management Manager Environmental Services</i></p> | | |
| EPS05.1 | | <p>Detailed communication and promotion of local law to ensure understanding, acceptance and effectiveness.</p> <p>Detailed plans in place for Council to address its management of weed species in its landscapes.</p> <p>Reduction in environmental weeds across the City, especially along water ways.</p> <p>Continued promotion and awareness of the benefits of indigenous plantings across the city in both public and private landscapes.</p> <p>Incorporation of biodiversity as a criterion for improving environmental performance of developments.</p> | <p>25% / 75% June 2008</p> <p>There has been a delay in adoption and promotion of the local law due to competing priority works. Officers will use the next stage in the promotion and awareness of the Draft Yarra Environment Strategy as an opportunity to communicate amendment to Local Law No. 3 in early 2008.</p> <p>All open space contracts (being tendered early 2008) specify weed control to improve the quality of urban bushland and plantings across the municipality.</p> <p>The Sustainable Design Guidelines include biodiversity as an element of sustainable development, and will be supported in a proposed checklist to assess development applications (mid 2008).</p> |
| EPS06 | <p>Environmentally Sustainable Development</p> <ul style="list-style-type: none"> ▪ Encourage and mandate a high level of energy efficiency in building design and construction. <p>Environmentally Sustainable Building Design</p> <p>Include ESD principles in Council building design for all redevelopments, new developments and maintenance work.</p> <p><i>Director Asset Management Manager Assets</i></p> | | |
| EPS06.1 | | <p>Higher design and construction costs may result from ESD design.</p> <p>Lower operating costs plus lower environmental impact will occur.</p> <p>Timing of major works will be in accordance with the capital works program.</p> | <p>35% / 35% June 2008</p> <p>Projects are in the design phase in accordance with the capital works program.</p> |

Yarra Council Plan 2007/11 Second Quarter Progress Report

Environment and Public Space

| Environment and Public Space | | | |
|------------------------------|--|--|--|
| Ref | Major Strategies | Anticipated Outcomes | % Complete Actual / Forecast Completion Date |
| Action Number | This Year's Work (2007/08) <i>Project Sponsor</i> <i>Project Manager</i> | | Second Quarter Comments As at 31 December 2007 |
| EPS07 | <p>Environmentally sustainable streetscapes</p> <ul style="list-style-type: none"> ▪ Ensure the design, provision and maintenance of public and private infrastructure and plantings of streetscapes to support environmental sustainability. | | |
| EPS07.1 | <p>Environmentally sustainable streetscapes</p> <p>Develop a suite of design options for traffic treatments across the City of Yarra.</p> <p>Incorporate WSUD into tree planting and traffic treatment design and construction.</p> <p><i>Director Asset Management</i> <i>Manager Environmental Services</i></p> | <p>Improved establishment and survival of traffic treatments.</p> <p>Revised palette of plants used in the landscaping of streets and public buildings.</p> <p>Ten year program for the upgrade of traffic treatments across the City of Yarra.</p> <p>Program included in Open Space Asset Management Plan.</p> | <p>75% / 75%</p> <p>June 2008</p> <p>The guidelines were adopted by Council in November 2007.</p> <p>Workshops for staff regarding the incorporation of guidelines into streetscape design and construction will be held in early 2008.</p> <p>Work will also be undertaken to calculate and demonstrate the water quality benefits of WSUD treatments.</p> <p>A guide to assess the value and identify priority sites for potential WSUD treatments will be produced in the first half of 2008 and be incorporated into the Open Space Asset Management Plan.</p> |

2007/2008 Council Plan Actions Summary

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| Major Strategy | Action Number | Action Short title | % On Target | Q2 % Complete Actual | Q2 % Complete Forecast | Average Complete |
|---|-----------------------------------|--|---|----------------------|------------------------|------------------|
| Core Operations | | | | | | 53% |
| Responsible Asset Management | CO01.1 | Building Asset Management Plans | Complete | 100% | 100% | |
| | CO01.2 | Vehicle Fleet | 100% | 95% | 80% | |
| | CO01.3 | Ageing Infrastructure – Maternal & Child Health and Child Care | 100% | 20% | 20% | |
| | CO01.4 | Delivery Standards | Complete | 100% | 100% | |
| Communications | CO02.1 | Accessible Communications | 88% | 70% | 80% | |
| | CO02.2 | Improved Customer Responsiveness | 40% | 20% | 50% | |
| | CO02.3 | Integrated Communication Strategy | 100% | 60% | 60% | |
| Community Participation | CO03.1 | Consultation Policy | 100% | 50% | 50% | |
| | CO03.2 | Planning Permit Application Consultation | 85% | 85% | 100% | |
| Financial Sustainability | CO04.1 | Leisure Pricing Policy Review | 75% | 30% | 40% | |
| | CO04.2 | Long Term Financial Sustainability | 75% | 30% | 40% | |
| Cost Shifting | CO05.1 | Lobbying to redress impact of cost shifting | 100% | 50% | 50% | |
| | CO05.2 | Inner South Mayor's Group | 100% | 50% | 50% | |
| Alternate Revenue Generation | CO06.1 | Alternate Revenue Generation | 71% | 25% | 35% | |
| Service Delivery | CO07.1 | Reform of Service System, Aged Care & Disability | 100% | 50% | 50% | |
| | CO07.2 | Residential Care | 100% | 10% | 10% | |
| | CO07.3 | Targeting HACC Services | 100% | 70% | 70% | |
| | CO07.4 | New Legislation - Child Protection Services | 100% | 40% | 40% | |
| | CO07.5 | Maternal and Child Health Care Service Standards | 100% | 10% | 10% | |
| | CO07.6 | KPI Project | 60% | 60% | 100% | |
| | Cost-Effective Service Objectives | CO08.1 | Contracting of Human Services home care and delivered meals | 100% | 50% | 50% |
| CO08.2 | | Street Sweeping | 100% | 65% | 60% | |
| CO08.3 | | Open Space Specifications | 100% | 90% | 90% | |
| CO08.4 | | Delivered Meals Program - Regional Kitchen Facility Project | 100% | 50% | 50% | |
| Information Services | CO09.1 | CITY Project | 100% | 25% | 25% | |
| | CO09.2 | Property and Planning Data Project | 100% | 0% | 0% | |
| | CO09.3 | Financial Systems Upgrade | 100% | 30% | 30% | |
| | CO09.4 | Payroll Systems Upgrade | 100% | 50% | 50% | |
| | CO09.5 | Electronic Records Retrieval | 10% | 5% | 50% | |
| | CO09.6 | Electronic lodgement of permit applications | Complete | 100% | 75% | |
| | CO09.7 | Asset Management Project | 100% | 20% | 20% | |
| | CO09.8 | IS Business Plan | 80% | 80% | 100% | |
| Human Resources | CO10.1 | Disability Employment | 100% | 30% | 30% | |
| | CO10.2 | Organisational Development Strategy | 75% | 30% | 40% | |
| | CO10.3 | Administrative support | Complete | 100% | 100% | |
| | CO10.4 | Environmental Health Officers | 100% | 50% | 50% | |
| | CO10.5 | Fitzroy Pool Customer Service | Complete | 100% | 50% | |
| | CO10.6 | Human Resources | 90% | 90% | 100% | |
| Risk Management | CO11.1 | Critical Incident Management Plan - Communications Plan | 80% | 80% | 100% | |
| Sustaining Yarra | CO12.1 | Research and Policy Development | 100% | 50% | 50% | |
| | CO12.2 | Sustainable Organisation | 100% | 40% | 40% | |
| Urban Planning | CO13.1 | Streamlining the Planning Permit Process | 100% | 70% | 50% | |
| People, Communities and Neighbourhoods | | | | | | 45% |
| Young People | PCN01.1 | Youth Support Generalist Worker | 100% | 30% | 30% | |
| Families and Children | PCN02.1 | Fee Assistance Program | 100% | 40% | 40% | |
| | PCN02.2 | Ready for school | 100% | 15% | 15% | |
| Neighbourhood Houses | PCN03.1 | Neighbourhood Houses | 100% | 80% | 80% | |
| Aboriginal Social Justice and Wurundjeri Reconciliation | PCN04.1 | Aboriginal Partnerships Plan | 100% | 50% | 50% | |
| Older People | PCN05.1 | Targeting Mainstream Services | 100% | 75% | 50% | |
| | PCN05.2 | Positive Ageing Strategy and Action Plan | 70% | 35% | 50% | |
| | PCN05.3 | Healthy Ageing | 100% | 40% | 40% | |
| Neighbourhood Planning | PCN06.1 | Lourdes Redevelopment | 83% | 50% | 60% | |
| | PCN06.2 | Children's Hub – Atherton Gardens | 100% | 40% | 40% | |
| | PCN06.3 | Sustainable Community | 100% | 30% | 30% | |
| | PCN06.4 | Community Empowerment, Community Grants and Giving | 100% | 60% | 60% | |
| Health and Wellbeing | PCN07.1 | Municipal Public Health Plan | 100% | 50% | 50% | |
| | PCN07.2 | Gambling | 60% | 15% | 25% | |
| | PCN07.3 | Healthy and Active Community | 75% | 15% | 20% | |
| Recreation | PCN08.1 | Physical Activity, Sport and Recreation | 100% | 95% | 90% | |
| | PCN08.2 | Accessible Leisure Programs | 100% | 30% | 30% | |
| | PCN08.3 | Indoor Sport Centre | 100% | 30% | 20% | |
| | PCN08.4 | Collingwood Leisure Centre | 100% | 30% | 20% | |
| | PCN08.5 | Women Making Waves | 100% | 30% | 30% | |
| Community Safety | PCN09.1 | Drug Action Plan | 100% | 50% | 50% | |
| People Living With a Disability | PCN10.1 | Disability Services for Families | 60% | 30% | 50% | |
| Libraries | PCN11.1 | Integration of Yarra Libraries | 100% | 50% | 50% | |
| | PCN11.2 | North Fitzroy Library | 80% | 40% | 50% | |
| | PCN11.3 | Library Management System | 95% | 95% | 100% | |
| Friends of Baucau | PCN11.4 | Strategic Plan 2006-2010 | 100% | 50% | 50% | |
| | PCN12.1 | Friends of Baucau | 100% | 50% | 50% | |

