

COUNCIL PLAN
2005/2009

ABBOTSFORD
ALPHINGTON
BURNLEY
CARLTON NORTH
CITY OF YARRA
CLIFTON HILL
COLLINGWOOD
CREMORNE
FAIRFIELD
FITZROY
FITZROY NORTH
PRINCES HILL
RICHMOND



LIVE

COUNCIL PLAN 05/09

WELCOME TO THE CITY OF YARRA. COUNCIL ACKNOWLEDGES THE WURUNDJERI AS THE FIRST OWNERS OF THIS COUNTRY. TODAY, THEY ARE STILL THE CUSTODIANS OF THE CULTURAL HERITAGE OF THIS LAND. FURTHERMORE 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.

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CONTACT DETAILS

02

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Website

www.yarracity.vic.gov.au

If you don't have access to the internet at home or at work, you may access Council's website at your local library.

Features of Council's web site include:

- online payments
- Council minutes and agendas
- information on Council services
- Council publications such as this Council Plan and Annual Reports
- media releases
- Yarra's Planning Scheme and searchable database of planning applications

CONTACT DETAILS (TRANSLATED)

03

Translations

If you would like to know more about the information in this document and your language is not listed below, you can contact an interpreter on (03) 9280 1940.

Vietnamese

NẾU MUỐN BIẾT THÊM CHI TIẾT VỀ NỘI DUNG VẤN KIẾN NÀY, QUÍ VỊ CÓ THỂ LIÊN LẠC VỚI MỘT THÔNG DỊCH VIÊN QUA ĐIỆN THOẠI SỐ **9280 1939**.

Greek

ΑΝ ΘΕΛΑΤΕ ΠΕΡΙΣΣΟΤΕΡΕΣ ΠΛΗΡΟΦΟΡΙΕΣ ΣΕ ΣΧΕΣΗ ΜΕ ΤΑ ΣΤΟΙΧΕΙΑ ΠΟΥ ΠΕΡΙΕΧΟΝΤΑΙ ΣΤΟ ΕΝΤΥΠΟ ΑΥΤΟ, ΜΠΟΡΕΙΤΕ ΝΑ ΕΠΙΚΟΙΝΩΝΗΣΕΤΕ ΜΕ ΕΝΑ ΔΙΕΡΜΗΝΕΑ ΣΤΟΝ ΑΡΙΘΜΟ **9280 1934**.

Mandarin

如果想要進一步瞭解這份文件中的內容，您可以致電**9280 1937**，和翻譯員取得聯繫。

Cantonese

如果你要更多地了解關於這篇文件的內容，您可以與傳譯員聯絡，電話號碼**9280 1932**。

Italian

SE DESIDERATE SAPERNE DI PIÙ CIRCA LE INFORMAZIONI CONTENUTE IN QUESTO DOCUMENTO, POTETE CONTATTARE UN INTERPRETE AL **9280 1940**

Turkish

BU BELGEDE YERALAN BİLGİLERE İLİŞKİN DAHA FAZLA BİLGİ EDİNMEK İSTİYORSANIZ, **9280 1938** NUMARADAN BİR TERCÜMANLA GÖRÜŞEBİLİRSİNİZ.

Arabic

إذا أردتم معرفة المزيد عن المعلومات الواردة في هذه الوثيقة بإمكانكم الاتصال بمترجم على الرقم **9280 1930**.

Spanish

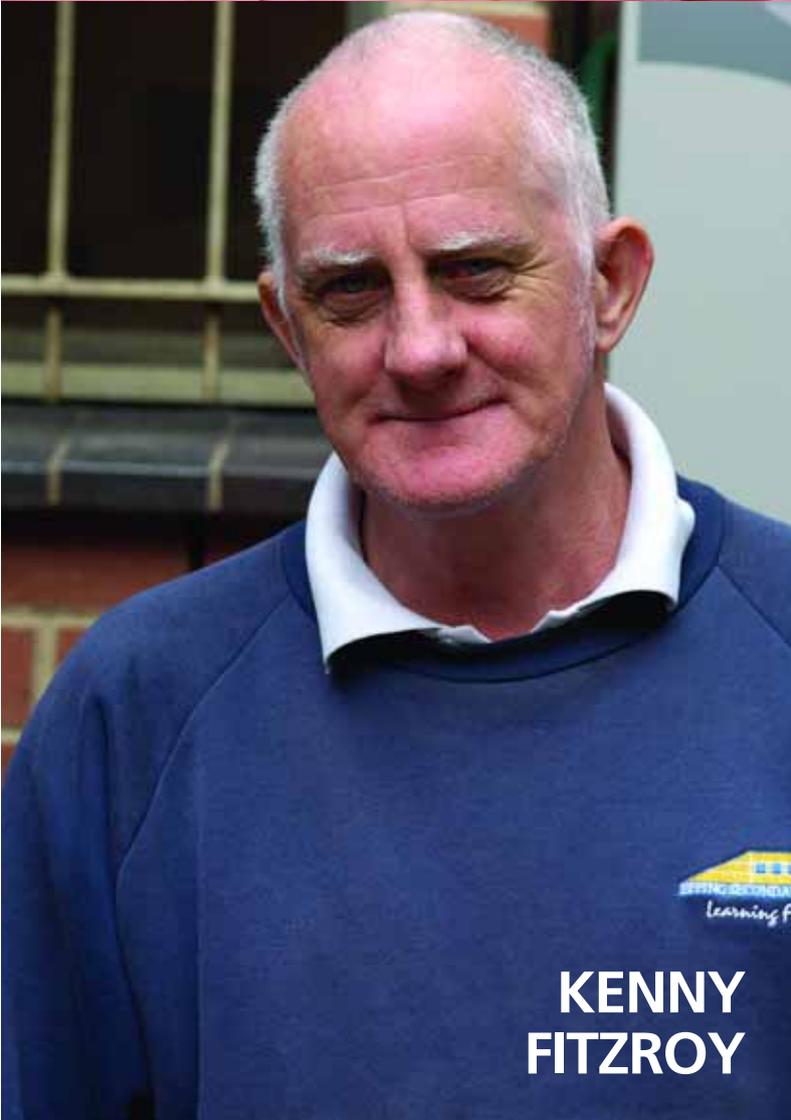
SI QUIERE MÁS DETALLES SOBRE LA INFORMACIÓN CONTENIDA EN ESTE DOCUMENTO, PÓNGASE EN CONTACTO CON UN INTÉRPRETE LLAMANDO AL TELÉFONO Nº **9280 1940**



**VIOLETTA
RICHMOND**



**COSTA
RICHMOND**



**KENNY
FITZROY**



**SARAH
CARLTON NORTH**

MAYOR'S MESSAGE

This Council Plan reflects our focus on our neighbourhoods, areas which provide an important sense of place and identity for the community.

This Yarra Council Plan 2005-2009 broadly outlines the projects and initiatives that Council will undertake over the next four years.

With the election of the new Yarra Council in November 2004, the Plan contains a mix of activities that continue on from previous years, as well as new initiatives. Council continues to maintain a clear focus on the provision of quality, value for money essential services that meet the diverse needs of our community. From domestic garbage collections and street cleaning to childcare and meals on wheels, Council is working to ensure all our services are effective, equitable and responsive.

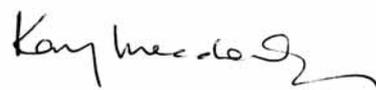
This Council Plan also reflects our focus on our neighbourhoods, areas which provide an important sense of place and identity for the community. Council aims to manage the continuing growth so that we protect and enhance the preferred character, heritage and liveability of our neighbourhoods and distinctive suburbs. The Plan also outlines the practical ways in which Council is working to foster a healthy, connected and active community, which has access to a range of quality recreation and sporting places, spaces and activities.

The municipality's ageing infrastructure is a key financial issue for Council. A Strategic Resource Plan, which accompanies the Council Plan, outlines the financial parameters of the City's budget. Council tries to find the balance between the different sources of revenue - rates, fees, fines and borrowings.

The Strategic Resource Plan shows that Council charges are heavily subsidised for lower income groups, which reflects our commitment to social justice and equity. Council recognises social and economic inequalities in our community and strives to improve the quality of life for the socially disadvantaged in real and practical ways.

The Council Plan is based on feedback we have received on prior strategies through community consultation. Council has listened to individual and community views, ideas and concerns, and has sought to ensure that this information helps shape a responsive range of services and programs that the community will value.

While you won't find everything Council does in this Plan, you will find a broad range of key initiatives and strategies that we will deliver on over the next four years. We will continue to seek your views and feedback on these and other Council priorities and programs that I am confident will meet the needs of our community.



Councillor Kay Meadows
Mayor





**SCOTT
RICHMOND**



**ZARNAZ
CARLTON NORTH**



**CATHERINE
COLLINGWOOD**



**TONY
FITZROY**

CEO'S MESSAGE

Council is committed to fostering a sense of civic pride in our community.

The Yarra Council Plan 2005-2009 is the culmination of the extensive strategic work and comprehensive consultation we have undertaken over the past 12 months. The Plan outlines our major strategies and initiatives for the next four years, which will be delivered through a series of practical, on the ground initiatives. The delivery of our major strategies is a critical priority for Council, and we have set out a clear timeframe for their implementation in this Plan.

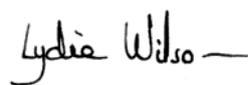
At an organisational level, our key focus is on continuing to improve the ways in which we respond to our community. We recognise that our residents and businesses want timely and accurate information on a wide range of matters, from planning and parking to pet registration and rates. We will continue to be more responsive at the most practical levels – from responding promptly to phone enquiries and correspondence, to following up on requests for information and services.

Our commitment to further improving our responsiveness to the community is reflected in the series of changes we have made in our Planning division over the past year. In response to a comprehensive Planning Audit completed last June, we have implemented a number of 'fast tracking' measures for more efficient and speedier consideration of planning applications. We have also put new workflow procedures, turn-around time benchmarks and reporting practices into place, and continue to implement audit recommendations designed to improve our efficiency and responsiveness. We have made significant progress in this area over this past year.

As part of our response to issues around public information and awareness raised by the audit, Council now holds planning consultation meetings at different locations across the municipality. This is part of Council's broader commitment to increasing opportunities for the community to have a voice and play an active role in policy and decision making processes. We will be focusing over the coming months on the adoption of community consultation and engagement approaches that foster broad community participation and involvement in Council.

Council is committed to fostering a sense of civic pride in our community. We continue to work in partnership with residents, businesses, government agencies and owners of infrastructure on important issues like graffiti and litter and weed control, to create a clean, safe and welcoming public domain that we can all be proud of. Our Graffiti Clean Up Program is a great example of the benefits our practical initiatives and collaborative approach can bring.

I am confident that the strategies and initiatives outlined in this Council Plan will enable us to honour prior commitments and recognise emerging issues, thereby ensuring the City of Yarra continues to be a great place to live, work and visit.



Lydia Wilson
Chief Executive Officer



CITY OF YARRA WARD MAP

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YARRA'S COUNCILLORS



Councillor Annabel Barbara



Mayor, Councillor Kay Meadows



Councillor Paul D'Agostino



Councillor Jenny Farrar



Councillor Judy Morton



Councillor Jackie Fristacky



Councillor Stephen Jolly



Councillor Gurm Sekhon



Councillor Kathleen Maltzahn

Langridge Ward

Councillor Annabel Barbara
Councillor Annabel Barbara was elected to represent Langridge Ward in November 2004. She is a member of the Finance and Resources Committee.

Councillor Jenny Farrar
Councillor Jenny Farrar was first elected to Yarra Council in 2002 to represent the former Merri Ward. She was elected to represent Langridge Ward in November 2004. She is Chair of the Planning and Community Development Committee.

Councillor Stephen Jolly
Councillor Stephen Jolly was elected to represent Langridge Ward in November 2004. He is a member of the Planning and Community Development Committee.

Melba Ward

Mayor, Councillor Kay Meadows
Councillor Kay Meadows was first elected to Yarra Council in 1999 to represent the former Docker Ward and was re-elected in 2002. She was elected to represent Melba Ward in November 2004. She is a member of both the Planning and Community Development and Finance and Resources Committees.

Councillor Judy Morton
Councillor Judy Morton was first elected to Yarra Council in 2002 to represent the former Docker Ward. She was elected to represent Melba Ward in November 2004. She is member of the Planning and Community Development Committee.

Councillor Gurm Sekhon
Councillor Gurm Sekhon was first elected to Yarra Council in 2001 to the former Nicholson Ward and was re-elected in 2002. He was elected to represent Melba Ward in November 2004, and is a member of the Finance and Resources Committee.

Nicholls Ward

Councillor Paul D'Agostino
Councillor Paul D'Agostino was elected to represent Nicholls Ward in November 2004. He is a member of the Finance and Resource Committee.

Councillor Jackie Fristacky
Councillor Jackie Fristacky was first elected to Yarra Council in 2002 to represent the former Nicholson Ward. She was elected to represent Nicholls Ward in November 2004. She is Chair of the Finance and Resources Committee.

Councillor Kathleen Maltzahn
Councillor Kathleen Maltzahn was elected to represent Nicholls Ward in November 2004. She is a member of the Planning and Community Development Committee.



VIBRANT
RICH
DIVERSE
VARIED

A SNAPSHOT OF YARRA

This snapshot takes a closer look at the people and places that form and shape contemporary Yarra.

The City of Yarra is a compact, vibrant and diverse inner city municipality. Located immediately north-east of the Melbourne Central Business District, Yarra covers an area of 19.5 square kilometres and includes the suburbs of Abbotsford, Burnley, Clifton Hill, Collingwood, Cremorne, Fitzroy, North Fitzroy, North Carlton, Princes Hill and Richmond, and parts of Alphington and Fairfield.

The original inhabitants and traditional owners of the land are the Wurundjeri Aboriginal people. Yarra continues to be an important meeting place for Aboriginal people in Victoria, and is home to a number of major Aboriginal organisations. The suburbs of Yarra have a rich and varied history, which is reflected in the municipality's built form, natural environment and the diverse composition of the community.

This snapshot takes a closer look at the people and places that form and shape contemporary Yarra. It draws on demographic information from the Australian Bureau of Statistics (ABS) Census of Population and Housing 1996 and 2001, and compares Yarra's social and economic indicators to those of the Melbourne Statistical District, which covers the entire metropolitan area.

Significant features

The City of Yarra is renowned for its eclectic shopping strips, thriving arts and live music scene, countless cafes, pubs and restaurants, parks and waterways. The City's natural features include the Yarra River and the Darebin and Merri Creeks, which have been important historically and culturally in a municipality that has limited open space. Yarra Bend Park, the Edinburgh Gardens, the Collingwood Children's Farm and smaller neighbourhood parks and reserves are popular destinations for residents and visitors alike, providing attractive spaces to relax, socialise and enjoy some time out from the pressures of inner city living.

Yarra's distinctive retail and entertainment strips in Collingwood, Fitzroy and Richmond are home to many unique and unusual clothing, furniture and jewellery shops, interesting eateries, galleries and lively bars. These diverse Activity Centres compliment smaller neighbourhood shopping villages in North Carlton, North Fitzroy and Clifton Hill, and are a vital part of Yarra's local culture, community and economy. Over the last two decades, Yarra's economy has seen a significant shift from manufacturing to service industries. It is now supported by a diverse employment base.

Yarra is home to a number of Melbourne's major educational institutions, including the Australian Catholic University, the Northern Melbourne Institute of TAFE (Collingwood and Fairfield campuses), Kangan Batman TAFE (Richmond campus) and The University of Melbourne (Burnley campus). St Vincent's Hospital and the Epworth Hospital are also located in Yarra, as are a number of major community and commercial radio and television stations.

Architecturally, Yarra's suburbs encompass everything from heritage streetscapes to modern contemporary design. This physical diversity reflects Yarra's history as an evolving residential, industrial and commercial area that continues to accommodate social, economic and cultural change.

Yarra's inner city location and the significance of its heritage built form, means that urban planning, traffic management and parking are key priorities for the City.

A SNAPSHOT OF YARRA (cont.)

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Population

Yarra's population of 69,749 people is characterised by a diversity of cultures and lifestyles. By 2011 Yarra's population is forecast to increase an estimated 2.3%, which is significant after decades of population decline in inner city. Yarra has a high proportion of young adults, and fewer older people and children than the Melbourne Statistical District (metropolitan area). Yarra has a significantly higher percentage of people aged 18 to 34 years, who make up 41 per cent of the population compared with 26 per cent for the metropolitan area. Yarra also has a lower percentage of people aged 5 to 17 years, who make up 9 per cent of the population, compared with 17 per cent for the metropolitan area. Women make up 51.1% of the population.

Yarra is a culturally diverse municipality with 29 per cent of residents born overseas, which is the same as the metropolitan area. Yarra's largest groups from overseas in order of size are from Vietnam, the United Kingdom, Greece, New Zealand, Italy and China. Collingwood has Yarra's highest proportion of Vietnamese born residents, with nearly 30 per cent of its population born in Vietnam.

Yarra is also home to 14 per cent of Victoria's East Timorese community. Around 25 per cent of Yarra residents speak a language other than English at home. The top five non-English languages spoken are Vietnamese, Greek, Chinese languages, Italian and Turkish.

Just over half of the population in the City of Yarra stated a religion in the 2001 Census. Christian religions comprised 46 per cent, while Buddhism was the largest non-Christian religion at 7 per cent. When comparing the City of Yarra with the metropolitan area, Yarra has a smaller proportion of Christians, and a larger proportion of both non-Christians and people with no religion.

Households

There are 30,088 households in Yarra. In comparison to the rest of Melbourne, Yarra has more medium and high-density housing such as flats and apartments, and fewer detached houses. Only 21 per cent of Yarra households are houses, compared with the metropolitan area's 74 per cent. Yarra's higher share of flats and apartments tend to attract smaller households. A significant proportion of Yarra's population lives in lone person households (31 per cent) and couple only households (22 per cent).

Compared with the metropolitan area, the City of Yarra has a significantly lower share of home owners (24 per cent compared with 42 per cent), while the proportion of those paying off their homes is considerably lower (18 per cent compared with 28 per cent) and the overall percentage of renters is substantially higher (47 per cent compared with 23 per cent).

Income

One of the most significant demographic changes in the City of Yarra between 1996 and 2001 was the considerable increase in the number of high income earners and the decrease in medium and low income earners. Yarra now has a greater share of households above the income average for the metropolitan area, with more than half of households in the highest or medium high groups. Of Yarra's households, 16 per cent earn \$2,000 or more per week, 14 per cent earn \$1,500 to \$1,999 per week and 9 per cent earn \$1,000 to \$1,198 per week. However, while the City of Yarra has moved toward a markedly greater concentration of high income households, there are still a significant number of low income households in Yarra - 20 per cent of household earn less than \$400 per week, compared with 18 per cent for the metropolitan area.

Education

Yarra has a highly educated population. Compared with the metropolitan area, the City of Yarra has a larger share of the population with a bachelor or higher degree (29 per cent compared with 14 per cent); a larger share of the population with an advanced diploma or diploma (10 per cent compared with 8 per cent) and a smaller share of the population with vocational qualifications (8 per cent compared with 14 per cent).

Between 1996 and 2001, there was a moderate increase of 2 per cent in the proportion of the population with a bachelor degree or higher in the City of Yarra. Yarra has a high share of the population who completed their schooling to Year 12, while a relatively smaller share of Yarra's population had left school at lower year levels.

Employment

The City of Yarra has a labour force of around 39,000 people, with a significant number working in service sectors such as education, health, finance, insurance, and business and community services.

Compared with the metropolitan area, Yarra has a considerably greater proportion of people employed in finance, insurance and business services, a significantly lesser proportion employed in wholesale, retail trade and manufacturing, and a substantially greater proportion employed in recreation, personal services, accommodation and cafes.

The largest occupation groups in the City of Yarra include professionals, clerical, sales and service workers and associate professionals. The major differences in the occupational composition between the City of Yarra and the metropolitan area include a substantially higher share of professionals (38 per cent compared with 21 per cent), a considerably lower share of tradespersons (5 per cent compared with 12 per cent) and a significantly lower share of clerical, sales and service workers (25 per cent compared with 30 per cent).

The unemployment rate in the City of Yarra was higher than the metropolitan area in 2001 at 8 per cent compared with 7 per cent. One contributing factor to the Yarra's higher unemployment rate is the comparatively larger share of the population aged 18 to 24 years, who often have higher unemployment rates than older workers (aged 25 to 59 years).

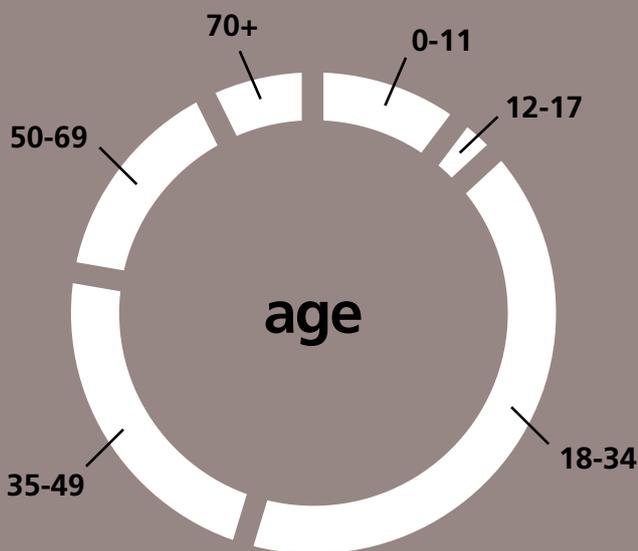
There was also a slight difference in the share of people employed in full and part time work, with 26 per cent of the working population in the City of Yarra employed part time, compared with 29 per cent in the metropolitan area.

The total working population within the City of Yarra, including both residents and non-residents, is 55,000.

Transport

The City of Yarra has a significantly higher share of households without cars, compared with the metropolitan area. Twenty per cent of Yarra households do not have any vehicles, compared with 9 per cent for the metropolitan area. A relatively high percentage of Yarra residents use public transport or non-motorised transport to get to work. While most people still use their car as the major source of trips to work, public transport comprises some 35 per cent of all motorised trips with 13 per cent of all journeys to work non-motorised. Compared with the metropolitan area, Yarra has a lower share of people who travel to work by car as drivers, and a higher percentage of people who travel to work by tram, bicycle or on foot.

41% OF PEOPLE ARE AGED BETWEEN 18 TO 34



69,749 PEOPLE

30,088 HOUSEHOLDS

51% ARE WOMEN

71% OF THE RESIDENTS WERE BORN IN AUSTRALIA

25% OF RESIDENTS SPEAK A SECOND LANGUAGE

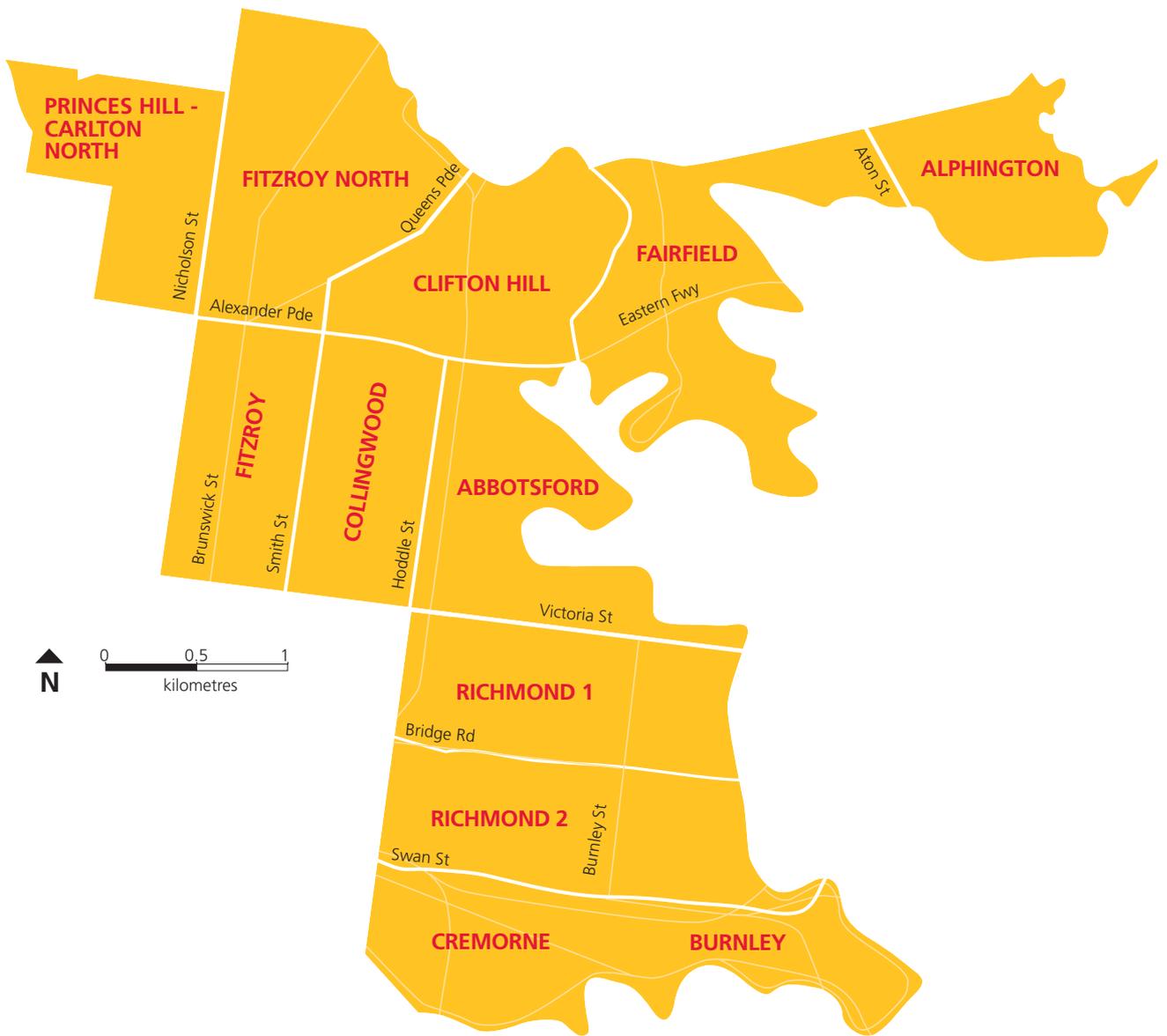
38% USE THE INTERNET AT HOME

21% CATCH PUBLIC TRANSPORT TO WORK

8% OF RESIDENTS ARE OVER THE AGE OF 70

YARRA'S NEIGHBOURHOODS

The City of Yarra is divided into 10 neighbourhoods, which are based on suburb boundaries. These neighbourhoods form the basis for Council's strategic and neighbourhood planning.



ABOUT THE COUNCIL PLAN

The Council Plan was informed by 'Your Say', a survey of people who live, work or visit Yarra.

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The Yarra Council Plan 2005-2009 outlines the projects and initiatives to which Council will allocate its resources over the next four years.

Changes to the *Local Government Act* introduced by the Victorian Government in 2003 mean that all local governments are required to develop a Council Plan every four years and for it to be reviewed annually. The legislation also requires the development of a Strategic Resource Plan that details Council's financial and human resources and asset management requirements over the next 12 months.

The Council Plan has two parts - Our Council and Our Community. Our Council outlines the approach the organisation will take. It is informed by a number of Core Principles that in turn drive our Core Operations. Our Community sets out five key themes, which include a number of strategic objectives, strategies and actions for 2005/06.