Key:
Complete Complete
100% 100%
75%-99% 75%-99%
<75% <75%

2007/2008 Council Plan Actions Summary

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| Major Strategy | Action Number | Action Short title | % On Target | Q2 % Complete Actual | Q2 % Complete Forecast | Average Complete |
|---|---------------|---|-------------|----------------------|------------------------|------------------|
| Built Form, Land Use and Transport | | | | | | 43% |
| Pedestrian Strategy | BF01.1 | Encouraging and Increasing Walking Strategy | 100% | 50% | 50% | |
| | BF01.2 | IMAP Implementation | 100% | 50% | 50% | |
| Sustainable Transport | BF02.1 | Strategic Transport Statement | 100% | 50% | 50% | |
| | BF02.2 | Community Walks Program | 75% | 75% | 100% | |
| Road System and Parking | BF03.1 | Parking Strategy | 20% | 20% | 100% | |
| | BF03.2 | Infrastructure Protection | 100% | 40% | 10% | |
| | BF03.3 | Road Management Plan | 100% | 20% | 10% | |
| | BF03.4 | Road Management Legislative Authority | 100% | 50% | 50% | |
| Housing Affordability | BF04.1 | Inner Regional Housing Statement | 100% | 50% | 50% | |
| | BF04.2 | Affordable Housing | 100% | 50% | 50% | |
| Community Access | BF06.1 | Accessible Buildings | 100% | 35% | 35% | |
| | BF06.2 | Public Toilet Strategy | 95% | 95% | 100% | |
| Amenity Impact | BF07.1 | Minimise disturbance to residents | 100% | 50% | 50% | |
| Built Form | BF09.1 | Structure Plan – Victoria Street | 60% | 30% | 50% | |
| | BF09.2 | Structure Plan – Smith Street | 60% | 30% | 50% | |
| | BF09.3 | North Fitzroy Gasworks Precinct Urban Design Framework | 100% | 50% | 50% | |
| | BF09.4 | Urban Design Strategy | 50% | 25% | 50% | |
| | BF09.5 | Heritage Gaps Study | 100% | 50% | 50% | |
| | BF09.6 | Open Space Strategy | 80% | 60% | 75% | |
| | BF09.7 | Sustainable Buildings | 100% | 35% | 35% | |
| | BF09.8 | Richmond Town Hall Precinct Redevelopment | 43% | 30% | 70% | |
| | BF09.9 | Collingwood Town Hall Precinct Redevelopment | 100% | 10% | 10% | |
| | BF09.10 | Victoria Park Masterplan | 100% | 70% | 50% | |
| | BF09.11 | Burnley Depot Site | 0% | 0% | 25% | |
| Culture, Celebration and Tradition | | | | | | 50% |
| Arts & Culture | CCT01.1 | Arts Plan Year Three | 100% | 50% | 50% | |
| Culturally Diverse Communities | CCT02.1 | Aboriginal Culture / Smith Street | 100% | 50% | 50% | |
| | CCT02.2 | Multicultural Policy Statement | 100% | 50% | 50% | |
| Visitor Attractions | CCT03.1 | Tourism Action Plan | 100% | 50% | 50% | |
| Local Economy and Business Development | | | | | | 38% |
| Economic Development | LEB01.1 | Economic Development Strategy 2007/11 | 50% | 25% | 50% | |
| | LEB01.2 | Business Communications Strategy | 100% | 50% | 50% | |
| | LEB01.3 | Business and Community Database | 100% | 50% | 50% | |
| | LEB01.4 | Event, Networking and Training Program | 100% | 60% | 50% | |
| Local Employment | LEB02.1 | Employment for Young People | 100% | 30% | 20% | |
| | LEB02.2 | Employment for Emerging Communities | 100% | 40% | 40% | |
| Activity Centres | LEB03.1 | Bridge Road Special Charge Scheme Review | 33% | 25% | 75% | |
| | LEB03.2 | Smith Street Special Charge Scheme Implementation | 100% | 50% | 50% | |
| | LEB03.3 | Retail Shopping Street Streetscapes Strategic Program Development | 100% | 25% | 25% | |
| | LEB03.4 | Retail Shopping Strip Promotion | 100% | 25% | 25% | |
| Environment and Public Space | | | | | | 53% |
| Public Space / Civic Pride | EPS01.1 | Public Behaviour on Smith Street | 100% | 50% | 50% | |
| | EPS01.2 | Safe Taxi Rank | 85% | 85% | 100% | |
| | EPS01.3 | Tobacco Act Legislative Changes | 100% | 50% | 50% | |
| | EPS01.4 | Essential Safety Measures Officer | 100% | 50% | 50% | |
| | EPS01.5 | Community Gardens | 100% | 80% | 80% | |
| | EPS01.6 | Yarra River Corridor | 100% | 65% | 65% | |
| | EPS01.7 | Improve access to community facilities | 60% | 15% | 25% | |
| Open Space Network | EPS02.1 | Regional Open Space | 23% | 15% | 65% | |
| | EPS02.2 | Animal Management Plan | 100% | 50% | 50% | |
| | EPS02.3 | Edinburgh Gardens Masterplan | 95% | 95% | 100% | |
| Water Quality | EPS03.1 | Yarra River Corridor | 100% | 70% | 70% | |
| Sustainable Resource Use | EPS04.1 | Minimise Waste to Land Fill | 100% | 60% | 60% | |
| | EPS04.2 | Climate Change | 83% | 50% | 60% | |
| | EPS04.3 | Leisure – Improving Environmental Performance | 50% | 25% | 50% | |
| | EPS04.4 | Environment Strategy | 87% | 65% | 75% | |
| Biodiversity and Natural Heritage | EPS05.1 | Biodiversity and Natural Heritage | 33% | 25% | 75% | 100% |
| Environmentally Sustainable Development | EPS06.1 | Environmentally Sustainable Building Design | 100% | 35% | 35% | 75%-99% |
| Environmentally Sustainable Streetscapes | EPS07.1 | Environmentally Sustainable Streetscapes | 100% | 75% | 75% | <75% |
| Total | | | | | | 48% |

Key:
100%
75%-99%
<75%

4.5 2007/08 Monthly Financial Report – Quarter ending 31 December 2007

File: 40/40/02
 Responsible Officer: Manager Finance

Purpose

1. To provide a financial report for the six months ending 31 December 2007 and information on the current status of Council's financial performance and position.

Background

2. The 2007/08 Annual Budget was adopted by Council on 17 July 2007.
3. This report is being presented in accordance with section 138 of the *Local Government Act 1989* and Regulation 5 of the *Local Government (Finance & Reporting) Regulations 2004*.
4. The report has been prepared on an accrual basis, to ensure accurate matching of income and expenditure, both operating and capital, for the quarter ending 31 December 2007.
5. The report is prepared on the basis of year to date, year end forecast, cash and key balance sheet items analysing trends against budget.

Issues

6. The end of year forecast operating result at 31 December 2007 is projected to be a surplus of \$9.073m being an unfavorable variance of \$0.037m compared to the Adopted Budget surplus of \$9.110m. This result is reflected by a favorable forecast income variance of \$0.176m and an unfavorable forecast expenditure variance of \$0.213m. The overall forecast variance comprises of the following significant variances:
 - (a) rates unfavorable to budget by \$0.090m;
 - (b) parking revenue unfavorable to budget by \$0.430m;
 - (c) user charges, fees & other fines favourable to budget by \$0.155m;
 - (d) leisure centre fees favourable to budget by \$0.255m;
 - (e) interest received from other entities favourable to budget by \$0.150m;
 - (f) reimbursements and contributions favourable to budget by \$0.149m;
 - (g) employee costs unfavorable to budget by \$0.397m*;
 - (h) contract payments favorable to budget by \$0.729m*;
 - (i) other materials and services unfavorable to budget by \$0.561m;

*Unfavorable employee costs forecast in the December Report are offset by favorable contract payments forecast which relates to Council decisions to bring some services 'in-house'.

For the detailed forecast results, refer paragraph 16.

7. As outlined in the Income Statement, the year to date operating result, before reserve transfers, reflects a favourable variance of \$2.959m. Refer paragraph 16.
8. The overall year to date variance in income is a favourable result of \$1.892m comprising the following significant variances:
 - (a) Government Grants are favourable compared to budget by \$0.656m or 21 per cent. The favourable result is due to funding for the Melbourne 2030 Implementation project (\$90k), Indigenous Officer (\$58k), the CCIC Volunteer project (\$58k), Sustainable Travel Grants Program Funding (\$64k) and funding received for the Safe City Taxi Rank within the City of Yarra (\$80k). There has also been \$65k received for the employee assistance program that was unbudgeted.
 - (b) Leisure centre fees are favourable compared to budget by \$0.382m or 12 percent. This is as a result of favourable variances in gym memberships across all three centres – Richmond Recreation Centre (\$53k), Collingwood Leisure Centre (\$60k) and Fitzroy Pool (\$28k). Dry programs as well as the triathlon program are also performing better than expected.
 - (c) Interest Received from Other Entities is favourable compared to budget by \$0.122m or 31.2 percent. This is a result of higher cash balances and Council receiving higher interest rates on investments than originally anticipated.
 - (d) Contributions and Reimbursements are favourable compared to budget by \$0.593m or 45.3 percent. This is due to a \$94k bequest being received from the Ewing Trust with funds to be spent on the Fitzroy Library, an increase in reimbursements received from telecommunication and electricity reinstatements of \$199k and an extra \$172k in resort & recreation fees received to date.
9. The overall year to date variance in Expenditure is a favourable result of \$1.067m comprising the following variances:
 - (a) Contract Payments are favourable compared to budget by \$0.154m or 2 percent because of lower than anticipated contract payments for valuations, Burnley Golf Course operations, drain cleaning program and the recycling and garbage collection contracts which are expected to be received in January. This is slightly offset by an increase in road maintenance contract payments.
 - (b) Maintenance is favourable compared to budget by \$0.188m or 7.2 percent. Contributing to the favourable variance are software maintenance (\$32k), reactive repairs and maintenance (\$65k) and scheduled building maintenance (\$195k) which will occur later than anticipated in the financial year. This is partially off-set by an increase in electricity reinstatement costs of \$103k.
 - (c) Other Materials and Services are favourable compared to budget by \$0.582m or 5.6 percent. Favourable variances exist in insurance premiums (\$283k), consultants (\$253k), software development (\$78k)

and advertising and promotion costs (\$86k). These major variances are expected to be picked up later in the financial year.

10. Council's cash position at the end of December totals \$23.2m, reflecting a net cash inflow of \$8m for the year to date.
11. Rates debtors as at the end of December totalled \$29m, of which \$1.0m pertains to rates outstanding from previous rate years.
12. Parking debtors amounted to \$2.5m (net of doubtful debt provisions). Infringements outstanding for more than 90 days are referred to the Infringements Court for collection.
13. Other debtors (net of doubtful debt provisions), including GST receivable, outstanding at the end of December was \$2.7m of which \$0.6m has been outstanding for more than 90 days.
14. The attached capital works report reflects expenditure to the end of December of \$6.7m compared to a year to date budget of \$10.2m and represents 23 percent of the annual capital works program of \$29.4m. The current year end capital works program forecast is currently \$29.7m.
15. The purchase order compliance rate for the month of December was 99.8 percent against a target of 100 percent (excluding exempt payments). This reflects invoices processed against purchase orders in total. The compliance rate for purchase orders raised before the invoice date was 75.9 percent against a target of 90 percent.

16. Income Statement for the period ending 31 December 2007

| | Actual | Budget | Variance | Adopted | Current | Budget |
|--|---------------|---------------|-----------------|----------------|-----------------|-----------------|
| | YTD | YTD | YTD | Budget | Forecast | Variance |
| | \$,000 | \$,000 | \$,000 | \$,000 | \$,000 | \$,000 |
| Revenue from ordinary activities | | | | | | |
| Rates | 30,764 | 30,782 | (18) | 61,446 | 61,357 | (90) |
| Victoria Grants Commission | 792 | 783 | 9 | 1,567 | 1,584 | 17 |
| Government Grants | 3,777 | 3,121 | 656 | 6,619 | 6,589 | (30) |
| Parking Revenue | 8,817 | 8,871 | (54) | 17,168 | 16,738 | (430) |
| User Charges, Fees and Other Fines | 4,236 | 4,108 | 127 | 7,554 | 7,709 | 155 |
| Leisure Centre Fees | 3,577 | 3,195 | 382 | 6,247 | 6,501 | 255 |
| Interest Received from Other Entities | 515 | 392 | 122 | 785 | 935 | 150 |
| Reimbursements & Contributions | 1,904 | 1,311 | 593 | 2,817 | 2,966 | 149 |
| Proceeds from Disposal of Assets | 1,881 | 1,807 | 74 | 1,808 | 1,808 | 0 |
| | 56,262 | 54,370 | 1,892 | 106,011 | 106,187 | 176 |
| Expenses from ordinary activities | | | | | | |
| Employee Costs | 20,020 | 20,102 | 82 | 39,341 | 39,739 | (397) |
| Contract Payments | 7,430 | 7,585 | 154 | 15,545 | 14,816 | 729 |
| Maintenance | 2,405 | 2,593 | 188 | 5,514 | 5,498 | 17 |
| Other Materials & Services | 9,761 | 10,343 | 582 | 19,643 | 20,204 | (561) |
| Provision for Doubtful Debts | 653 | 692 | 39 | 1,384 | 1,384 | 0 |
| Depreciation & Amortisation | 7,399 | 7,399 | 0 | 14,804 | 14,804 | 0 |
| Borrowing Costs | 280 | 302 | 22 | 490 | 490 | 0 |
| Written Down Value of Assets Sold | 90 | 90 | 0 | 180 | 180 | 0 |
| | 48,038 | 49,105 | 1,067 | 96,901 | 97,114 | (213) |
| Net Result before Transfers | 8,224 | 5,265 | 2,959 | 9,110 | 9,073 | (37) |
| Transfers to Reserves | 0 | 0 | 0 | (1,400) | (1,400) | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 1,000 | 1,000 | 0 |
| Net Result after Transfers | 8,224 | 5,265 | 2,959 | 8,710 | 8,673 | (37) |

RECOMMENDATION

17. That the financial report for the six months ending 31 December 2007 as attached be noted by Council.

CONTACT OFFICER: Philip Mason
TITLE: Manager Finance
TEL: 9205 5449

See Attachment

CITY OF YARRA FINANCIAL REPORT

for the period ending 31st December 2007

for Councillors' Distribution



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Divisional Forecast Income Statement for the period ending 31 December 2007

| | Actual | Adopted | Current | Budget | Previous | Forecast |
|---|---------------|----------------|----------------|--------------|----------------|-------------|
| | YTD | Budget | Forecast | Variance | Forecast | Variance |
| | \$,000 | \$,000 | \$,000 | \$,000 | \$,000 | \$,000 |
| REVENUE | | | | | | |
| Revenue from ordinary activities | | | | | | |
| Chief Executive Officer | 94 | 38 | 106 | 68 | 103 | 3 |
| City Development | 11,673 | 21,088 | 20,881 | (206) | 20,668 | 214 |
| Organisational Development | 32,122 | 63,597 | 63,828 | 231 | 63,668 | 160 |
| Community Programs | 5,199 | 9,497 | 9,767 | 270 | 9,736 | 31 |
| Asset Management | 7,175 | 11,792 | 11,605 | (187) | 11,522 | 82 |
| | 56,262 | 106,011 | 106,187 | 176 | 105,697 | 490 |
| EXPENDITURE | | | | | | |
| Expenditure from ordinary activities | | | | | | |
| Chief Executive Officer | 2,534 | 4,078 | 4,117 | (39) | 4,113 | (4) |
| City Development | 7,521 | 15,950 | 15,827 | 123 | 15,822 | (5) |
| Organisational Development | 5,874 | 10,436 | 10,272 | 164 | 10,458 | 186 |
| Community Programs | 10,374 | 22,448 | 22,823 | (375) | 22,647 | (177) |
| Asset Management | 14,336 | 29,184 | 29,271 | (87) | 29,195 | (76) |
| Depreciation & Amortisation | 7,399 | 14,804 | 14,804 | 0 | 14,804 | 0 |
| | 48,038 | 96,901 | 97,114 | (213) | 97,038 | (76) |
| Net Result before Transfers | 8,224 | 9,110 | 9,073 | (37) | 8,659 | 415 |
| Transfers to Reserves | 0 | (1,400) | (1,400) | 0 | (1,400) | 0 |
| Transfers from Reserves | 0 | 1,000 | 1,000 | 0 | 1,000 | 0 |
| Net Result after Transfers | 8,224 | 8,710 | 8,673 | (37) | 8,259 | 415 |

Income Statement for the period ending 31 December 2007

| | Actual | Budget | Variance | Adopted | Current | Budget |
|--|---------------|---------------|--------------|----------------|----------------|--------------|
| | YTD | YTD | YTD | Budget | Forecast | Variance |
| | \$,000 | \$,000 | \$,000 | \$,000 | \$,000 | \$,000 |
| Revenue from ordinary activities | | | | | | |
| Rates | 30,764 | 30,782 | (18) | 61,446 | 61,357 | (90) |
| Victoria Grants Commission | 792 | 783 | 9 | 1,567 | 1,584 | 17 |
| Government Grants | 3,777 | 3,121 | 656 | 6,619 | 6,589 | (30) |
| Parking Revenue | 8,817 | 8,871 | (54) | 17,168 | 16,738 | (430) |
| User Charges, Fees and Other Fines | 4,236 | 4,108 | 127 | 7,554 | 7,709 | 155 |
| Leisure Centre Fees | 3,577 | 3,195 | 382 | 6,247 | 6,501 | 255 |
| Interest Received from Other Entities | 515 | 392 | 122 | 785 | 935 | 150 |
| Reimbursements & Contributions | 1,904 | 1,311 | 593 | 2,817 | 2,966 | 149 |
| Proceeds from Disposal of Assets | 1,881 | 1,807 | 74 | 1,808 | 1,808 | 0 |
| | 56,262 | 54,370 | 1,892 | 106,011 | 106,187 | 176 |
| Expenses from ordinary activities | | | | | | |
| Employee Costs | 20,020 | 20,102 | 82 | 39,341 | 39,739 | (397) |
| Contract Payments | 7,430 | 7,585 | 154 | 15,545 | 14,816 | 729 |
| Maintenance | 2,405 | 2,593 | 188 | 5,514 | 5,498 | 17 |
| Other Materials & Services | 9,761 | 10,343 | 582 | 19,643 | 20,204 | (561) |
| Provision for Doubtful Debts | 653 | 692 | 39 | 1,384 | 1,384 | 0 |
| Depreciation & Amortisation | 7,399 | 7,399 | 0 | 14,804 | 14,804 | 0 |
| Borrowing Costs | 280 | 302 | 22 | 490 | 490 | 0 |
| Written Down Value of Assets Sold | 90 | 90 | 0 | 180 | 180 | 0 |
| | 48,038 | 49,105 | 1,067 | 96,901 | 97,114 | (213) |
| Net Result before Transfers | 8,224 | 5,265 | 2,959 | 9,110 | 9,073 | (37) |
| Transfers to Reserves | 0 | 0 | 0 | (1,400) | (1,400) | 0 |
| Transfers from Reserves | 0 | 0 | 0 | 1,000 | 1,000 | 0 |
| Net Result after Transfers | 8,224 | 5,265 | 2,959 | 8,710 | 8,673 | (37) |