The Council Plan is based on:

- a review of significant Council policies and strategies
- issues identified through major community consultations undertaken by Council over the last 18 months
- priority actions identified by Councillors
- workshops and meetings attended by officers across all Council branches
- preliminary consultations undertaken to inform the development of Council's Municipal Public Health Plan and review of the Municipal Strategic Statement
- a set of emerging issues identified by Council and the community.

The Council Plan was also informed by 'Your Say', a survey of people who live, work or visit Yarra. The survey was designed to identify people's issues, ideas and solutions for their neighbourhoods and the City as a whole. The survey was randomly distributed at three community festivals, customer service facilities and libraries in Yarra during February and March 2005. It was also advertised on Council's website.

Council Plan Framework Structure

Our Council

Core Principles

Core Operations

Our Community

People, Communities and Neighbourhoods

Built Form, Land Use and Transport

Culture, Celebration and Tradition

Local Economy and Business Development

Environment and Public Space

While some caution needs to be taken in interpreting the survey results across the entire Yarra community, it is evident that Yarra residents:

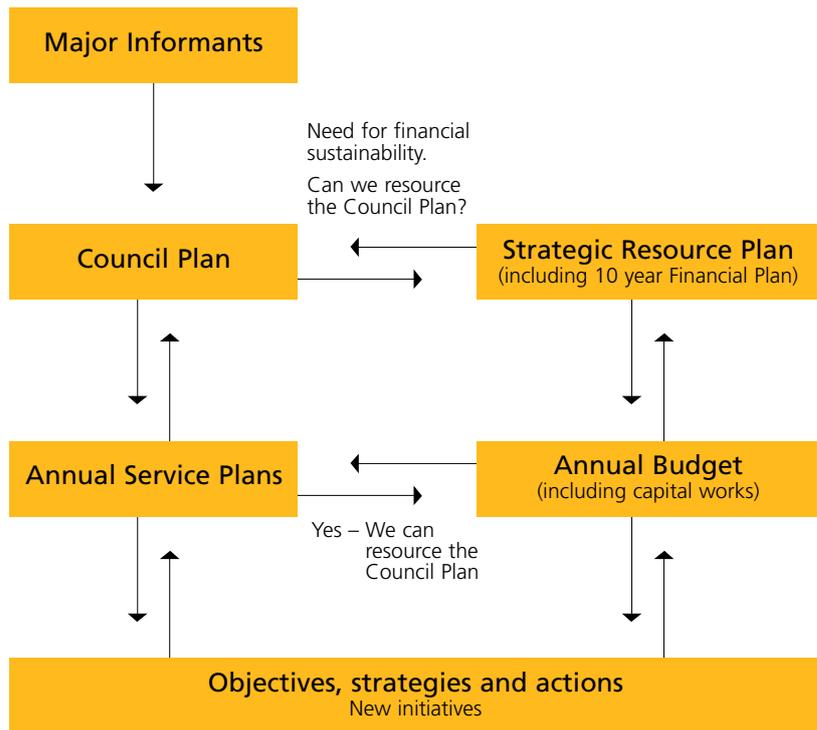
- have a strong social conscience
- are open minded and embrace diversity and tolerance
- are passionate about preserving local heritage and character
- value the built and natural environment and see a real need for sustainable community living
- believe in the community helping those of its members who are more vulnerable.

Further consultation was undertaken with a range of groups in Yarra during May 2005, providing an opportunity for community members to further inform the development and implementation of the Council Plan.

Review and monitoring

A new Council Plan will be developed every four years and the actions of each Plan will be reviewed and updated every 12 months, as part of Council's Annual Planning Process.

This review will form the basis of Annual Service Plans and budgets for each Council Branch. A report on progress against Council Plan actions will be provided to Council on a quarterly basis.



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DIVERSITY
FAIR SHARE
LEADERSHIP
PARTICIPATION
PARTNERSHIPS
RESPONSIVENESS
SUSTAINABILITY

OUR COUNCIL

Core Principles

Diversity

Diversity is an integral part of Yarra's history and contemporary identity. Council values this diversity and aims to foster acceptance and appreciation of the many different people, cultures and lifestyles that shape our community and contribute to its vitality and vibrancy. Council aims to ensure that diversity continues to thrive in the face of social, demographic and economic change.

Fair share

Council is committed to addressing disadvantage and inequality in our community. Council seeks to ensure that resources and services are provided equitably between local government and other tiers of government, and are distributed effectively to those in need in our community.

Leadership

Council aims to provide effective leadership that accommodates and addresses competing views, interests and needs. Council is committed to providing strong and positive leadership that takes into account both the short and long term implications of our actions.

Participation

Council is committed to being inclusive, accessible and open to residents of all ages, backgrounds and abilities. Civic participation strengthens our community, provides a sense of empowerment and ensures Council's actions and services reflect and respond to the needs of our diverse community.

Partnerships

Council consults and collaborates with residents, community organisations, local businesses and state and federal governments to inform major projects, service developments and planning processes.

Responsiveness

Council is committed to recognising and responding effectively to the many different needs of Yarra's residents, neighbourhoods, community groups and businesses. Council seeks to consult and communicate with residents of all ages, backgrounds and abilities.

Sustainability

Council's commitment to sustainability informs our actions and decision making processes. Council seeks to measure and balance the environmental, social, cultural and economic impacts of our decisions, to ensure our actions will not adversely affect present or future generations.

CORE OPERATIONS STRATEGIC OBJECTIVES

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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 HIGH JOB SATISFACTION

MINIMISED EXPOSURE TO RISK BY COUNCIL AND THE COMMUNITY

OUR COUNCIL (cont.)

Strategies				
Description of strategy	Actions	Completion date	Responsible steward/s	Origin of strategy
CO01 Responsible asset management				
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.	CO01.1 Implement Year 1 of the Asset Management Policy, Strategy and Plans (2004-2009) to: <ul style="list-style-type: none"> • ensure cross functional strategic planning including demand management • develop agreed levels of service • manage risk • provide sound financial and capital works planning • utilise existing policies. 	30 March 2006	Director Asset Management	Core Operation Councillor Priority Emerging Issue Policy Audit; AMP
	CO01.2 Review Soil Contamination Policy.	30 June 2006	Director Asset Management	
CO02 Communications				
Improve awareness between Council and the community through the effective use of communication and media.	CO02.1 Implement a range of initiatives under the Integrated Communications Strategy which include: <ul style="list-style-type: none"> • a web strategy review • communication with culturally and linguistically diverse (CALD) communities • a civic and community events protocol • responsiveness standards • TRIM Electronic Records Management • telephone and voicemail standards. 	30 June 2006	CEO	Core Operation Councillor Priority MPHP

OUR COUNCIL (cont.)

Strategies				
Description of strategy	Actions	Completion date	Responsible steward/s	Origin of strategy
CO03 Community participation				
Adopt a community consultation and engagement approach that is committed to fair and open processes and increasing broader participation.	<p>CO03.1 Develop a consultation strategy for rollout across the organisation, including:</p> <ul style="list-style-type: none"> • working with peak organisations and local agencies to reach target groups • undertaking the Local Government Victoria Community Satisfaction survey • using existing committee structures for targeted consultation, including Disability Advisory Committee (DAC), Yarra Aboriginal Advisory Group (AAB), Yarra Arts Advisory Committee (YAARTS) and the Business Advisory Group (BAG) • trialling new methods to attract a broader and more representative response to consultation activities. 	30 June 2006	CEO	Core Operation Councillor Priority MPHP
	<p>CO03.2 In support of the endorsed Victorian Women’s Charter, develop and implement an Action Plan to ensure its principles of gender equity, diversity and active citizenship are addressed.</p>	30 April 2006	Director Community Development	Core Operation

Strategies				
Description of strategy	Actions	Completion date	Responsible steward/s	Origin of strategy
CO04 Financial sustainability				
Ensure Council plans and manages resources sustainably.	CO04.1 Develop a Strategic Resource Plan which incorporates: <ul style="list-style-type: none"> • long term financial plan • debt strategy • operational expenses budget • asset inventory • human resource plan • capital expenditure. 	30 April 2006	Director Corporate Services	Core Operation Councillor Priority Emerging Issue
	CO04.2 Monitor and manage annual budget including adherence to Council's purchasing policy and cost control.	30 June 2006*		
CO05 Cost shifting				
Advocate against genuine cost shifting from federal and state governments for service and infrastructure provision.	CO05.1 Make submissions to relevant state and federal parliamentary representatives in conjunction with local government peak bodies, including the Municipal Association of Victoria and the Victorian Local Governance Association, to redress cost shifting.	30 June 2006	CEO Director Corporate Services	Core Operation Councillor Priority Emerging Issue
	CO05.2 Participate in the national CEO cost shifting forum.	30 June 2006	CEO	
	CO05.3 Work with the Inner South Metropolitan Mayor's Group to advocate on behalf of the region to support funding and advocacy campaigns.	30 June 2006		

* Refers to ongoing initiatives that will continue into Year 2 of the Council Plan.

OUR COUNCIL (cont.)

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Strategies				
Description of strategy	Actions	Completion date	Responsible steward/s	Origin of strategy
CO06 Alternate revenue generation				
Identify alternative forms to generate revenue from the public, private, developer and philanthropic sectors.	CO06.1 Assess the feasibility of establishing a Yarra Community Foundation as a sub-trust of the Melbourne Community Foundation.	30 March 2006	CEO Director Corporate Services	Core Operation Councillor Priority Emerging Issue
	CO06.2 Develop a partnership program with the private and community sector for community programs, arts and cultural development and infrastructure improvements.	30 June 2006*		
CO07 Service delivery				
Ensure Council is proactive, equitable and accountable to its statutory obligations in delivering services to the community.	CO07.1 Review performance measures and indicators for all service delivery areas.	30 March 2006	Executive	Core Operation Emerging Issue
CO08 Cost-effective service objectives				
Ensure Council services are delivered in a cost effective manner.	CO08.1 Undertake business process mapping across key services.	30 June 2006	Executive	Core Operation Emerging Issue
	CO08.2 Improve the coordination, documentation and reporting of enforcement matters by officers working in the field.	30 June 2006	Director City Development	

* Refers to ongoing initiatives that will continue into Year 2 of the Council Plan.

Strategies				
Description of strategy	Actions	Completion date	Responsible steward/s	Origin of strategy
CO9 Information services				
Improve the efficiency of information systems for business processes and information sharing.	<p>CO9.1 Improve community access to Council services through online delivery including:</p> <ul style="list-style-type: none"> • review of community use of Yarra's 80 online and telephone (Integrated Voice Response) payment options • enable the ability to request and receive land certificates as an initial step in the delivery of online applications. 	30 February 2006	Director Corporate Services	Core Operation Emerging Issue
CO10 Human Resources				
Ensure Council's workforce is skilled and has high job satisfaction.	<p>CO10.1 Implement and review human resource policies, including a human resources plan, with a focus on staff health and wellbeing, recruitment, training and development.</p>	30 June 2006	Executive	Core Operation Emerging Issue
	<p>CO10.2 Develop programs to address staff retention including:</p> <ul style="list-style-type: none"> • 'Employer of Choice' • staff recognition and reward • succession planning • induction • embedding organisational values (integrity, accountability, teamwork, respect, innovation) into daily work practice. 	30 June 2006*		

* Refers to ongoing initiatives that will continue into Year 2 of the Council Plan.

OUR COUNCIL (cont.)

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Strategies				
Description of strategy	Actions	Completion date	Responsible steward/s	Origin of strategy
CO11 Risk management				
Adopt a whole of Council approach to minimise risk exposure.	<p>CO11.1</p> <p>Develop business continuity plans for all critical internal and external service areas of Council, which will incorporate the following:</p> <ul style="list-style-type: none"> • identification of critical service areas • development of a risk profile • development, documentation and testing of business continuity plans. 	30 June 2006	Director Corporate Services	Core Operation Emerging Issue
	<p>CO11.2</p> <p>Resource an Internal Audit Committee to oversee corporate risk including consideration of the Risk Treatment Action Plans.</p>	30 June 2006	CEO Director Corporate Services	
CO12 Sustaining Yarra				
<p>Incorporate the Sustaining Yarra Principles, listed below, into Council's corporate planning and decision making processes:</p> <ul style="list-style-type: none"> • Protecting the future • Protecting the environment • Economic vitality • Social equity • Cultural vitality • Community development • Continuous improvement • Integrated approach. 	<p>CO12.1</p> <p>Provide the following systems support and upgrade for the effective response to the Sustaining Yarra Principles:</p> <ul style="list-style-type: none"> • development of an electronic database of tools, tips and techniques as a corporate resource • establishment of a panel of subject matter experts • improvements to internal referral processes • update of staff performance review processes. 	30 April 2006	Director Community Development / Director Corporate Services	Core Operation

Strategies				
Description of strategy	Actions	Completion date	Responsible steward/s	Origin of strategy
CO12 Sustaining Yarra (cont.)				
Incorporate the Sustaining Yarra Principles, listed below, into Council's corporate planning and decision making processes: <ul style="list-style-type: none"> • Protecting the future • Protecting the environment • Economic vitality • Social equity • Cultural vitality • Community development • Continuous improvement • Integrated approach. 	<p>CO12.2 Redevelop performance indicators for Council, shifting from measures of 'activity' towards 'state of community' to make them more meaningful. This will be achieved through:</p> <ul style="list-style-type: none"> • Council endorsement of performance framework • review of current Performance Indicators by each branch of Council through the 2006/07 service planning process • review of data collection and publication processes. 	31 May 2006	Director Community Development	Core Operation
CO13 Urban Planning				
Improve the effectiveness and efficiency of urban planning processes and outcomes.	<p>CO13.1 Implement the outstanding recommendations of the Planning Audit (2004), including:</p> <ul style="list-style-type: none"> • prepare a procedures manual that will define key practices, methods and protocols for delivering statutory planning services • develop and utilise a "fast-track" system for assessing select categories of planning permit applications • implement protocols for involving the public in the decision making process. 	30 June 2006*	Director City Development	Core Operation Councillor Priority
	<p>CO13.2 Progress the work of the Inner Melbourne Action Plan on urban planning and infrastructure.</p>	30 June 2006		Core Operation

* Refers to ongoing initiatives that will continue into Year 2 of the Council Plan.