Balance Sheet at 31 December 2007

| | 31-Dec-07 | 31-Dec-06 | 31-Dec-05 | 31-Dec-04 |
|---|------------------|------------------|----------------|----------------|
| | \$,000 | \$,000 | \$,000 | \$,000 |
| ASSETS | | | | |
| Current Assets | | | | |
| Cash Assets | 23,188 | 21,617 | 18,804 | 15,984 |
| Receivables - Rates | 29,063 | 31,397 | 28,942 | 27,578 |
| Receivables - Parking | 2,526 | 3,783 | 3,572 | 4,105 |
| Receivables - Other | 2,723 | 3,250 | 3,276 | 3,780 |
| Accrued Income | 505 | 39 | 253 | 277 |
| Prepayments | 27 | 37 | 35 | 34 |
| Inventories | 78 | 105 | 69 | 41 |
| Total Current Assets | 58,110 | 60,228 | 54,951 | 51,799 |
| Non-Current Assets | | | | |
| Other Financial Assets | 5 | 5 | 5 | 5 |
| Receivables | 420 | 620 | 20 | 20 |
| Investments in Associates | 0 | 2,576 | 2,443 | 3,356 |
| Property, Infrastructure, Plant & Equipment | 1,071,304 | 1,068,852 | 911,195 | 912,337 |
| Total Non-Current Assets | 1,071,729 | 1,072,053 | 913,663 | 915,718 |
| TOTAL ASSETS | 1,129,839 | 1,132,280 | 968,614 | 967,517 |
| LIABILITIES | | | | |
| Current Liabilities | | | | |
| Payables | 2,784 | 2,348 | 2,835 | 1,755 |
| Trust Funds | 2,836 | 1,264 | 1,184 | 1,174 |
| Income in Advance | 0 | 0 | 157 | 307 |
| Accrued Expenses | 1,101 | 2,117 | 2,113 | 3,568 |
| Accrued Interest | 0 | 47 | 47 | 59 |
| Provisions | 6,148 | 4,951 | 2,326 | 2,053 |
| Interest-Bearing Liabilities | 2,116 | 4,976 | 3,825 | 4,324 |
| Deferred Revenue | 30,109 | 32,830 | 30,667 | 28,996 |
| Total Current Liabilities | 45,095 | 48,534 | 43,154 | 42,236 |
| Non-Current Liabilities | | | | |
| Provisions | 847 | 742 | 2,730 | 2,343 |
| Interest-Bearing Liabilities | 4,600 | 8,618 | 12,679 | 14,361 |
| Total Non-Current Liabilities | 5,447 | 9,360 | 15,409 | 16,704 |
| TOTAL LIABILITIES | 50,542 | 57,894 | 58,563 | 58,940 |
| NET ASSETS | 1,079,297 | 1,074,386 | 910,051 | 908,577 |
| Represented by: | | | | |
| Reserves | 7,143 | 7,218 | 4,122 | 3,110 |
| Asset Revaluation Reserve | 535,548 | 536,118 | 381,118 | 381,418 |
| Accumulated Surplus | 528,382 | 524,765 | 519,479 | 519,690 |
| Profit for Period | 8,224 | 6,285 | 5,332 | 4,359 |
| EQUITY | 1,079,297 | 1,074,386 | 910,051 | 908,577 |

Cash Flow Statement for the period ending 31 December 2007

| | 31-Dec-07 2007/2008 Inflows/ (Outflows) \$,000 | 31-Dec-06 2006/2007 Inflows/ (Outflows) \$,000 | 31-Dec-05 2005/2006 Inflows/ (Outflows) \$,000 |
|--|--|--|--|
| Cash Flows from Operating Activities (Inclusive of GST) | | | |
| Receipts from Ratepayers (inclusive of GST) | 33,989 | 28,073 | 26,313 |
| Parking Revenue (inclusive of GST) | 8,258 | 6,603 | 6,582 |
| Interest Received from Other Entities | 363 | 351 | 272 |
| Government Grants Received (inclusive of GST) | 4,049 | 2,604 | 2,643 |
| Victoria Grants Commission | 792 | 753 | 735 |
| User Charges Fees and Other Fines Received (inclusive of GST) | 8,198 | 8,371 | 6,821 |
| Reimbursements & Contributions Received (inclusive of GST) | 1,423 | 225 | 834 |
| Payments to Suppliers (inclusive of GST) | (22,479) | (22,237) | (19,373) |
| Payments to Employees | (19,992) | (13,919) | (13,183) |
| Borrowing Costs | (302) | (328) | (370) |
| GST Refund from ATO | 990 | 1,081 | 1,824 |
| Net Cash Provided by Operating Activities | 15,289 | 11,576 | 13,098 |
| Cash Flows Investing Activities | | | |
| Payments for Property, Infrastructure, Plant and Equipment | (6,749) | (5,089) | (4,482) |
| Proceeds for Property, Infrastructure, Plant and Equipment | 1,881 | 187 | 153 |
| Net Cash (Used in) Investing Activities | (4,868) | (4,902) | (4,329) |
| Cash Flows from Financing Activities | | | |
| Proceeds from Borrowings | | | |
| Repayment of Works Capital Borrowings | (2,285) | (1,138) | (861) |
| Repayment of Superannuation Debt Borrowings | 0 | (364) | (341) |
| Repayment of Refinancing Borrowings | (162) | (75) | (171) |
| Net Cash (Used In) Financing Activities | (2,447) | (1,577) | (1,373) |
| Change in Cash Held | 7,974 | 5,097 | 7,396 |
| Cash at Beginning of the Financial Period | 15,214 | 16,520 | 11,408 |
| Cash at the End of the Financial Period | 23,188 | 21,617 | 18,804 |

Capital Works Program – Year to Date Summary

| Project | Adopted Budget \$,000 | Budget YTD \$,000 | Actual YTD \$,000 | Variance YTD \$,000 | Current Forecast \$,000 | Budget Variance \$,000 |
|--|-----------------------------|-------------------------|-------------------------|---------------------------|-------------------------------|------------------------------|
| <u>ROAD INFRASTRUCTURE</u> | | | | | | |
| Kerb & Channels | 793 | 668 | 550 | 118 | 883 | (90) |
| Footpaths | 1,653 | 898 | 283 | 615 | 1,632 | 21 |
| Pavement | 2,670 | 985 | 432 | 553 | 2,561 | 109 |
| Drainage | 955 | 260 | 412 | (152) | 705 | 250 |
| Tree Root Barrier Treatments | 192 | 95 | 86 | 8 | 192 | () |
| Lanes - Pavement | 567 | | 213 | (213) | 508 | 59 |
| Lane Drainage | 225 | | 6 | (6) | 225 | |
| Bridges | 30 | | 5 | (5) | 32 | (2) |
| Retail - Footpath | 595 | 250 | 318 | (68) | 776 | (181) |
| Street Furniture | 40 | 10 | 28 | (18) | 65 | (25) |
| Transport | 891 | 318 | 334 | (16) | 887 | 4 |
| | 8,611 | 3,484 | 2,666 | 817 | 8,466 | 145 |
| <u>OPEN SPACE IMPROVEMENTS</u> | | | | | | |
| Open Space - Leisure Assets | 365 | 54 | 162 | (108) | 481 | (116) |
| Open Space - Sports Assets | 133 | 22 | 52 | (31) | 196 | (63) |
| Open Space - Waste Assets | 34 | 1 | 2 | (1) | 34 | |
| Open Space - Boundary Assets | 49 | 5 | 4 | 1 | 49 | |
| Open Space - Pedestrian Assets | 664 | 116 | 120 | (4) | 609 | 55 |
| Open Space - Horticultural Assets | 327 | 20 | 75 | (55) | 327 | |
| Open Space - Turf Assets | 358 | 215 | 226 | (11) | 403 | (46) |
| Open Space - Other Assets | 942 | 18 | 94 | (77) | 907 | 35 |
| Waste Management | 20 | | 20 | (20) | 20 | |
| Tree Planting | 499 | 150 | 155 | (5) | 525 | (26) |
| Traffic Landscaping | 59 | 13 | 16 | (3) | 64 | (5) |
| | 3,448 | 614 | 928 | (314) | 3,614 | (166) |
| <u>BUILDINGS & PROPERTIES</u> | | | | | | |
| Buildings - Floors | 233 | 84 | 23 | 61 | 130 | 103 |
| Buildings - Walls | 681 | 467 | 70 | 398 | 737 | (56) |
| Buildings - Roof | 130 | 86 | | 86 | 110 | 20 |
| Buildings - Mechanical | 1,277 | 418 | 229 | 189 | 1,019 | 259 |
| Buildings - Plumbing | 82 | 67 | 27 | 40 | 45 | 37 |
| Buildings - Electrical | 128 | 91 | 6 | 85 | 135 | (7) |
| Buildings -Miscellaneous | 11,670 | 3,784 | 1,716 | 2,068 | 12,188 | (518) |
| | 14,201 | 4,996 | 2,070 | 2,926 | 14,363 | (162) |
| <u>PLANT & EQUIPMENT</u> | | | | | | |
| Plant & Equipment | 1,343 | 386 | 804 | (418) | 1,403 | (60) |
| | 1,343 | 386 | 804 | (418) | 1,403 | (60) |
| <u>INFORMATION SYSTEMS</u> | | | | | | |
| I.S. Projects | 1,415 | 665 | 186 | 479 | 1,485 | (70) |
| | 1,415 | 665 | 186 | 479 | 1,485 | (70) |
| <u>LIBRARY</u> | | | | | | |
| Adult Books | 169 | 6 | 34 | (28) | 162 | 6 |
| Childrens Books | 43 | 17 | 10 | 8 | 41 | 2 |
| Lote Books | 28 | 10 | 14 | (4) | 44 | (16) |
| Large Print & Talking Books | 27 | 11 | 18 | (7) | 26 | 1 |
| Adult AV | 32 | 11 | 1 | 11 | 28 | 4 |
| Junior AV | 21 | 8 | 1 | 7 | 19 | 3 |
| Lote AV | 22 | 8 | 8 | | 22 | |
| Reference & Local History | 8 | 3 | 9 | (6) | 72 | (64) |
| | 350 | 74 | 94 | (20) | 413 | (63) |
| TOTAL CAPITAL WORKS EXPENDITURE | 29,368 | 10,219 | 6,749 | 3,470 | 29,744 | (376) |