OUR COMMUNITY

Theme one: People, communities and neighbourhoods.

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Council aims to foster an inclusive, engaged and active community through the provision of quality services, practical facilities and rewarding activities for people of all ages, backgrounds and abilities. Council recognises the different needs of Yarra's neighbourhoods and suburbs, and acknowledges that the community has diverse and often competing demands. Council aims to address and accommodate these varying needs through targeted programs, policies and services delivered in an equitable and responsive way.

The City of Yarra is characterised by social, economic and cultural diversity. It is home to both older immigrant groups and newly arrived migrants and refugees.

Our community includes people with high household incomes as well as those experiencing financial hardship and social isolation. Council aims to actively redress social disadvantage and inequality through effective support services, advocacy and community education programs. Yarra has a proud history of community activism on significant social and political issues, ranging from Indigenous rights and campaigning for asylum seekers, to childcare and affordable housing. Council continues to work for and with the community in pursuit of social justice and equality. We acknowledge the Wurundjeri people as the traditional owners of the land, and actively work to ensure Aboriginal culture and history are acknowledged and celebrated in Yarra.

Yarra's vibrant arts and entertainment precincts, eclectic shopping strips and wide range of sporting facilities, parks and open spaces make our municipality a great place to live, work and socialise. Council aims to encourage and assist residents of all ages and abilities to access and enjoy a wide range of recreational and social activities. From bocce rinks to skate bowls, leisure centres to bike paths, Council works to ensure that every Yarra resident can find a way to engage and enjoy all their community, neighbourhood and municipality has to offer.

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

Strategies				
Description of strategy	Actions	Completion date	Responsible steward/s	Origin of strategy
PCN01 Young people				
Strengthen youth services and focus on youth participation and meeting the needs of disadvantaged young people in Yarra.	<p>PCN01.1 Implement Year 1 of the Youth Policy and Action Plan (2005-2009), including:</p> <ul style="list-style-type: none"> Establishment of two Memorandum of Understanding with Inner Northern Local Learning Employment Network (INLLEN) and other training providers to implement initiatives. Offering five young people from social housing estates vocational training. 	30 June 2006	Director Community Development	Councillor Priority Emerging Issue MPHP Policy Audit; YS
PCN02 Families and children				
Improve access to and integration of family and children's services for families with children aged 0-12 years.	<p>PCN02.1 Implement Year 1 of the Municipal Early Years Plan (2005-2009), which will involve:</p> <ul style="list-style-type: none"> development of a priority of access policy for Council managed children's services including a Council funded fee assistance program for childcare and holiday care programs for low income families development and introduction of a central enrolment system for Council managed children's services increasing occasional childcare places at two community venues. 	30 June 2006	Director Community Development	Councillor Priority Emerging Issue MPHP Policy Audit; MEYP

OUR COMMUNITY (cont.)

Theme one: People, communities and neighbourhoods.

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Strategies				
Description of strategy	Actions	Completion date	Responsible steward/s	Origin of strategy
PCN03 Neighbourhood houses				
Maintain a strong commitment to Yarra neighbourhood houses.	<p>PCN03.1 Implement Year 2 of the Neighbourhood House Review (2004-2007) including:</p> <ul style="list-style-type: none"> • advocate, in conjunction with the Yarra Neighbourhood House Network and other inner metropolitan Councils, for improved operational and capital funding from the State Government • resource a Forward Planning Day for the Yarra Neighbourhood House Network in Yarra. 	30 June 2006	Director Community Development	Councillor Priority MPHP
PCN04 Aboriginal Social Justice and Wurundjeri Reconciliation				
Support Wurundjeri Reconciliation and Aboriginal social justice.	<p>PCN04.1 Implement Year 1 of the Aboriginal Partnerships Plan (Strategy 1: Wurundjeri Reconciliation, Strategy 2: Social Justice - Addressing Disadvantage and Empowering Community and Strategy 3: Strengthen Council Services), which will include providing an Aboriginal cultural awareness program for staff, the community and businesses.</p>	30 June 2006	Director Community Development	Councillor Priority MPHP Policy Audit; APP

Strategies					
Description of strategy	Actions	Completion date	Responsible steward/s	Origin of strategy	
PCN05 Older people					
Increase opportunities for older people to participate in community life.	PCN05.1 Continue to support the Yarra University of the Third Age (U3A), to increase participation of older residents in the intellectual and social life of the City.	30 June 2006	Director Community Development	Councillor Priority Emerging Issue MPHP Policy Audit; AIS	
	PCN05.2 Implement pilot projects to encourage active older residents to participate in the community through volunteering in Council Home and Community Care (HACC) services.	30 June 2006			
	PCN05.3 Support the Municipal Association of Victoria's aged and residential care campaign.	30 June 2006			
PCN06 Neighbourhood planning					
Assess and address the community's social and physical infrastructure needs at a neighbourhood level.	PCN06.1 Develop neighbourhood plans which will incorporate future planning and asset management needs based on the following: <ul style="list-style-type: none"> • land use information • community facilities mapping • community needs assessment • consultation activities • socio-demographic data • sustainability principles. 	30 June 2006	Director City Development	Councillor Priority MSS MPHP Policy Audit; IMAP, RHS	
	PCN06.2 Prepare a development contributions plan for the City.	30 June 2006			Director Asset Management
	PCN06.3 Investigate the development of a betterment levy to provide for the infrastructure needs of the community.	30 June 2006			Director City Management

OUR COMMUNITY (cont.)

Theme one: People, communities and neighbourhoods.

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Strategies				
Description of strategy	Actions	Completion date	Responsible steward/s	Origin of strategy
PCN06 Neighbourhood planning (cont.)				
Assess and address the community's social and physical infrastructure needs at a neighbourhood level.	PCN06.4 Finalise the Community Hubs Social Infrastructure Policy.	30 December 2005	Director Community Development	Councillor Priority MSS MPHP Policy Audit; IMAP, RHS
	PCN06.5 Develop social infrastructure asset management plans for the Alphington, Burnley, Clifton Hill, North Fitzroy and North Richmond precincts.	30 May 2006		
	PCN06.6 Finalise the Net Community Benefit Model.	30 August 2005		
PCN07 Health and well-being				
Undertake a holistic approach to health and well-being issues.	PCN07.1 Adopt and implement Year 1 of the Municipal Public Health Plan 2005-2008 based on the social model of health.	30 June 2006	Director Community Development	Councillor Priority Emerging Issue MPHP Policy Audit; RS

Strategies				
Description of strategy	Actions	Completion date	Responsible steward/s	Origin of strategy
PCN08 Recreation				
Increase opportunities to access recreational and environmental services, facilities and spaces.	<p>PCN08.1</p> <p>Support the following recreational initiatives to increase participation:</p> <ul style="list-style-type: none"> • Women Making Waves (culturally sensitive swimming sessions for women) • Living Longer Living Stronger (a strength and fitness program for residents aged 50 years and older) • Active Participation for Who (program to improve public tenants' access to local leisure facilities) • Community Try Programs (for ethnic communities) • development of a partnership with Milparinka and associated disability groups to offer a discounted pricing structure. 	30 June 2006	Director Community Development	Councillor Priority Emerging Issue MPHP Policy Audit; RS
	<p>PCN08.2</p> <p>Ongoing implementation of the Recreation Strategy Plan 2003-2008 including:</p> <ul style="list-style-type: none"> • development of specifications for sport and recreation facilities to improve functionality, disability access and compatibility with the <i>Food Act</i> • upgrade and improve Ryans Reserve tennis and netball courts. 	30 June 2006	Director Asset Management	

OUR COMMUNITY (cont.)

Theme one: People, communities and neighbourhoods.

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Strategies				
Description of strategy	Actions	Completion date	Responsible steward/s	Origin of strategy
PCN09 Community safety				
Work towards fostering greater community connectedness and tolerance using a collaborative approach.	<p>PCN09.1 Develop and implement a Drug Action Plan which will include:</p> <ul style="list-style-type: none"> • direct advocacy to Commonwealth and State Government on drug issues • working with the Yarra Drug and Health Forum and Victoria Police • targeted syringe collection service • community education and awareness raising • addressing behavioural impacts in public spaces. 	31 May 2006	Director Community Development	Existing Council Commitment Emerging Issue MPHP Policy Audit; SYP
	<p>PCN09.2 Adopt recommendations of the City of Yarra Family Violence Forum.</p>	31 May 2006		
	<p>PCN09.3 Establish a task force on the prevention of male sexual violence against women, which will:</p> <ul style="list-style-type: none"> • examine best practice models in local government sexual violence prevention • recommend strategies for addressing sexual violence prevention in the City of Yarra. 	30 June 2006		

Strategies				
Description of strategy	Actions	Completion date	Responsible steward/s	Origin of strategy
PCN10 People living with a disability				
Enhance access and inclusion to all aspects of community life for people with disabilities and their carers.	<p>PCN10.1 Continue implementation of the Access and Inclusion Policy 2004-2009, which will include:</p> <ul style="list-style-type: none"> • convening of an annual Community Forum to report on Council's disability access achievements and foster greater participation in decision making and civic affairs • ensuring the inclusion and implementation of disability access principles in Council's key strategic policies. 	30 June 2006	Director Community Development	Emerging Issue MPHP Policy Audit; AIS
PCN11 Libraries				
Strengthen the role of the Yarra library network to ensure greater usage and access.	<p>PCN11.1 Finalise the Best Value Review for Library Services and implement recommendations. This will include:</p> <ul style="list-style-type: none"> • Library Policy and Standards • renegotiation of current Service and Funding Agreement between Yarra and Melbourne City Councils and the Yarra Melbourne Regional Library Corporation. 	30 October 2005	Director Community Development / Director Corporate Services	Councillor Priority
	<p>PCN11.2 Continue the strategic redevelopment plan for the North Fitzroy Library and consider opportunities for expansion. This will include:</p> <ul style="list-style-type: none"> • minor works to address issues identified within the North Fitzroy Library Report • inclusion of redevelopment options within the North Fitzroy Social Infrastructure Neighbourhood Plan. 	30 June 2006	CEO Director Community Development	

OUR COMMUNITY (cont.)

Theme one: People, communities and neighbourhoods.

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Strategies				
Description of strategy	Actions	Completion date	Responsible steward/s	Origin of strategy
PCN12 Friends of Baucau				
Continue Council's commitment to facilitating community-to-community links with the Baucau District in East Timor.	PCN12.1 Implement Year 1 of the Strategic Plan for Friends of Baucau 2005-08 with a focus on: <ul style="list-style-type: none"> • initiating and maintaining new strategic partnerships • raising community awareness of Friends of Baucau activities in the Cities of Darebin and Yarra. 	30 June 2006	Director Community Development	Existing Council Commitment
	PCN12.2 Conduct ongoing activities to raise funds for the project including coffee sales, East Timorese product sales and special events.	30 June 2006		
	PCN12.3 Develop a Master Plan for Baucau in participation with RMIT, The University of Melbourne and the Planning Institute of Australia.	30 June 2006	Director City Development	

* Refers to ongoing initiatives that will continue into Year 2 of the Council Plan.

Theme two: Built form, land use and transport

The City of Yarra's built environment reflects a century of social, economic and demographic change. Significant shifts over the last 20 years have seen the gentrification of traditional working class suburbs and a rise in residential developments, a decline in industrial activity and increased numbers of smaller, professional service based industries. These shifts have given rise to new and competing demands, and created a need for an approach that accommodates population and building growth, while preserving our rich heritage and local character.

Council is committed to manage growth and change through sound planning policies that protect local character, improve liveability and reflect community values.

These policies are designed to facilitate an appropriate mix of land use across Yarra that meets residential, commercial, industrial and community needs. Council also strives to provide a clean, safe and accessible environment through the ongoing maintenance and management of public spaces and community facilities that can be enjoyed by residents and visitors of all ages and abilities.

Sustainable transport is an integral part of Council's approach to increasing liveability and improving our built and natural environment. Council is working to make walking, cycling and public transport viable transport options for all residents, by upgrading pedestrian and cycling infrastructure and effectively advocating for better public transport services and facilities. Council is committed to reducing dependency on private vehicles and encourages residents to enjoy the environmental, financial and physical benefits of sustainable transport options.

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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.

OUR COMMUNITY (cont.)

Theme two: Built form, land use and transport

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Strategies				
Description of strategy	Actions	Completion date	Responsible steward/s	Origin of strategy
BF01 Pedestrian amenity				
Improve pedestrian amenity and encourage walking.	BF01.1 Develop the Encouraging and Increasing Walking Strategy and enhance pedestrian safety.	30 December 2005	Director City Development	Councillor Priority Existing Council commitment MSS MPHP Planning Audit; IMAP, STS
	BF01.2 Prepare technical specifications for street furniture to ensure appropriate design and structure.	30 June 2006	Director City Development / Director Asset Management	
	BF01.3 Prepare a laneways policy to encourage vehicular access off laneways to reduce the number of street frontage crossovers.	30 June 2006	Director City Development	
	BF01.4 Continue implementation and enforcement of Footpath Trading Policy including infrastructure improvements and/or relocation.	30 June 2006	Director City Development	
	BF01.5 Inspect high pedestrian volume footpaths three times a year and repair all defects identified during these inspections within agreed time frames.	30 June 2006	Director City Development	
	BF01.6 Undertake rolling footpath replacement program (40 projects) in sections for the following shopping strips in accordance with the Capital Expenditure Program: <ul style="list-style-type: none"> • Bridge Road • Victoria Street • Swan Street • Brunswick Street • Nicholson Street 	30 June 2006	Director City Development	

Strategies				
Description of strategy	Actions	Completion date	Responsible steward/s	Origin of strategy
BF01 Pedestrian amenity (cont.)				
Improve pedestrian amenity and encourage walking.	BF01.7 Extend the walking school bus program to another three schools in Yarra.	30 June 2006	Director Community Development	Core Operation
BF02 Sustainable transport				
Increase the choice and quality of sustainable transport modes and infrastructure.	BF02.1 Advocate to Federal and State Governments and through the Metropolitan Transport Forum and peak Council bodies for improvements to public transport services and infrastructure including frequency, access, quality, cost and connectivity.	30 June 2006	CEO	Councillor Priority MSS MPHP Planning Audit; IMAP, STS
	BF02.2 Prepare a Strategic Transport Statement that prioritises walking, cycling and public transport and safety on these transport modes.	30 December 2005	Director City Development	
	BF02.3 Complete 25 bicycle projects in the Bicycle Infrastructure Capital Program.	30 June 2006	Director Asset Management	
	BF02.4 Pilot an incentive scheme and awareness campaign to encourage people to walk, ride or use public transport to attend Council's leisure facilities.	30 June 2006	Director Community Development	

OUR COMMUNITY (cont.)

Theme two: Built form, land use and transport

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Strategies				
Description of strategy	Actions	Completion date	Responsible steward/s	Origin of strategy
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 Ongoing implementation of the Road Asset Management Plan including: <ul style="list-style-type: none"> inspection of road infrastructure at specified frequencies maintenance and repair of identified defects within the required timeframe completion of renewal and rehabilitation projects in the Capital Works Program. 	30 June 2006	Director Asset Management	Councillor Priority MSS Policy Audit; IMAP, STS, AMP
	BF03.2 Develop and implement on an on-going basis a municipality wide Parking Strategy addressing the hierarchy of needs, regulation, enforcement, fees and charges.	30 June 2006		
BF04 Housing affordability				
Increase the number and range of affordable and appropriate housing options for those with specific needs.	BF04.1 Work to increase the extent of affordable housing through implementation of the relevant components of the Inner Melbourne Action Plan and the Inner Regional Housing Statement.	30 June 2006	Director City Development	Councillor Priority Emerging Issue MSS MPHP Policy Audit; AHS, EDS, IMAP, RHS
	BF04.2 Advocate to state and federal governments for changes to current policy and funding arrangements to maximise the retention and development of residential care housing.	30 June 2006	Director Community Development	

Strategies				
Description of strategy	Actions	Completion date	Responsible steward/s	Origin of strategy
BF04 Housing affordability (cont.)				
Increase the number and range of affordable and appropriate housing options for those with specific needs.	BF04.3 Implementation of the Affordable Housing Policy and Statement with a focus on growing affordable housing stock in Yarra.	30 June 2006*	Director Community Development	Councillor Priority Emerging Issue MSS MPHP Policy Audit; AHS, EDS, IMAP, RHS
BF05 Housing growth				
Protect established residential neighbourhoods.	BF05.1 Direct housing growth to sites with a potential for redevelopment through implementation of the relevant components of the Inner Melbourne Action Plan and the Inner Regional Housing Statement.	30 June 2006	Director City Development	Councillor Priority Emerging Issue MSS MPHP Policy Audit; AHS, EDS, IMAP, RHS
BF06 Community safety				
Support a safe, clean and welcoming physical environment.	BF06.1 Implement Year 1 of the Safer Yarra Plan and conduct community safety audits using Crime Prevention through Environmental Design Principles (CPTED) to inform the review and contracting of: <ul style="list-style-type: none"> • street lighting • urban design guidelines and structure plans • street tree planting • traffic treatments. 	30 June 2006	Director Community Development	Core Operations Policy Audit; SYP
	BF06.2 Review street cleaning contracts and work with contractor to improve the quality of street cleaning.	30 June 2006	Director Asset Management	

* Refers to ongoing initiatives that will continue into Year 2 of the Council Plan.

OUR COMMUNITY (cont.)

Theme two: Built form, land use and transport

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Strategies				
Description of strategy	Actions	Completion date	Responsible steward/s	Origin of strategy
BF06 Community safety (cont.)				
Support a safe, clean and welcoming physical environment.	BF06.3 Promote responsible pet ownership including the registration of animals and faeces collection by owners.	30 June 2006	Director City Development	Core Operations Policy Audit; SYP
	BF06.4 Active participation in the Road Safe Inner Melbourne Community Road Safety Council.	30 June 2006*	Director Community Development / Director Asset Management	
	BF06.5 Review and update the Road Safety Strategy (2001).	30 June 2006	Director Asset Management	
BF07 Community access				
Improve access for people with limited mobility to all aspects of community life.	BF07.1 Ongoing implementation of the Access and Inclusion Policy, including initiatives to encourage accessibility to existing and new buildings.	30 December 2005	Director Community Development	Councillor Priority MPHP Policy Audit; AIP, OSS
	BF07.2 Complete Stage 2 of the Disability Parking Bay Review, designed to improve access to disability parking.	30 December 2005	Director Asset Management	
	BF07.3 Review and update the Public Toilet Strategy and Action Plan with a view to improving access to public toilets.	30 March 2006	Director Community Development	
	BF07.4 Advocate for the mandatory inclusion of disability access provisions within the Yarra Planning Scheme.	30 June 2006	Director Community Development	

* Refers to ongoing initiatives that will continue into Year 2 of the Council Plan.

Strategies				
Description of strategy	Actions	Completion date	Responsible steward/s	Origin of strategy
BF08 Amenity impact				
Manage amenity expectations for different uses and locations across Yarra.	BF08.1 Continue involvement with the Inner City Entertainment Precinct Taskforce (ICEPT) and the Live Music Task Force to seek legislative changes to manage amenity issues.	30 June 2006	Director City Development	Core Operation MSS MPHP
	BF08.2 Prepare a policy to manage amenity in interface areas with potential or existing conflicts of use.	30 June 2006	Director City Development	
BF09 Land use mix				
Retain an appropriate mix of land uses across Yarra.	BF09.1 Review of the Municipal Strategic Statement and Local Policy Framework of the Yarra Planning Scheme, with consideration given to the recommendations of the Yarra Business and Industrial Review.	30 June 2006	Director City Development Manager Urban Planning	Core Operation MSS
BF10 Built form				
Planning and developing the built environment to meet the future needs of the community.	BF10.1 Develop urban design guidelines and structure plans to enhance built form amenity for the following precincts: <ul style="list-style-type: none"> • Victoria Street East • Smith Street Mixed Use Precinct • Cremorne • Richmond Town Hall Precinct • Yarra's Major Activity Centres. 	30 June 2006	Director City Development Manager Urban Planning	MSS

OUR COMMUNITY (cont.)

Theme three: Culture, celebration and tradition.

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Arts and culture play a central role in the life of the City of Yarra, which is home to an amazing array of studios, galleries, theatres, music venues, festivals, libraries, bars and cafes. Yarra has become a significant centre for small and medium arts organisations, emerging artists and all forms of arts and cultural production. Yarra's arts community is distinctive, innovative, vibrant and culturally diverse, and encompasses visual arts, music, television, radio, multimedia, community cultural development, dance and theatre.

Council recognises the important role arts and culture play in our community - enriching our environment, contributing to neighbourhood vitality and providing a means of exploring different facets of society and ourselves. Council is committed to supporting and fostering artists, cultural practitioners, galleries, music venues and arts organisations within the municipality, and aims to encourage residents and visitors to access, explore and experience the myriad of art forms and cultural activities that are open to them.

From the renowned annual Johnston Street Hispanic Fiesta to the countless exhibitions, concerts, workshops, street art and theatre and dance performances – there is something for people of all ages and interests to enjoy. Through funding, development programs and promotion of the arts, Council aims to sustain and foster Yarra's vibrant and unique arts and cultural scene.

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

Strategies				
Description of strategy	Actions	Completion date	Responsible steward/s	Origin of strategy
CCT01 Arts and culture				
Celebrate and support Yarra's diverse cultures and communities.	<p>CCT01.1 Implement Year 1 of the Arts and Cultural Plan 2004-2009, including:</p> <ul style="list-style-type: none"> • development of a Festivals and Events Information Kit • preparation of a three year plan for public art commissions • establishment of a system for ongoing monitoring of local arts and cultural activity • development of an all-of-Council communications initiative to promote participation in and awareness of arts and culture in Yarra • development of an ongoing program that creates greater links between Council's direct service providers. 	30 June 2006	Director Community Development	Councillor Priority MPHP Policy Audit; ACP
CCT02 Aboriginal culture				
Consolidate Yarra as a place of ongoing special significance to the Victorian Aboriginal community and strengthen understanding of Aboriginal culture.	<p>CCT02.1 Continue to implement initiatives of the Aboriginal Partnerships Plan (2004-2008) (Strategy 3: Acknowledging, Understanding and Celebrating Aboriginal Culture) including the development of a Yarra Aboriginal History and Culture Kit.</p>	30 June 2006	Director Community Development	Councillor Priority MPHP Policy Audit; ACP, APP

OUR COMMUNITY (cont.)

Theme three: Culture, celebration and tradition.

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Strategies				
Description of strategy	Actions	Completion date	Responsible steward/s	Origin of strategy
CCT03 Culturally diverse communities				
Provide support for culturally diverse communities living in Yarra with a focus on disadvantaged communities.	<p>CCT03.1 Ongoing implementation of the Multicultural Policy Statement and Action Plan 2004-2006, including:</p> <ul style="list-style-type: none"> • the provision of cross cultural awareness training for Council staff • participation in the Yarra Settlement Forum • advocacy to other levels of government on local issues. 	30 June 2006	Director Community Development	Councillor Priority Emerging Issue MPHP Policy Audit; MAP, ACP
CCT04 Visitor attractions				
Promote the City of Yarra as a visitor destination.	<p>CCT04.1 Participate in a range of key tourism programs to promote the City including 'Destination Melbourne' and the Commonwealth Games, and identify other revenue sources to promote the City and its attractions to visitors.</p>	30 June 2006*	CEO / Director City Development	Emerging Issue MSS Policy Audit; ES, IMAP

* Refers to ongoing initiatives that will continue into Year 2 of the Council Plan.

Theme four: Local economy and business development.

The City of Yarra has a thriving local economy and is home to a broad range of businesses, industries and organisations. Distinct Activity Centres, ranging from the galleries of Gertrude Street and the bars of Brunswick Street to the rich retail strips of Bridge Road and Smith Street, complement smaller, neighbourhood shopping areas providing positive spaces for locals

and visitors alike. These strips are an integral part of the commercial and community life of the municipality.

Council supports local businesses, industries and educational institutions. It aims to foster a strong and creative economy that provides a positive climate for economic and employment growth. In collaboration with businesses and residents, Council

works to ensure the impacts from late night and footpath trading are minimised. Council also supports initiatives, programs and business partnerships to assist local businesses of all types continue to prosper and contribute to the life and vibrancy of our community.

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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.

OUR COMMUNITY (cont.)

Theme four: Local economy and business development.

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Strategies				
Description of strategy	Actions	Completion date	Responsible steward/s	Origin of strategy
LEB01 Economic development				
Support growth in local businesses and facilitate links within Yarra and the broader economic environment.	<p>LEB01.1</p> <p>Ongoing implementation of the Economic Development Strategy, which includes:</p> <ul style="list-style-type: none"> • involvement in the Local Streetlife Program and the Northern Regional Economic Development Network • continued support to the Business Advisory Group as a key mechanism to enhance economic development within the municipality • assistance in the establishment of retail business groups (including in Yarra village groups) and the promotion of Yarra's retail strips. 	30 June 2006	Director City Development	MSS Existing Council Commitment Policy Audit; EDS
	LEB02 Local employment			
Investigate training opportunities and incentives to promote local employment.	<p>LEB02.1</p> <p>Advocate to state government to retain and expand existing TAFE and training facilities.</p>	30 June 2006	Executive	MSS Existing Council Commitment Policy Audit; EDS
	<p>LEB02.2</p> <p>Work with contractors and local employers to encourage local employment initiatives such as:</p> <ul style="list-style-type: none"> • The Business Traineeship Program • Family Day Care employment • Transitional Employment Program • Jobs for Young People Program. 	30 June 2006		

Strategies				
Description of strategy	Actions	Completion date	Responsible steward/s	Origin of strategy
LEB03 Activity Centres				
Support the distinct and diverse character of Activity Centres.	LEB03.1 Complete the Activity Centre Review, (including both major and neighbourhood Activity Centres), and incorporate appropriate recommendations into the Planning Scheme.	30 June 2006	Director City Development	Emerging Issue MSS Policy Audit; ES
LEB04 Business/arts partnerships				
Develop the capacity and sustainability of community organisations, local arts and cultural practitioners and venues.	LEB04.1 As part of the Council's Arts and Businesses (CAB) program conduct: <ul style="list-style-type: none"> • 'Advice bank' programs between business and local arts/cultural organisations • training which assist local arts organisations to develop a greater understanding of their markets and target audiences. 	30 June 2006	CEO	Councillor Priority Emerging Issue MSS MPHP Policy Audit; ES, ACP
	LEB04.2 Adopt a policy position on the impact of the 'cost of doing business' in Yarra on niche, arts and community organisations. This may include developing a register of available public and community sector office spaces as an information source.	30 June 2006*	Director Community Development	Councillor Priority Emerging Issue

* Refers to ongoing initiatives that will continue into Year 2 of the Council Plan.

OUR COMMUNITY (cont.)

Theme five: Environment and public space.

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Yarra's parks, reserves and recreational facilities are an important and valued asset for current and future generations. They also provide residents and visitors with the space to relax, socialise and escape from the stresses of inner city living. Council aims to ensure residents can easily access, appreciate and enjoy a wide range of recreational, sporting, cultural and natural open spaces and activities which offer social, environmental and physical benefits for both individuals and the community as a whole.

Council is committed to maintaining our precious parks, gardens and recreational facilities that cater for all ages and abilities – ranging from bocce rinks and skate bowls, to leisure centres, pavilions, barbecue areas and bicycle paths, just to name a few.