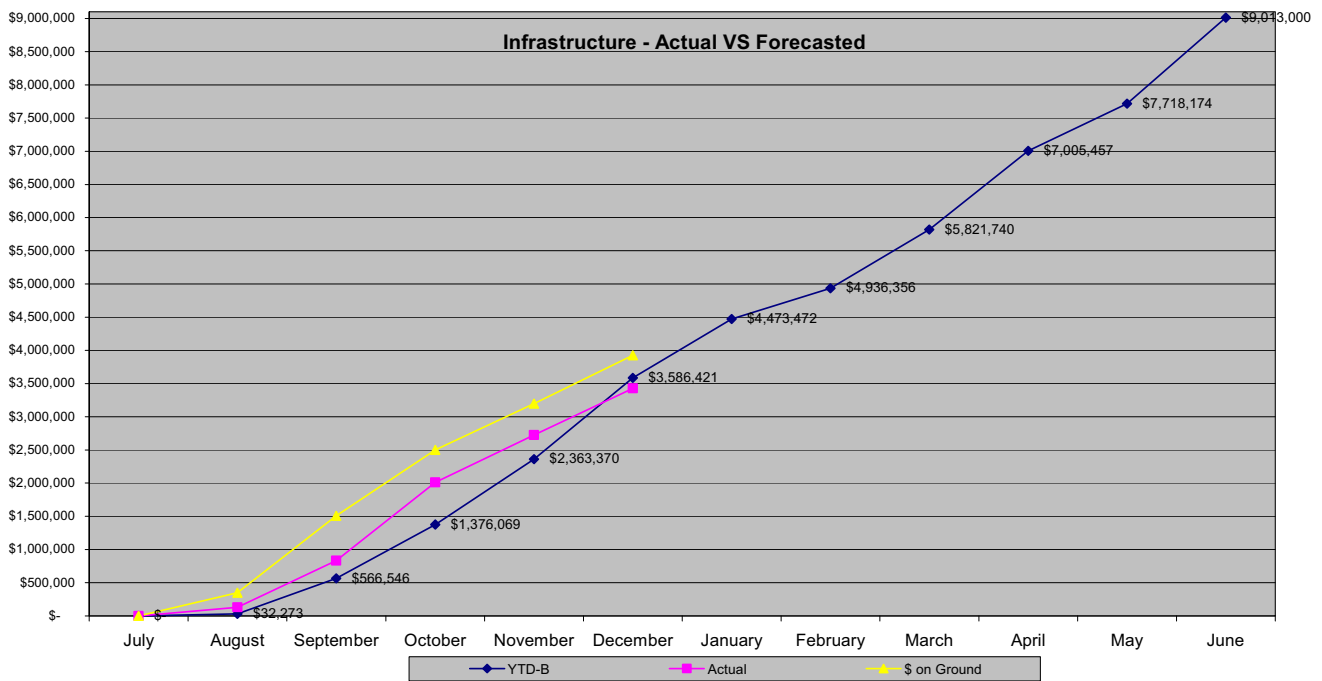
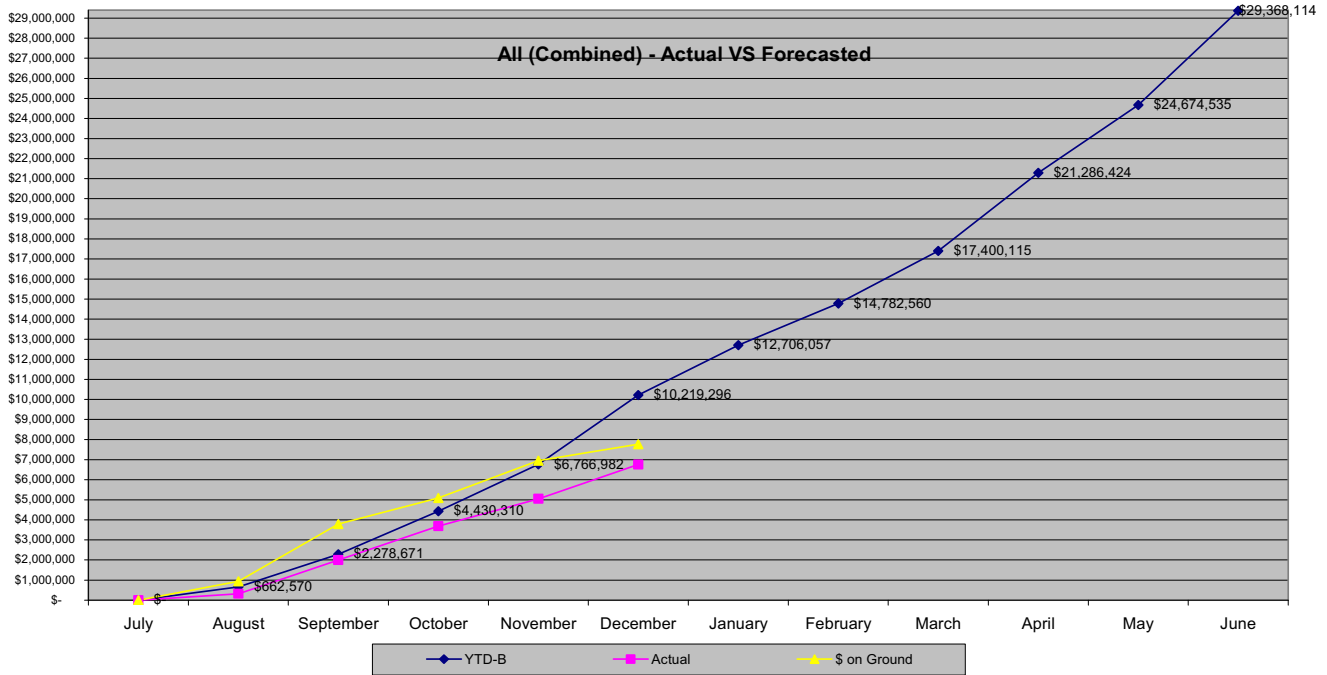
Capital Works Program – Year to Date Summary

| | |
|-------------------------------------|---------|
| Actual expenditure to end December: | \$6.7m |
| Value of work completed: | \$7.7m |
| Year to date budgeted expenditure: | \$10.2m |

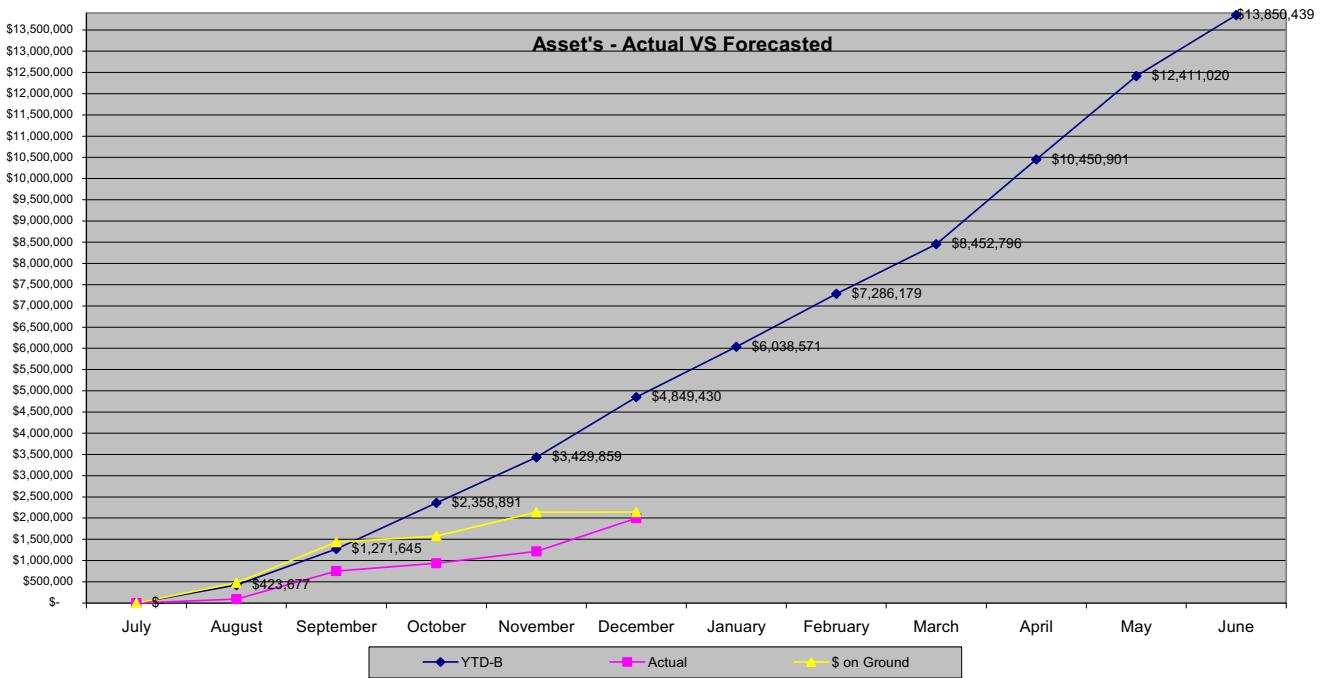
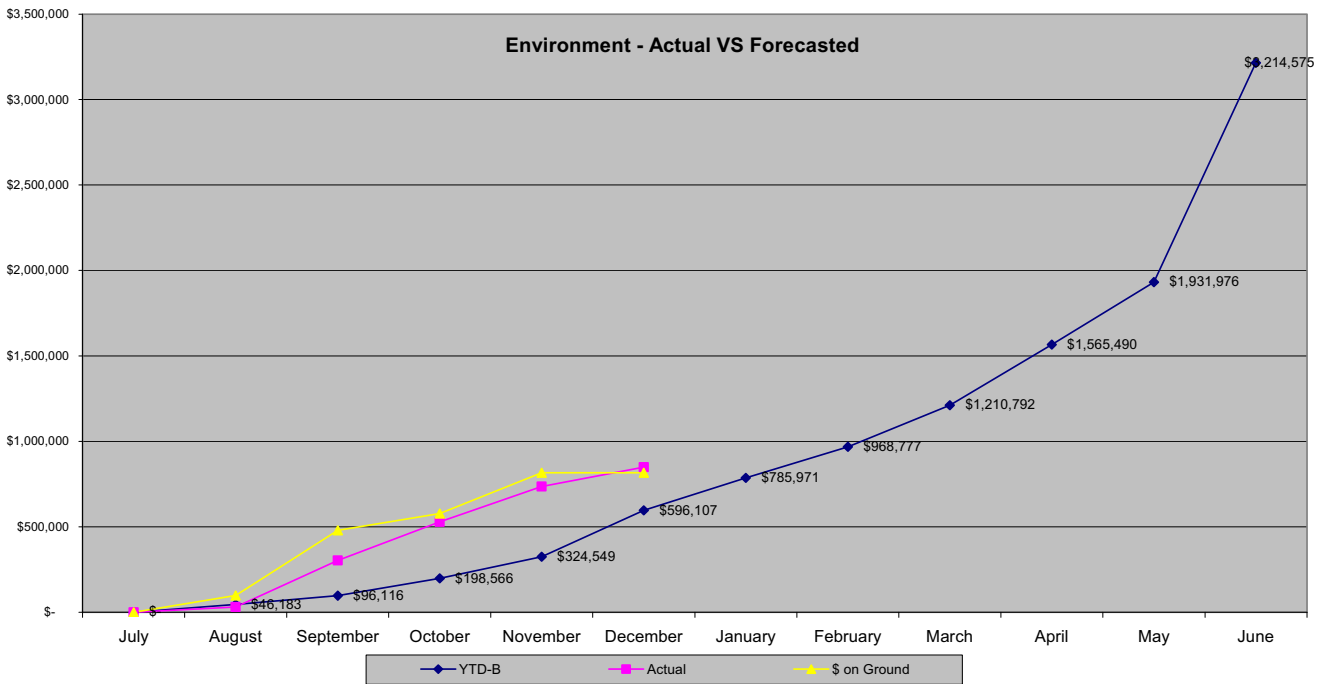
Comments as to the variations between the year to date budget and actual expenditure are as follows:

| Project | Variance Year To Date |
|--|----------------------------------|
| <p><u>ROAD INFRASTRUCTURE</u> The Road Infrastructure favourable variance is due mainly to Kerb & Channels, Footpaths & Pavement projects, which are offset by unfavourable variances in Drairage, Lane Pavement & Street furniture projects.</p> | Favourable \$817,000 |
| <p><u>OPEN SPACE IMPROVEMENTS</u> The Open Space Improvements unfavourable variance is due mainly to unfavourable variances in Sports assets, Horticultural assets & Leisure assets. Many of these projects were brought forward due to seasonal weather factors. An attempt was also made to start/complete projects due to pending staff changes in this area.</p> | Unfavourable \$314,000 |
| <p><u>BUILDING & PROPERTIES</u> The Building & Properties assets favourable variance is characteristic in all the program/asset areas (Floors, Walls, Roof, Mechanical, Plumbing, Electrical & Other). It is clear the projections made at the start of the year will not be met. A large carry over component is expected.</p> | Favourable \$2,926,000 |
| <p><u>PLANT & EQUIPMENT</u> The Plant & Equipment unfavourable variance is due to the purchase of fleet vehicles which were originally anticipated to be purchased later on in the year.</p> | Unfavourable \$418,000 |
| <p><u>INFORMATION SYSTEMS</u> The favourable result is mainly due to the delay in purchasing the new Assets Software system .</p> | Favourable \$479,000 |

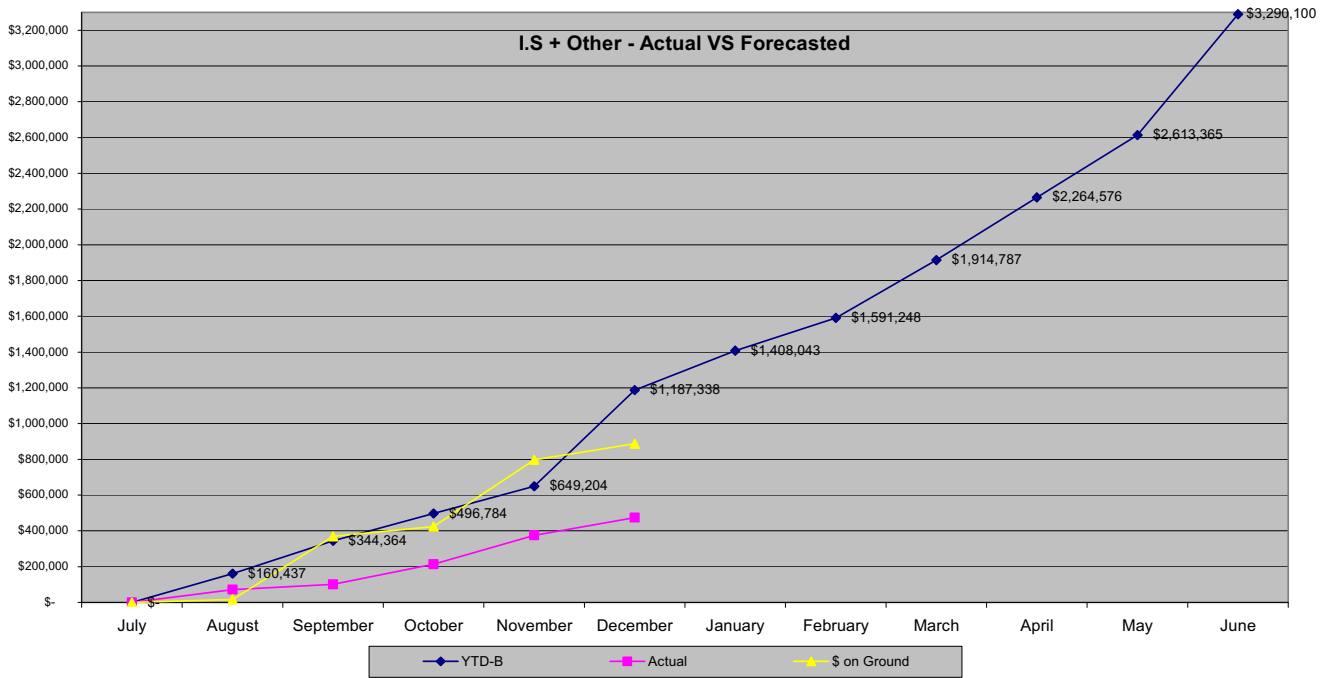
Capital Works 2007/08



Capital Works 2007/08



Capital Works 2007/08



1. Investments and Reserves

Graph 1.1: Cash Flow Comparison – Total Cash Reserves

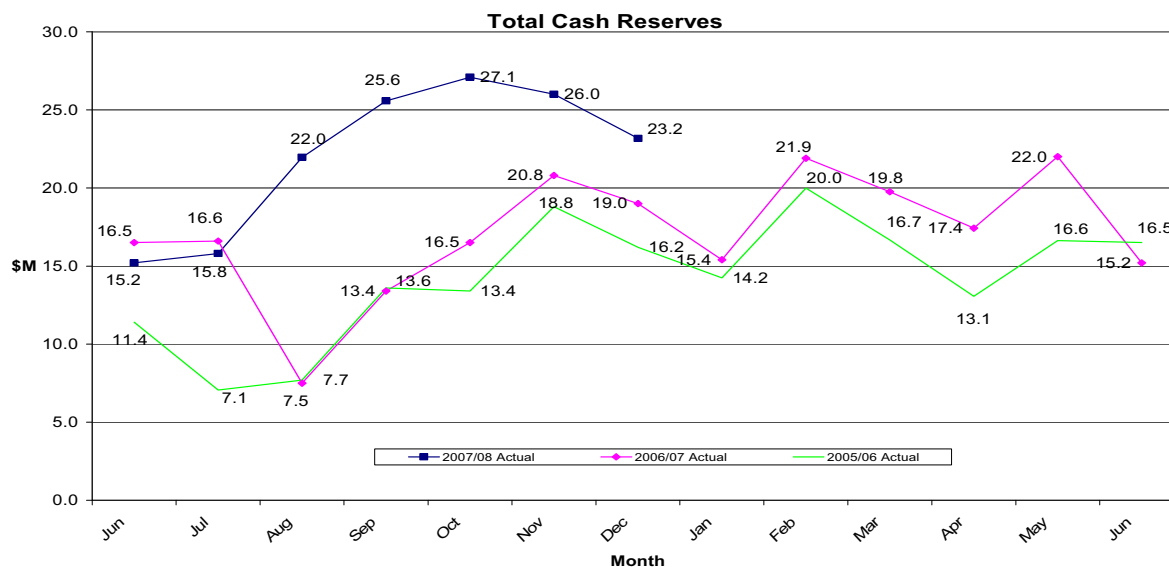


Table 1.1: Investment and Reserves

| | 31-Dec-07 \$,000 | 30-Nov-07 \$,000 | 31-Dec-06 \$,000 |
|---|---------------------|---------------------|---------------------|
| Cash at Bank | 1,482 | 3,003 | 4,023 |
| Cash on Hand | 6 | 6 | 5 |
| Money Market Call Account/Bank Bills | 21,700 | 23,000 | 15,050 |
| Total Cash Assets | 23,188 | 26,009 | 19,078 |
| Income in Advance | 0 | 0 | 0 |
| Long Service Leave | 4,557 | 3,987 | 3,412 |
| Reserves | 7,143 | 7,143 | 7,218 |
| Total Restricted Assets/Reserves | 11,699 | 11,130 | 10,630 |

Table 1.2: Investment Details

| Bank | Term (Days) | 31-Dec-07 Interest Rate | Maturity Date | Discounted Face Value \$,000 |
|--------------------------|----------------|----------------------------|---------------|------------------------------------|
| Bank West | 54 | 7.17% | 09/01/08 | 1,000,000.00 |
| Bank West | 49 | 7.00% | 10/01/08 | 1,600,000.00 |
| Commonwealth | 58 | 7.07% | 23/01/08 | 1,300,000.00 |
| Elders Rural | 55 | 7.18% | 24/01/08 | 1,300,000.00 |
| Bank West | 41 | 7.24% | 31/01/08 | 1,000,000.00 |
| Bank of Adelaide | 68 | 7.15% | 06/02/08 | 1,000,000.00 |
| Commonwealth | 72 | 7.11% | 07/02/08 | 1,700,000.00 |
| Bank West | 64 | 7.35% | 20/02/08 | 1,200,000.00 |
| Bendigo Bank | 80 | 7.28% | 21/02/08 | 2,000,000.00 |
| Bank West (23 Lennox St) | 184 | 6.94% | 29/02/08 | 1,500,000.00 |
| Commonwealth | 69 | 7.18% | 05/03/08 | 1,000,000.00 |
| Bank West | 88 | 7.43% | 14/03/08 | 1,300,000.00 |
| Bank West | 106 | 7.36% | 20/03/08 | 1,700,000.00 |
| Bank West (LSL) | 276 | 7.01% | 30/05/08 | 3,000,000.00 |
| Commonwealth (LSL) | 276 | 6.85% | 30/05/08 | 1,100,000.00 |
| | | | | 21,700,000 |

2. Rate and Other Debtors

Table 2.1: Rate Debtors

| | 31-Dec-07 | 30-Nov-07 | 31-Dec-06 |
|----------------------------------|------------------|------------------|------------------|
| | \$,000 | \$,000 | \$,000 |
| Rates & Charges – Current Year | 28,041 | 31,103 | 26,580 |
| Rates & Charges – Arrears | 1,022 | 1,080 | 1,420 |
| Total Rates & Charges | 29,063 | 32,183 | 28,000 |
| % Outstanding | | | |
| Rates & Charges – Current Year | 46% | 51% | 46% |
| Rates & Charges - Arrears | 47% | 50% | 55% |