Council recognises that the decisions we make today impact on our natural environment. Council is committed to sustainable and sound environmental practices in its own operations, and actively encourages residents to be environmentally aware.

Council established a volunteer network that regularly undertakes community planting and revegetation activities, which help to sustain our unique ecosystems and native habitats. Council is committed to consulting and working with Aboriginal people to ensure Indigenous sites are protected and managed appropriately, and continues to work closely with the broader community to ensure we are creating a better local environment for current and future generations.

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.

Strategies				
Description of strategy	Actions	Completion date	Responsible steward/s	Origin of strategy
EPS01 Public space/civic pride				
Work towards improving Yarra's public domain to facilitate greater activity and enjoyment.	EPS01.1 Ongoing implementation of the Graffiti Management Action Plan including: <ul style="list-style-type: none"> • Fitzroy Precinct and East Richmond Railway Station Projects • participation in the transport corridor project • continuation of partnership with Community Corrections to undertake programmed removal of graffiti. 	30 June 2006	Director Asset Management	Councillor Priority Emerging Issue Municipal Strategic Statement Policy Audit; EDS, AMP, OSS
	EPS01.2 Upgrade the City's entrance signage in association with infrastructure locations at gateway locations.	30 June 2006	Director Asset Management	
	EPS01.3 Engage with services clubs, large employers and residents to identify projects that will foster civic pride.	30 June 2006	CEO	
	EPS01.4 Lobby VicRoads in relation to management of medians and assets on main roads particularly Hoddle Street and Alexandra Parade.	30 June 2006	Director Asset Management	
	EPS01.5 Establish the Gleadell Street Market and Victoria Gardens as waste wise accredited locations.	30 June 2006	Director Asset Management	
	EPS01.6 Development of Technical Design Standards to ensure a well designed, safe and attractive public environment.	30 June 2006	Director Asset Management / Director City Development	

OUR COMMUNITY (cont.)

Theme five: Environment and public space.

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Strategies				
Description of strategy	Actions	Completion date	Responsible steward/s	Origin of strategy
EPS02 Open space network				
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.	<p>EPS02.1 Implement relevant components of the of the Open Space Strategy (Year 1), including:</p> <ul style="list-style-type: none"> • audits and performance measuring of Open Space Contracts • completion and phased implementation of Linear Park Master Plan and Conservation Management Plan • phased implementation of the Burnley Park, Mayors Park, Alphington Park, Edinburgh Gardens and Victoria Park Master Plans. 	30 June 2006	Director Asset Management	Councillor Priority Emerging Issue MSS MPHP Policy Audit; IMAP
	<p>EPS02.2 Continue development of structure plans for Yarra's major Activity Centres to improve, expand and enhance the City's public space network.</p>	30 June 2006*	Director City Development	
EPS03 Water quality				
Contribute to whole of catchment water quality improvement.	<p>EPS03.1 Develop and implement the Water Campaign Action Plan to reduce water pollution from Council services, residential, developer and business sectors.</p>	30 June 2006	Director Asset Management	MSS Policy Audit; YES, IMAP, ES

* Refers to ongoing initiatives that will continue into Year 2 of the Council Plan.

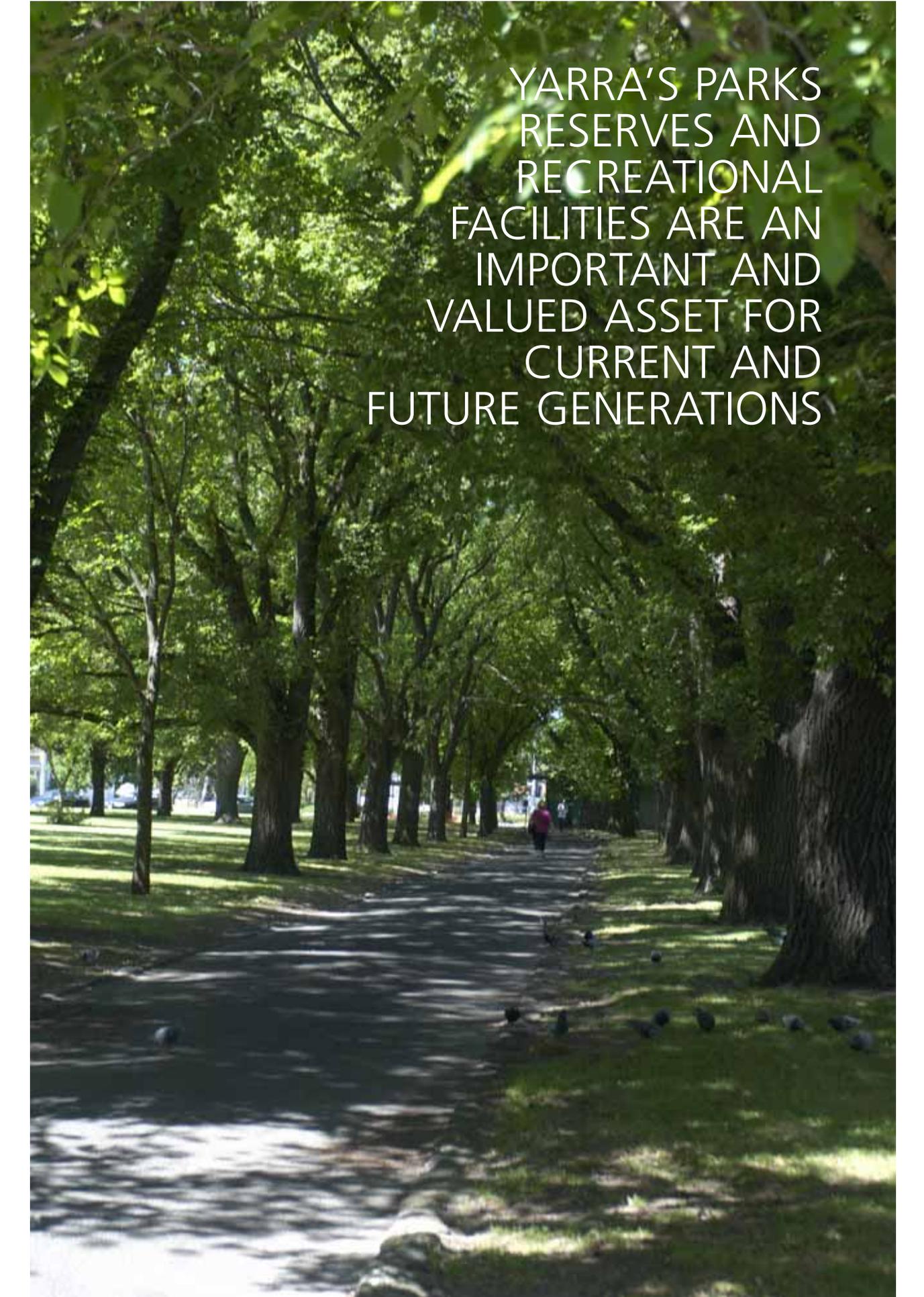
Strategies				
Description of strategy	Actions	Completion date	Responsible steward/s	Origin of strategy
EPS03 Water quality (cont.)				
Contribute to whole of catchment water quality improvement.	<p>EPS03.2 Participate in programs to save water, including:</p> <ul style="list-style-type: none"> • Watermark project – an initiative of the Victorian Women's Trust • North Fitzroy Water Savers Project with City West Water and the Department of Sustainability and Environment. 	30 June 2006	Director Asset Management	MSS Policy Audit; YES, IMAP, ES
EPS04 Sustainable resource use				
Promote the sustainable use of natural resources.	<p>EPS04.1 Implement action plans to achieve targets for reducing greenhouse emissions, water use and waste in accordance with Council's Greenhouse Action Plan.</p>	30 June 2006	Director Asset Management	Councillor Priority MSS Policy Audit; YES, IMAP, ES
EPS05 Biodiversity and natural heritage				
Protect and maintain biodiversity in Yarra.	<p>EPS05.1 Implement the environmental sustainability actions for Year 1 of the Open Space Strategy, including;</p> <ul style="list-style-type: none"> • preparation and implementation of Vegetation Management and Conservation Plans for Merri Parklands, Alphington Wetlands, Yarra Boulevard, Quarries Park and Loys Paddock • ongoing and continued involvement of Indigenous groups in land management matters. 	30 June 2006	Director Asset Management	Policy Audit; OSS, ES

OUR COMMUNITY (cont.)

Theme five: Environment and public space.

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Strategies				
Description of strategy	Actions	Completion date	Responsible steward/s	Origin of strategy
EPS05 Biodiversity and natural heritage (cont.)				
Protect and maintain biodiversity in Yarra	<p>EPS05.2 Continue to implement the Street Tree Planting Program including the planting of an estimated 200 new trees each year and the establishment of habitat plantings at 17 key sites across the municipality.</p>	30 June 2006	Director Asset Management	Policy Audit; OSS, ES
EPS06 Environmentally sustainable development				
Encourage and mandate a high level of energy efficiency in building design and construction.	<p>EPS06.1 Prepare an environmental strategy to improve the environmental performance of new development with a focus on:</p> <ul style="list-style-type: none"> • waste management • water usage • building siting • energy consumption. 	30 June 2006	Director Asset Management	MSS Policy Audit; ES
EPS07 Environmentally sustainable streetscapes				
Ensure the design, provision and maintenance of public and private infrastructure and plantings of streetscapes to support environmental sustainability.	<p>EPS07.1 Incorporate environmentally sustainable design principles (including technical notes) into streetscape development, including the appropriate selection of plant materials along key streets including Highett Street, Balmain Street and Wellington Street South.</p>	30 June 2006	Director Asset Management	Policy Audit; ES, OSS



YARRA'S PARKS
RESERVES AND
RECREATIONAL
FACILITIES ARE AN
IMPORTANT AND
VALUED ASSET FOR
CURRENT AND
FUTURE GENERATIONS

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BEST VALUE PROGRAM

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In December 1999 the state government amended the *Local Government Act 1989* to require that all Councils meet principles of Best Value. This important legislation encourages all Councils to tailor their services to suit the needs of their communities.

At the core of the legislation is the requirement that Councils comply with six Best Value Principles. These principles and some of the factors that need to be looked at in applying them are:

1. All services provided by a Council must meet the quality and cost standards (as described below):
 - a Council must develop quality and cost standards for the provision of any service it provides for its community
 - a quality or cost standard must set out the performance outcomes determined by the Council in relation to each service
 - a Council may develop different quality and cost standards for different classes of services
 - In developing quality and cost standards a Council must take into account the following factors:
 - the need to review services against the best on offer in both the public and private sectors
 - an assessment of value for money in service delivery
 - community expectations and values
 - the balance of affordability and accessibility of services to the community
 - opportunities for local employment growth or retention.
2. All services provided by a Council must be responsive to the needs of its community.
3. A Council must achieve continuous improvement in the provision of services for its community.
4. Each service provided by a Council must be accessible to those members of the community for whom the service is intended.
5. A Council must develop a program of regular consultation with its community in relation to the services it provides.
6. A Council must report regularly to its community on its achievements in relation to the principles.

The Act further requires that a Council must ensure that its program for the application of the Best Value Principles is available to the public. Council must apply the Best Value Principles to all of its services by 31 December 2005.

Service	Year/Quarter for commencement of review	Status
Street Cleaning	2001/2002 4th quarter	Complete
Delivered Meals	2001/2002 4th quarter	Complete
Open Space	2001/2002 4th quarter	Complete
Home Care	2001/2002 4th quarter	Complete
Leisure Centre Management	2002/2003 1st quarter	Complete
Risk Management and Insurance	2002/2003 2nd quarter	Complete
Legal Services	2002/2003 2nd quarter	Complete
Information Systems	2002/2003 2nd quarter	Complete
Domestic Refuse	2002/2003 2nd quarter	Complete
Yarra Roads Services	2002/2003 3rd quarter	Complete
Home Maintenance	2002/2003 4th quarter	Complete
Payroll	2003/2004 1st quarter	Complete
Public Health	2003/2004 2nd quarter	Complete
Financial Services	2003/2004 2nd quarter	Complete
Governance	2003/2004 2nd quarter	Complete
Assets	2003/2004 3rd quarter	Complete
Corporate Planning	2003/2004 4th quarter	Complete
Youth Services	2003/2004 4th quarter	Complete
Family Support	2003/2004 4th quarter	Complete
Access Yarra (Service Centre)	2004/2005 1st quarter	Complete
Urban Planning	2004/2005 1st quarter	Complete
Economic Development	2004/2005 1st quarter	Complete
Infrastructure (less Roads Services)	2004/2005 1st quarter	Complete
Management Accounting	2004/2005 2nd quarter	To be completed
Outside Hours School Care	2004/2005 3rd quarter	To be completed
Community Amenity	2004/2005 4th quarter	To be completed
Municipal Emergency Management	2004/2005 4th quarter	To be completed
Recreation Services	2004/2005 4th quarter	To be completed
Parking Services	2004/2005 4th quarter	To be completed
Social Support Services	2004/2005 4th quarter	To be completed
Building Services	2004/2005 4th quarter	To be completed
Culture and Community Planning	2005/2006 1st quarter	To be completed
Organisational Development	2005/2006 1st quarter	To be completed
Early Childhood Services	2005/2006 1st quarter	To be completed
Maternal and Child Health	2005/2006 1st quarter	To be completed

The schedule identifies the quarter that the service review is scheduled to begin.

STRATEGIC RESOURCE PLAN

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The Strategic Resource Plan (SRP) is Council's long term financial report to the community. The SRP outlines the resources required to achieve the objectives detailed in the Council Plan over the next four years.

A draft SRP was endorsed by Council on the 14 June 2005 for public exhibition. The final version will be incorporated in the Council Plan following adoption of the 2005-06 Budget by Council in July 2005.

Human Resources

Council employs a variety of full-time, part-time and casual staff. In 2004/05, the hours of the full time and part time staff equated to 415 Equivalent Full-Time positions (EFTs).