Graph 2.1: Parking Infringement Debtors – Prior Year Comparison

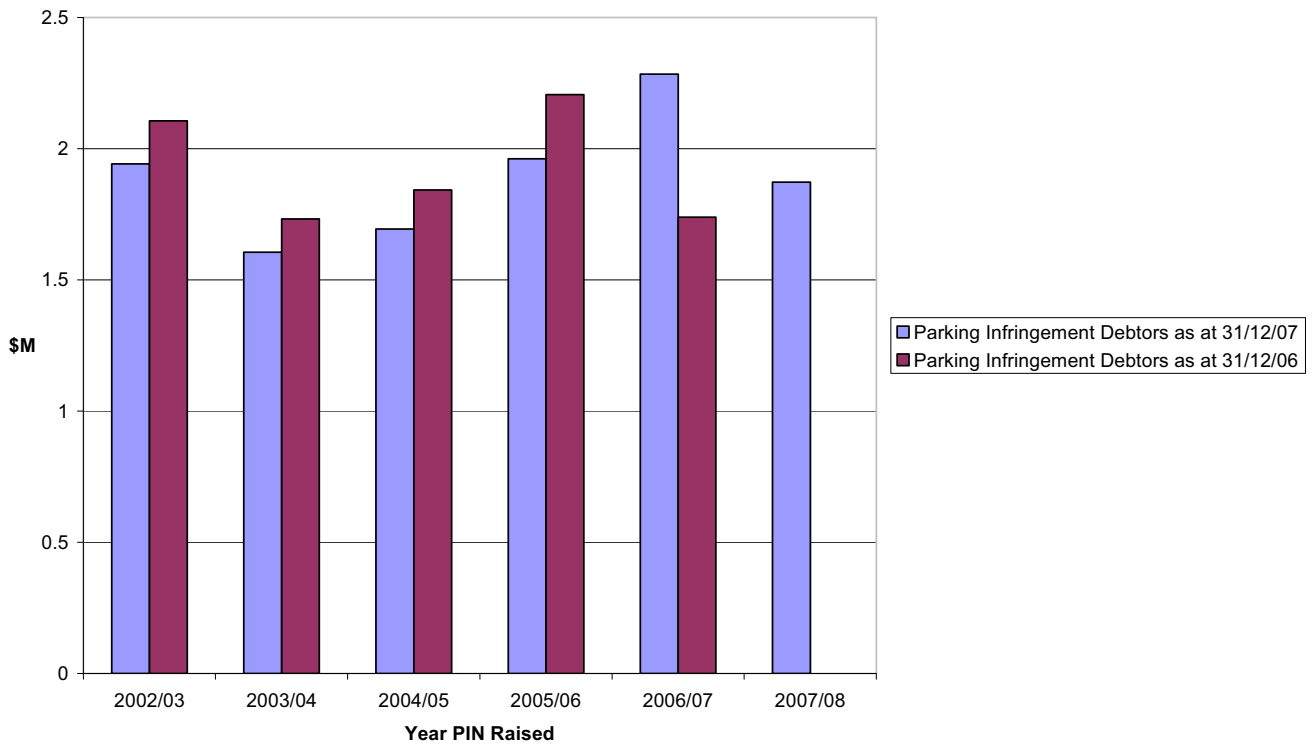


Table 2.2: Parking Infringement Debtors

| | 31-Dec-07 | 30-Nov-07 | 31-Dec-06 |
|------------------------------------|------------------|------------------|------------------|
| | \$,000 | \$,000 | \$,000 |
| Parking Infringement Debtors | 13,272 | 13,076 | 11,791 |
| Less: Provision for Doubtful Debts | (10,747) | (10,658) | (7,718) |
| Net Parking Debtors | 2,526 | 2,419 | 4,073 |

2. General and Other Debtors

Graph 2.2: General & Sundry Debtors – Aged Comparison

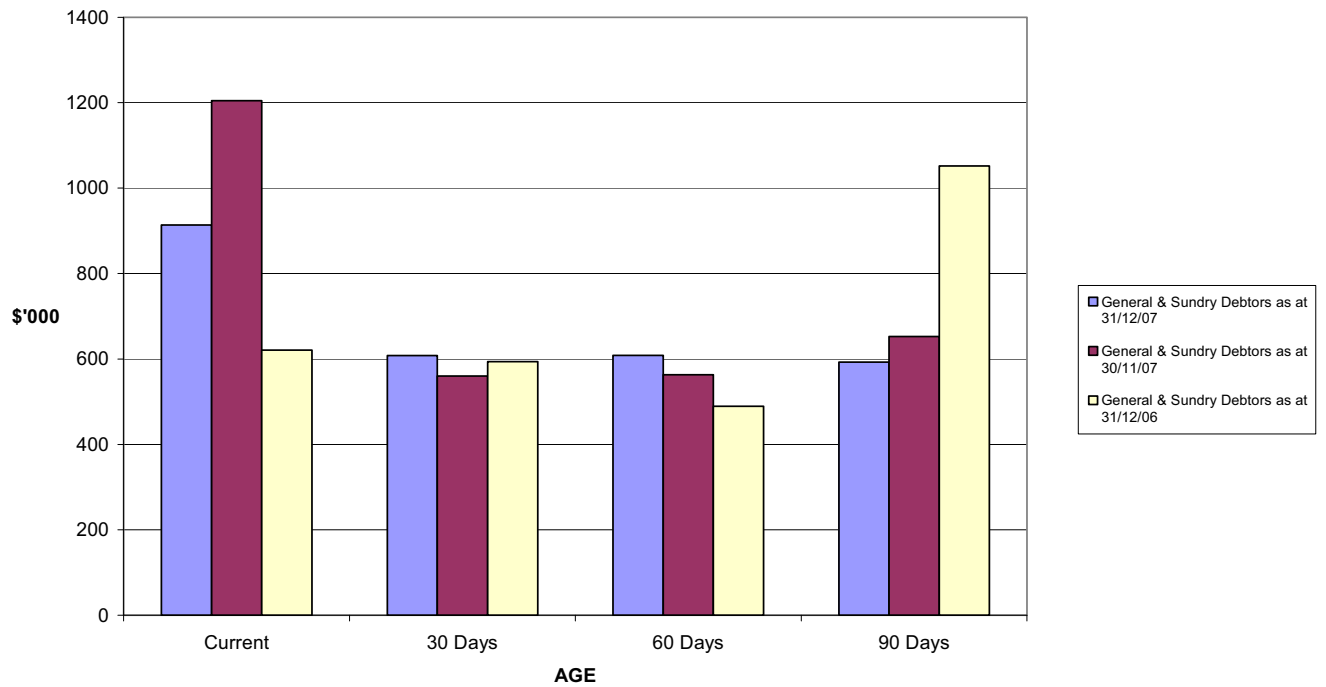


Table 2.3: General & Sundry Debtors

| | 31-Dec-07 \$,000 | 30-Nov-07 \$,000 | 31-Dec-06 \$,000 |
|---|---------------------|---------------------|---------------------|
| General & Sundry Debtors | 2,124 | 2,381 | 2,222 |
| Less: Provision for Doubtful Debts | 0 | 0 | (70) |
| Net General & Sundry Debtors | 2,124 | 2,381 | 2,152 |
| GST Receivable | 599 | 599 | 604 |
| Total Other Debtors | 2,723 | 2,981 | 2,756 |

3. Human Resource Statistics & Employee Costs

Graph 3.1: Human Resource Statistics by Employment Category

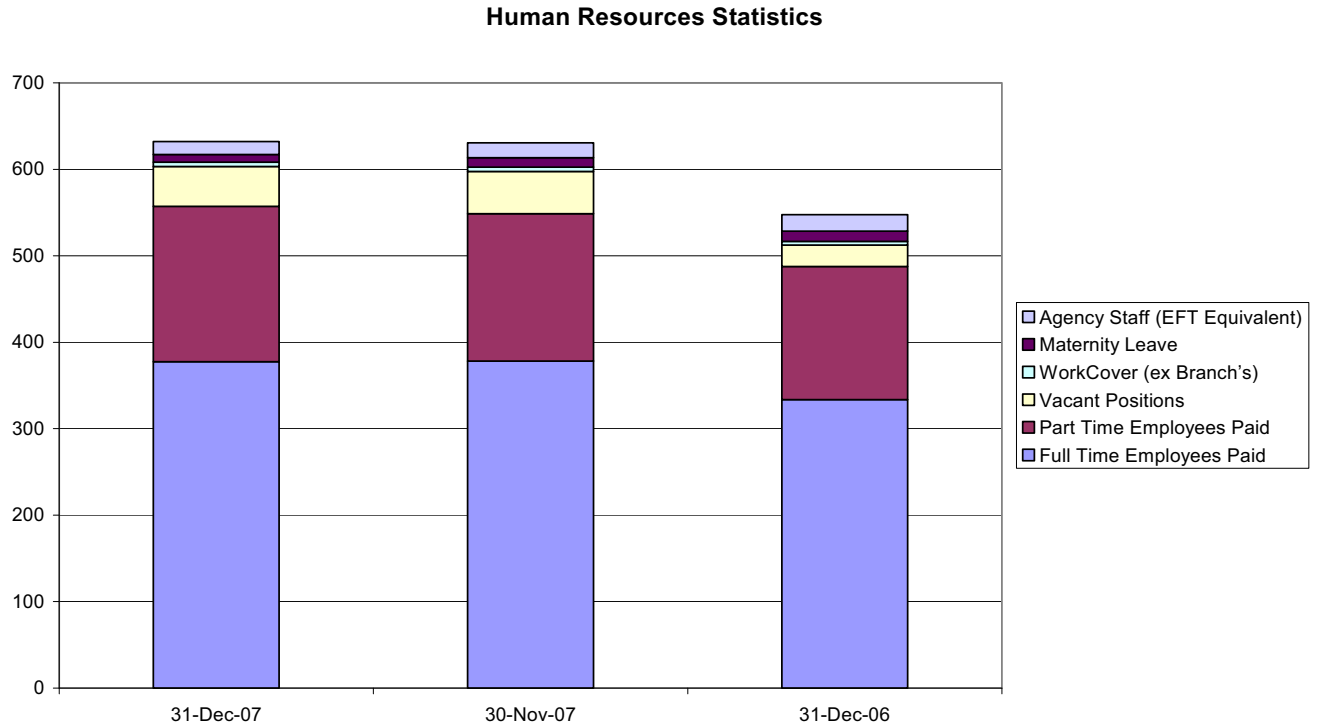


Table 3.1: Human Resource Statistics

| | 31-Dec-07 | 30-Nov-07 | 31-Dec-06 |
|----------------------------------|------------|------------|------------|
| Staffing Numbers | | | |
| Full Time Employees Paid | 377 | 378 | 334 |
| Part Time Employees Paid | 180 | 170 | 154 |
| Vacant Positions | 46 | 49 | 25 |
| WorkCover (ex Branch's) | 5 | 5 | 4 |
| Maternity Leave | 9 | 11 | 12 |
| Total Staff Establishment | 617 | 613 | 529 |
| Agency Staff (EFT Equivalent) | 15 | 17 | 19 |
| | 632 | 631 | 548 |

It should be noted that the Human Resource Statistics (Table 3.1) are based on actual hours worked calculated back to employee numbers.