In each of the subsequent four years (2005/06 to 2008/09 inclusive), Council expects to maintain a staff level of 420 EFTs. This projection takes into account potential economies of scale and productivity gains through continuous improvement. Any requests for additional staff must be accompanied by a business case showing benefit to the community.

Council operates various workplace programs, including the following, to ensure best value is gained from staff resources.

Occupational Health and Safety

Council employs a full-time Occupational Health and Safety (OH&S) Specialist who has established a systems approach to managing hazards in the workplace. This occurs through risk assessments, the management of the organisation's Continuous Improvement Action Plan

(CIAP), and the OH&S Committee structure.

Claims management

Council takes a vigorous approach to claims management (including return to work management) to ensure staff return to work at the earliest opportunity and supported by a personalised return to work plan.

Equal Opportunity

The EO Committee and EO Contact Officers drive Council's Equal Opportunity (EO) process. The current program incorporates whole of organisation training in discrimination, bullying, harassment and violence at work.

Values in Action Program

Council has recently implemented stage four of the Values in Action Program. This program translated the organisational values statement into a set of behavioural statements tailored to different levels within the organisational structure. These values and behavioural statements have been integrated into human resource processes for recruitment and selection, induction, performance management and learning and development programs.

Performance Management

During 2004/05, Council has reviewed its Performance Management System to ensure that it is meaningful, two-way, developmental in orientation and easy to understand and administer. The system requires the completion of a work performance plan and a development plan.

Development plans completed as part of the performance management process form the

basis of the organisation's training needs analysis, which inform the development of the training plan and other learning and development strategies.

The City of Yarra has also joined six other Councils to participate in an industry based online peer support and mentoring program, in partnership with the Centre for Organisational Development.

In addition to a "whole of organisation" approach to OH&S, Council also recognises staff health and well-being through the Employee Health and Recreation Program, and a number of family friendly policies incorporated into the organisation's Enterprise Agreement.

Financial Resources

Financial Plan 2005-2009

Council's longer term financial viability has been planned through modelling its future financial performance, financial position and forecast cash flows, based on a number of underlying financial strategies and assumptions. The resulting financial plan is updated annually as part of Council's planning process.

The financial plan is critical to the financial sustainability of the City of Yarra and addresses Council's:

- financial performance and position
- long term financial strategy
- revenue and rating strategy
- long term borrowing and debt strategy
- asset management strategy.

STRATEGIC RESOURCE PLAN (cont.)

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Financial performance

Council's financial plan also provides a forecast of Council's financial performance to 30 June 2009.

Key assumptions upon which the forecast is based include:

- CPI will be in the range of 2.5 per cent to 3.0 per cent over the next four years
- general rates income will increase by 4.9 percent in 2005/06 and 5.0 per cent annually thereafter
- user charges revenue to increase by 3.0 per cent annually
- government grants will remain constant in dollar terms
- employee costs will increase in accordance with 2004-06 Enterprise Agreement estimates and other employee arrangements by 4.25 per cent
- materials and services costs will increase by 4.25 per cent annually
- increased contract (e.g. recycling) costs have been factored in where known
- Vision 2010 New Initiatives to increase by 4.25 per cent to account for the increase in employee and material costs
- maintenance of existing services and service levels.

Revenue strategy

In developing the Long Term Financial Plan, rates and charges were identified as an important source of revenue, accounting for 57% of the total revenue received by Council annually. Planning for future rate increases has therefore been an important component of the Long Term Financial Planning process.

Council's rating strategy is based on a common rate for the entire municipality with no municipal charge and no separate garbage charge. The potential implementation of a municipal charge is seen to be regressive by nature and not in keeping with an equitable distribution of the rate burden or Council's environmental, social and financial objectives.

The Net Annual Value (NAV) basis for rating provides an equitable distribution of the rate burden for an inner urban municipality such as Yarra, which has a high incidence of rental property.

Adoption of an alternative valuation/rating basis would require major re-education and potentially result in a significant redistribution of the rate burden presenting undesirable implications for the community.

The rating strategy is premised on the basis that the utilisation of mechanisms such as rebates, concessions and waivers is the most appropriate method of addressing the income based issues of individual ratepayers.

Current year rate increase

The 2005/2006 operating position is predicted to be significantly impacted by wages growth and reductions in government funding. It will therefore be necessary to achieve future revenue growth while containing costs in order to achieve an almost breakeven operating position by 2008/2009 as set out in the Long Term Financial Plan.

In order to achieve these objectives while maintaining service levels and a robust capital expenditure program, general rates will increase by a modest 4.9 per cent

in 2005/2006 raising a total rate of \$53.5 million, including \$350,000 generated from supplementary rates.

Fees and Charges Strategy

Council's rating strategy recognises the inter-relationship between rates and other revenue streams and that Council's pricing policies for various services directly impacts on the level of rates and the resultant rate burden. The requirement for Council funding of various services, through rates, is dependent on the specific pricing policies that are developed by Council for these services.

Fees and charges currently make up 17 per cent of Council's revenue, a proportion that has increased over recent years as Council's ability to rely on other external sources of revenue has diminished.

In developing a conceptual framework for the development of specific pricing policies Council has considered a range of issues and established the following principles:

- That the setting of fees and charges is cognisant of Council's environmental, social and financial objectives.
- That user based charges recognise the needs of the disadvantaged in our community and that the application of concessional rates in Council's fee structures is targeted to our community and recognises the capacity to pay of those service users who may be experiencing hardship.

- That Council's fees and charges are reviewed annually in accordance with the financial parameters of the long term financial strategy, which links any increases with the underlying rate of inflation.
- That the optimum use of Council facilities and resources in the context of Council's Asset Management Strategy is considered in the setting of user pays based fees and charges.
- That community users of Council services are effectively consulted prior to the introduction of any new or varied service charges in accordance with Council's commitment to affordability in terms of access, equity and fairness.

It is also noted that the level of Council discretion to set fees and charges varies depending on the service. The fees for many of Council's services are prescribed by legislation or regulation. Other services, particularly in regard to the provision of human services, involve funding agreements in which Council must agree to abide by policies that require fees to be set within certain parameters.

The above principles and context provide the framework for Council's pricing policies.

Borrowing strategy

In developing the Long Term Financial Plan, borrowings was identified as an important funding source for capital works programs.

Council recognises that long term borrowings can be a useful tool for funding the development of major new assets. It also recognises that while borrowings

enhance the capacity of Council's short term capital program, debt repayment and borrowing costs limit the capacity of future capital programs. It is therefore important that the utilisation of debt as a funding tool is applied judiciously.

Council currently has relatively high borrowing levels for a Victorian metropolitan local authority. Council does however have the capacity under the state government borrowing guidelines, subject to long term financial plan revision, to take on a higher debt burden should events or circumstances require this.

It should be noted however that among the number of financial performance measures adopted by Council one of these specifically refers to the reduction of Council's overall debt level.

Council currently holds the following principles in relation to borrowings:

- The primary objective of Council's debt management strategy is to achieve a net reduction in borrowings of \$13.4 million over the four year period of the long term financial plan to 2008/2009.
- This strategy provides for the level of debt refinancing required to support an appropriate level of capital works spending and ensure Council maintains adequate liquidity over the plan period.

Council recognises that it may be appropriate to explore borrowing options for the development of major new assets or the significant refurbishment of existing assets.

Current year borrowings

For the 2005/2006 year, Council has decided to borrow an additional \$2.5 million to fund the capital works program and therefore, after making loan repayments of \$5.2 million, will reduce its total borrowings to \$15.2 million as at 30 June 2006.

The primary objective of Council's debt management strategy is to achieve a net reduction in borrowings of \$13.4 million over the four year period of the financial plan 2005-09.

This strategy provides for loan borrowings of \$8.0 million over the period of the plan to support the required level of capital works spending and ensure Council maintains adequate liquidity.

Standard Statements

The following four SRP Standard Statements form a special purpose financial report prepared specifically for this Council Plan.

These Standard Statements (together with their explanatory notes) provide information about Council's financial management. They should be read in conjunction with one another to obtain an overall understanding of Council's financial position and management.

The four SRP statements are the:

- Standard Statement of Financial Performance
- Standard Statement of Financial Position
- Standard Statement of Cash Flows
- Standard Statement of Capital Works.

Each of the statements has been prepared on a basis consistent with the Council's annual budget and end of year financial statements.

STRATEGIC RESOURCE PLAN (cont.)

Standard Statement of Financial Performance
for the years ending 30 June 2006 - 2009.

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	2005/06 \$'000	2006/07 \$'000	2007/08 \$'000	2008/09 \$'000	Links
REVENUES					
Revenue from ordinary activities					
Rates	53,529	56,205	59,016	61,967	
Parking Revenue	16,655	16,822	16,990	17,160	
Charges, fees and other fines	9,329	9,609	9,897	10,194	
Leisure Centre Fees	5,527	5,693	5,864	6,040	
Grants Commission	1,470	1,470	1,470	1,470	
Government Grants	5,177	5,177	5,177	5,177	
Reimbursement and Contributions	1,165	1,194	1,224	1,255	
Interest on Investments	650	643	660	642	
Proceeds from Sale of Assets	514	325	325	325	1
Share of Profits of Associates	34	65	65	65	
Total revenues	94,050	97,203	100,688	104,294	
EXPENSES					
Expenses from ordinary activities					
Employee Expenses	31,125	32,370	33,665	35,011	
Materials and Services	38,351	39,981	41,680	43,452	
Vision 2010 Initiatives	1,303	1,358	1,416	1,476	
Bad and Doubtful Debtors	1,430	1,466	1,502	1,540	
Depreciation & Amortisation	14,000	14,068	14,130	14,198	2,6
Borrowing Costs	1,230	953	644	488	
Written Down Value of Assets Sold	467	300	300	300	6
Total expenses	87,906	90,495	93,337	96,466	
Net surplus (deficit) from operations	6,144	6,707	7,350	7,828	3,5

Commentary on the Standard Statement of Financial Performance.

The Standard Statement of Financial Performance shows what is expected to happen during the next four years in terms of revenue, expenses and other adjustments from all activities.

The 'Total Changes in Equity' or 'bottom line' shows the total difference between the financial position at the beginning and the end of each year.

The Standard Statement of Financial Performance requires revenues to be separately disclosed where the item is of such a size, nature or incidence that its disclosure is relevant in explaining the performance of the Council.

The Standard Statement of Financial Performance also shows the movement in equity, so that a separate Statement of Changes in Equity is not necessary. The most common disclosures under this category are movements in asset revaluation reserves, which arise upon revaluations of assets and adjustments to opening accumulated surplus due to adoption of a new accounting standard.

Document links

1. This item links to the Standard Statement of Cash Flows item "Proceeds from sale of property, plant and equipment" (after allowing for the movement in any accrued income on sale of property, plant and equipment).
2. This item links to the Standard Statement of Cash Flows item "Depreciation and amortisation".
3. This item links to the Standard Statement of Cash Flows item "Net surplus (deficit) from operations".
4. This item links to the movement between the previous year and the current year in the Standard Statement of Financial Position item "Total equity".
5. This item is linked to the Property, Plant & Equipment movement in the Standard Statement of Capital Works.

STRATEGIC RESOURCE PLAN (cont.)

Standard Statement of Financial Position for
the years ending 30 June 2006 - 2009.

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	2005/06 \$'000	2006/07 \$'000	2007/08 \$'000	2008/09 \$'000	Links
ASSETS					
Current assets					
Cash Assets	12,862	13,206	12,845	12,629	1
Receivables	8,585	8,702	8,832	8,971	
Accrued Income	400	400	400	400	
Prepayments	250	250	250	250	
Inventories	50	50	50	50	
Total current assets	22,147	22,608	22,376	22,299	
Non-current assets					
Investments in Associates	3,424	3,489	3,554	3,619	
Other Financial Assets	6	6	6	6	
Property, infrastructure, plant and equipment	919,856	923,488	927,558	932,060	2
Total non-current assets	923,286	926,983	931,118	935,685	
Total assets	945,433	949,591	953,495	957,984	
LIABILITIES					
Current liabilities					
Payables	9,756	9,754	10,125	10,509	
Trust Funds	1,214	1,238	1,263	1,288	
Income in Advance	424	433	442	450	
Provisions - Employee Entitlements	2,569	2,647	2,726	2,808	
Interest Bearing Liabilities - Borrowings	5,235	6,008	4,918	2,476	
Total current liabilities	19,199	20,081	19,474	17,531	
Non-current liabilities					
Employee benefits	2,542	2,618	2,697	2,778	
Interest bearing liabilities	9,944	6,436	3,518	2,042	
Total non-current liabilities	12,486	9,055	6,215	4,820	
TOTAL LIABILITIES	31,685	29,136	25,689	22,351	
NET ASSETS	913,748	920,455	927,805	935,633	
Equity					
Accumulated surplus	528,273	535,080	542,530	550,458	
Asset revaluation reserve	381,418	381,418	381,418	381,418	
Other reserves	4,057	3,957	3,857	3,757	
TOTAL EQUITY	913,748	920,455	927,805	935,633	3

Commentary on the Standard Statement of Financial Position.

The Standard Statement of Financial Position provides a snapshot of the Council's expected financial situation at the end of each of the next four years. It shows the total of what is owned (assets) less what is owed (liabilities). The 'bottom line' of this statement is net assets, which is the net worth of Council.

The change in net assets between two year's Standard Statements of Financial Position shows how the financial position has changed over that period which is described in more detail in the Standard Statement of Financial Performance.

The assets and liabilities are separated into 'current' and 'non-current'. Current means those assets or liabilities which will fall due in the next twelve months.

Document links

1. This item links to the Standard Statement of Cash Flows item "Cash at the end of the year".
2. The movement in this item between the previous year and the current year links to the net of the items shown in the Property, Plant and Equipment movement in the Standard Statement of Capital Works.
3. The movement in this item between the previous year and the current year links to the Standard Statement of Financial Performance item "Total changes in equity".