3. Human Resource Statistics & Employee Costs (cont)

Graph 3.2: Employee Costs – Actual to Budget Comparison

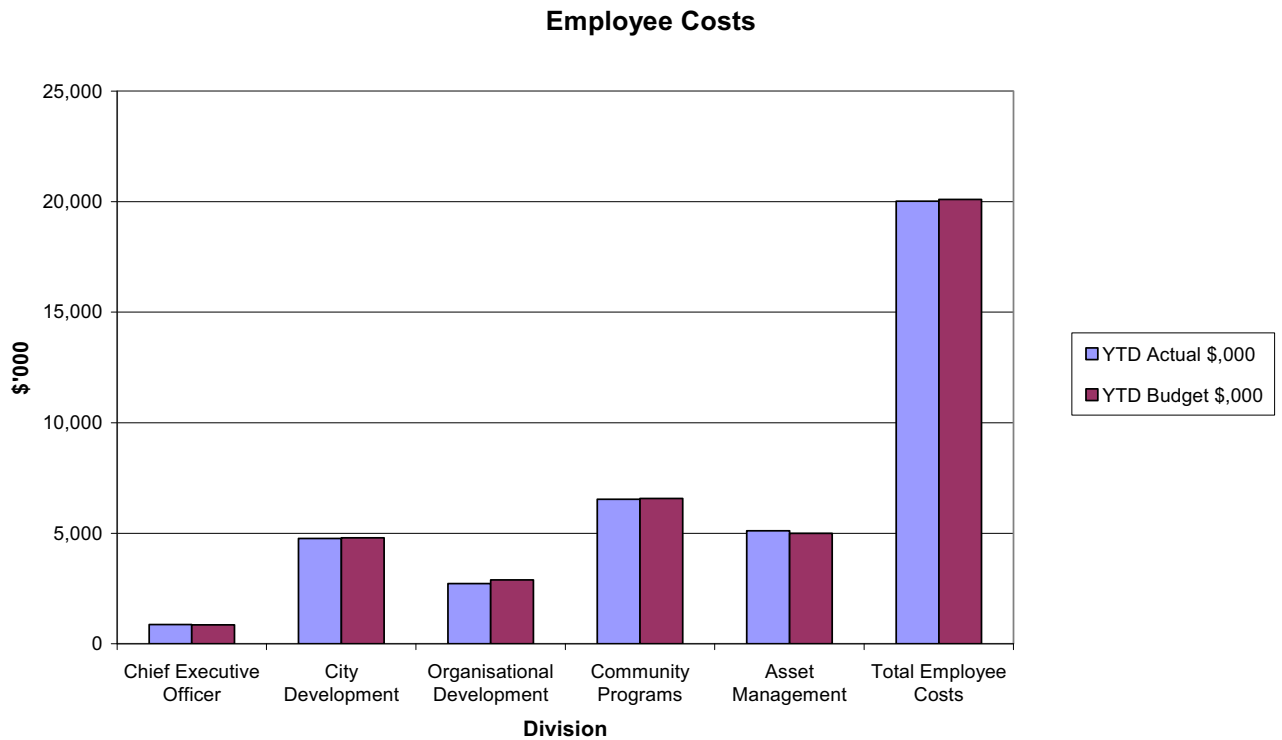


Table 3.2: Employee Costs by Division

| Employee Costs Expenditure | YTD Actual \$,000 | YTD Budget \$,000 | YTD Variance \$,000 |
|-----------------------------------|------------------------------|------------------------------|--------------------------------|
| Chief Executive Officer | 870 | 852 | (18) |
| City Development | 4,761 | 4,790 | 29 |
| Organisational Development | 2,729 | 2,892 | 163 |
| Community Programs | 6,542 | 6,568 | 26 |
| Asset Management | 5,118 | 5,000 | (118) |
| Total Employee Costs | 20,020 | 20,102 | 82 |

4. Council Transport Fleet

Graph 4.1: Council Transport Fleet by Vehicle Classification

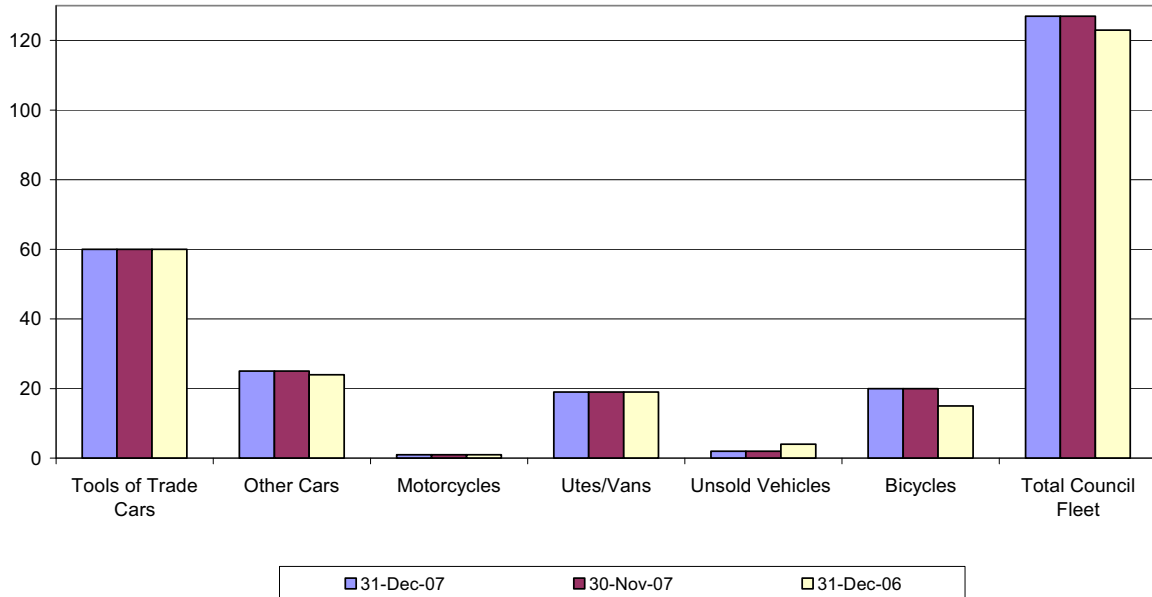


Table 4.1: Council Transport Fleet

| | 31-Dec-07 | 30-Nov-07 | 31-Dec-06 |
|--|------------|------------|------------|
| Tools of Trade Cars | 60 | 60 | 60 |
| Other Cars | 25 | 25 | 24 |
| Total Passenger Vehicles | 85 | 85 | 84 |
| Motorcycles | 1 | 1 | 1 |
| Utes/Vans | 19 | 19 | 19 |
| Total Vehicles excluding Bicycles | 105 | 105 | 104 |
| Unsold Vehicles | 2 | 2 | 4 |
| Total Vehicles on Hand | 107 | 107 | 108 |
| Bicycles | 20 | 20 | 15 |
| Total Council Fleet | 127 | 127 | 123 |
| Carshare | 6 | 6 | 1 |

8. Council Contracts Awarded By Council

MAJOR CONTRACTS AWARDED BY COUNCIL

To report on contracts awarded that were subject to confidential Council decisions during the preceding quarter

| Contract No | Description | Contractor(s) | Date Awarded | Term | Value |
|-------------|--|---------------------------|--------------|--------------------|-------------------|
| C962 | Supply, delivery & maintenance servicing of golf equipment at Burnley Golf Course. | Metro Turf P/L | 18-Dec-07 | 4 years | \$267,905 |
| C963 | Finance agreement for the supply of gymnasium equipment at RRC & grounds maintenance at Burnley Golf Course. | Capital Finance P/L | 18-Dec-07 | 4 years | \$778,837 |
| C974 | Open Space maintenance services. | Urban Maintenance Systems | 18-Dec-07 | 4 years & 5 months | \$9,369,275 |
| C603 | Delivered meals service - extension of existing contract. | Hobsons Bay City Council | 18-Dec-07 | 5 months | Under Negotiation |

COUNCIL CONTRACTS AWARDED (OVER THE VALUE OF \$50,000) MONTHLY REPORT

To report on contracts awarded over the value of \$50,000 under delegation during the preceding quarter

| Contract No | Description | Contractor(s) | Date Awarded | Term | Value |
|-------------|-------------|---------------|--------------|------|-------|
| | | | | | |

4.6 Edmund Street, Clifton Hill – Road Closure

File:

Responsible Officer: Director Organisational Development

This report will be distributed separately.

5. Confidential business reports

The following items were deemed by the Chief Executive Officer to be suitable for consideration in closed session in accordance with section 89 (2) of the *Local Government Act* 1989. In accordance with that Act, Council may resolve to consider these issues in open or closed session.

Recommendation

1. That the meeting be closed to members of the public, in accordance with section 89 (2) of the *Local Government Act* 1989, to allow consideration of:
 - (a) contractual matters; and
 - (b) matter prejudicial to Council and/or third party.
2. That all information contained within the Confidential Business Reports section of this agenda and reproduced as Council Minutes be treated as being and remaining strictly confidential in accordance with the provisions of sections 77 and 89 of the *Local Government Act* 1989 until Council resolves otherwise.