STRATEGIC RESOURCE PLAN (cont.)

Standard Statement of Cash Flows for
the years ending 30 June 2006 - 2009.

Standard Statement of Cash Flows for the years ending 30 June 2006 - 2009

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	2005/06 \$'000	2006/07 \$'000	2007/08 \$'000	2008/09 \$'000	Links
Cash flows from operating activities					
Receipts from Ratepayers	53,487	56,135	58,931	61,874	
Interest received	650	643	660	642	
Government Grants received	6,647	6,647	6,647	6,647	
User charges, fees and fines received	29,597	30,612	31,202	31,807	
Reimbursement and Contributions received	1,165	1,194	1,224	1,255	
Payments to Suppliers	(38,757)	(41,341)	(42,725)	(44,545)	
Payments to Employees	(30,976)	(32,184)	(33,474)	(34,815)	
Borrowing Costs	(1,230)	(953)	(644)	(488)	
Net cash inflow (outflow) from operating activities	20,583	20,753	21,821	22,377	1
Cash flows from investing activities					
Proceeds from sale of property, plant and equipment	(19,698)	(18,000)	(18,500)	(19,000)	2
Payments for infrastructure, property, plant and equipment	514	325	325	325	3
Net cash inflow (outflow) from investing activities	(19,184)	(17,675)	(18,175)	(18,675)	
Cash flows from financing activities					
Proceeds from borrowings	2,500	2,500	2,000	1000	
Repayment of borrowings	(5,229)	(5,234)	(6,008)	(4,918)	
Net cash inflow (outflow) from financing activities	(2,729)	(2,734)	(4,008)	(3,918)	
Net increase (decrease) in cash held	(1,331)	344	(362)	(216)	
Cash at the beginning of the year	14,193	12,862	13,206	12,845	
Cash at the end of the year	12,862	13,206	12,845	12,629	4

Commentary on the Standard Statement of Cash Flows.

Commentary on the Standard Statement of Cash Flows

The Standard Statement of Cash Flows shows what is expected to happen during the next four years in terms of cash. It explains what cash movements are expected to result in the difference in the cash balance at the beginning and the end of the year.

The net cash flows from operating activities shows how much cash is expected to remain after paying for providing services to the community which may be invested in things such as capital works.

The information in a Standard Statement of Cash Flows assists in the assessment of the ability to:

- generate cash flows
- meet financial commitments as they fall due (including the servicing of borrowings)
- fund changes in the scope or nature of activities
- obtain external finance.

A reconciliation of operating result and net cash flows from operating activities has been added to highlight non-cash items of significance.

Document links

1. These items link within this Standard Statement.
2. This item reconciles to the Standard Statement of Capital Works item "Total capital works" (after allowing for the movement in any accrued expenditure on purchase of property, plant and equipment).
3. This item links to the Standard Statement of Financial Performance item "Proceeds from sale of assets".
4. This item links to the Standard Statement of Financial Position item "Cash assets".

STRATEGIC RESOURCE PLAN (cont.)

Standard Statement of Capital Works for the years ending 30 June 2006 - 2009.

Standard Statement of Capital Works for the years ending 30 June 2006 - 2009

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	2005/06 \$'000	2006/07 \$'000	2007/08 \$'000	2008/09 \$'000	Links
Capital Works Areas					
Roads, Footpaths, Kerb & Channel	5,684	5,710	5,665	6,350	
Drainage	900	900	900	900	
Bridges	132	15	15	40	
Transport & Road Safety	979	950	800	850	
Information Systems	966	1,027	808	810	
Open Space Improvements	4,672	2,789	2,615	3,095	
Buildings	5,072	5,214	6,202	5,420	
Plant & Equipment	1,253	1,365	1,465	1,475	
Other	40	30	30	60	
Total capital works	19,698	18,000	18,500	19,000	1

Types of Capital Works:

Renewal	12,856	14,122	16,051	15,575	
Upgrade	4,016	2,501	1,541	1,070	
Expansion	953	200	138	500	
New assets	1,873	1,177	770	1,855	
Total capital works	19,698	18,000	18,500	19,000	

Property, Plant & Equipment movement Reconciliation Worksheet

	2005/06 \$'000	2006/07 \$'000	2007/08 \$'000	2008/09 \$'000
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The movement between the previous year and the current year in property, plant and equipment as shown in the Statement of Financial Position links to the net of the following items:

Total capital works	19,698	18,000	18,500	19,000
Asset revaluation movement	0	0	0	0
Depreciation and amortisation	(14,000)	(14,068)	(14,130)	(14,198)
Written down value of assets sold	(467)	(300)	(300)	(300)
Net movement in property, plant & equipment	5,231	3,632	4,070	4,502

Commentary on the Standard Statement of Capital Works.

Commentary on the Standard Statement of Capital Works

The Standard Statement of Capital Works sets out all expected capital expenditure in relation to non-current assets for the each of the next four years. It also shows the amount of capital works expenditure which is expected to be renewing, upgrading, expanding or creating new assets. This is important because each of these categories has a different impact on Council's future costs.

- Capital expansion expenditure extends an existing asset to a new group of users. It is discretionary expenditure which increases future operating and maintenance costs, because it increases Council's asset base, but may be associated with additional revenue from the new user group.
- Capital renewal expenditure reinstates existing assets, it has no impact on revenue, but may reduce future operating and maintenance expenditure if completed at the optimum time.
- Capital upgrade expenditure enhances an existing asset to provide a higher level of service or expenditure that will increase the life of the asset beyond that which it had originally. Upgrade expenditure is discretionary and often does not result in additional revenue unless direct user charges apply. It will increase operating and maintenance expenditure in the future because of the increase in the Council's asset base.
- New capital expenditure does not have any element of renewal, expansion or upgrade of existing assets. New capital expenditure may or may not result in additional revenue for Council and will result in an additional burden for future operation, maintenance and capital renewal.

The property, plant and equipment movement reconciliation worksheet is included to show how the Standard Statement of Capital Works figures relate to the Standard Statement of Financial Position movement in property, plant and equipment.

Document links

1. Total capital works links to the Standard Statement of Cash Flows item "Payments for property, plant and equipment" (after allowing for the movement in any accrued expenditure on purchase of property, plant and equipment).

STRATEGIC RESOURCE PLAN (cont.)

Assets

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Asset Management Strategy

Council's Asset Management Policy was adopted by Council in October 2004.

The policy provides the overall framework to guide the sustainable management of Council's asset portfolio as a platform for service delivery to ensure that:

- Infrastructure assets are effectively and efficiently managed through the course of their lifecycle.
- There is clear direction for asset custodians to allow informed decision making.
- Community needs and expectations are satisfied.
- Legislative and regulatory requirements are met.
- Best value practices are incorporated in infrastructure asset management strategies and implementation activities.
- Financial, social and environmental resources are used in a sustainable way.
- Exposure to risk is managed through the application of sound operational principles and practices.
- There is continuous improvement in asset management and service delivery.
- Sustainable Development is based on the recognition that to sustain and improve the health and well being of Yarra people and the Yarra environment, for present and future generations,

planning must be based on the integration of sound social, ecological, economic and cultural principles and practices as detailed in Sustaining Yarra Principles.

It is policy that:

- Assets will be managed using a "lifecycle" approach and in accordance with the asset management techniques detailed in the International Infrastructure Management Manual (Australia / New Zealand Edition).
- Assets will be utilised to their fullest potential to maximise usage and economic performance.
- Council will continually monitor, audit and review its asset portfolio to ensure it is responsive to service delivery needs and meets the goals and targets set by Council.
- Assets will be regularly maintained to ensure that they continue to function as built for the duration of their life in accordance with Sustaining Yarra Principles.
- Council will conduct ongoing evaluation of asset performance against current and future market trends to achieve best long term financial performance.
- Funding for all asset purchase, maintenance, rehabilitation and replacement will be guided by Council's Asset Management Plans and included in the capital works programme, annual budgetary process, long term Financial Plan and annual Business Plan.

- Prior to the consideration of any new asset acquisition and/or any major rehabilitation or improvement to an existing asset, a detailed cost-benefit analysis will be undertaken and where appropriate a comprehensive masterplan will be developed and consultation undertaken with the community.
- The disposal of any asset shall be in accordance with Council's Asset Disposal Policy and Council's Asset Disposal Procedure.

The policy also outlines roles, responsibilities and timeframes associated with implementing sound asset management including the establishment of an Asset Management Steering Committee and an Asset Management Improvement Team.

An Asset Management Strategy was also adopted in October 2004. The strategy provides a structured set of actions to improve Yarra's asset management and documents current practice, future directions and carries out a gap analysis between where we are and where we want to be.

The strategy documents four major strategic objectives and how to achieve them:

- 1.** To contribute to the realisation of Our Future 2010 and Council Plans.
 - Integrate Asset Management (AM) into council planning process
 - Establish monitoring and evaluation program as part of Asset Management Plans
 - Review AM improvement through customer surveys, annual service plans and business plans.
- 2.** To ensure Council's assets are managed in an appropriate and financially sound manner, enable the provision of appropriate levels of service delivery and maximise the sustainable use of available resources.
 - Establish Asset Management Steering Committee and Improvement Team
 - Formally assign asset management roles and responsibilities across all business units
 - Provide clear direction for asset managers to allow informed decision making
 - Develop Asset Management Improvement Plan
 - Undertake analysis of items identified in the Gap Analysis
- 3.** To seek innovative and cost effective means of improving work practices and processes to ensure Council's assets are managed in accordance with best practice principles.
 - Introduce a uniform 'life cycle' approach to asset management practices across the organisation
 - Include AM in Business Unit Plans and Annual Service Plans
 - Support asset managers through training, education and peer support
 - Review first generation Asset Management Plans for Road Infrastructure, Building and Property and Open Space
 - Identify and programme preparation of AM Plans for all other asset categories
 - Ensure access to relevant AM information is available across the organisation (review asset management information systems, investigate options to consolidate information systems, consolidate information systems as deemed appropriate and develop and implement IT training program)
 - Establish and implement AM improvement monitoring and evaluation program.
 - Schedule regular AM team meetings
- 4.** To minimise Council's exposure to risk in regard to asset failures.
 - Review business processes (business process mapping) to define asset management inputs
 - Document important business processes through procedure manuals and work instructions
 - Investigate feasibility of standardising AM data collection and reporting systems
 - Share information and knowledge across the organisation to encourage maximum usage and economic performance of assets
 - Review all policies and strategies to ensure appropriate inclusion of AM.
 - Conduct ongoing evaluation of asset performance against current and future market trends to achieve best long term financial performance
 - Undertake detailed cost-benefit analysis prior to the consideration of any new asset acquisition and/or any major rehabilitation of or improvement to an existing asset. In the case of asset acquisition a comprehensive due diligence assessment will be completed
 - Review and update Council's Risk Management Policy

COUNCIL ASSETS BY MAJOR ASSET CLASS

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Land and Buildings

Council's land and building assets comprise 145 land and building parcels, which include 117 Council owned and controlled buildings and 158 hectares of parks and reserves. These land and building assets represent a value at current replacement cost in excess of \$611 million.

Heritage Assets

The heritage assets of Yarra City Council include a number of artworks, monuments, a photographic collection, furniture and objects of interest and represent a carrying value of \$1.5 million.

Plant and Equipment

Representing a value at cost in excess of \$11 million, Council's plant and equipment assets include 126 vehicles (cars, utilities, buses and trucks), 450 computers and associated peripherals and furniture and other equipment.

Road Infrastructure

Council's road infrastructure includes the following elements:

Road Infrastructure	No. km	No. sqm
Road pavements	260km	2.6 million sqm
Footpaths	491km	1.2 million sqm
Kerb and channel	491km	0.4 million sqm
Laneways	85km	0.3 million sqm
Storm water pipes	197km	N/a
Deck area for bridges on local roads	N/a	570 sqm
8,600 storm water pits		

Council's road infrastructure represents a value at current replacement cost in excess of \$488 million.

Other

A number of other asset items listed below represent a carrying value in excess of \$24 million.

Item (s)	Number or km
Mobile garbage bins	30,500
Mobile recycling bins	25,000
Items of street furniture	13,700
Street signs	19,700
Street trees	17,500
Off-road paths	21km
Playground equipment	N/a

ABBREVIATIONS

AAB:	Aboriginal Advisory Group
ABS:	Australian Bureau of Statistics
AHS:	Affordable Housing Statement and Strategy, 2004
APP:	Aboriginal Partnerships Plan, 2004-2008
AIS:	Access & Inclusion Strategy, 2004-2009
ACP:	Arts & Cultural Plan, 2004-2009
AMP:	Asset Management Policy, Strategy and Plans, 2004-2009
BAG:	Business Advisory Group
CAB:	Council's Arts and Businesses Program
CALD:	Culturally and Linguistically Diverse
CEO:	Chief Executive Officer
CPTED:	Crime Prevention Through Environmental Design
DAC:	Disability Advisory Committee
EDS:	Economic Development Strategy, 2001-2004
ES:	Environment Strategy
FP:	Financial Plan, 2004-2007
HACC:	Home and Community Care Services
ICEPT:	Inner City Entertainment Precinct Taskforce
IMAP:	Inner Melbourne Action Plan, Draft 11/04
INLLEN:	Inner Northern Local Learning Employment Network
MCAP:	Multicultural Policy Statement and Action Plan, 2004-2006
MEYP:	Municipal Early Years Plan, 2005-2007, Draft 12/04
MPHP:	Municipal Public Health Plan
MSS:	Municipal Strategic Statement and Review
OSS:	Open Space Strategy, Draft 08/04
RS:	Recreation Strategy Plan, 2003-2008
RHS:	Regional Housing Statement: Inner Region of Melbourne, Draft 11/04
SYP:	Safer Yarra Plan, 2004-2007, Draft 11/04
STS:	Strategic Transport Statement Draft
U3A:	University of Third Age
YAARTS:	Yarra Arts Advisory Committee
YS:	Yarra Youth Strategy, 2005-2008

