

**CITY
PLAN
2002/05**

IN WORKING TOWARDS THE GOALS THAT WE HAVE SET OUT IN THIS CITY PLAN, WE DO SO BY SHARING THE DEMOCRATIC PRINCIPLES OF OPENNESS, ACCESSIBILITY AND TRANSPARENCY AS THE BASIS OF GOOD COMMUNITY GOVERNANCE.

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HOW TO CONTACT US

In Person: Council Offices are open Monday to Friday from 8.30am to 5pm
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Web site: www.yarracity.vic.gov.au



This document provides you with information about the City of Yarra's priorities for the next year and its vision for the next eight years.

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 **9280 1940**.

Arabic

هذا المستند يوفر لك معلومات عن أولويات مدينة يarra للعام المقبل ورؤيتها للعام الثامن التالي.

Cantonese

此文件提供有關明年及未來八年城市發展優先事項及遠景的資料。

Greek

Αυτό το έγγραφο παρέχει πληροφορίες σχετικά με τις προτεραιότητες και το όραμα της πόλης για το επόμενο έτος και τα επόμενα οκτώ έτη.

Hakka

此文件提供有關明年及未來八年城市發展優先事項及遠景的資料。

Hmong

此文件提供有關明年及未來八年城市發展優先事項及遠景的資料。

Macedonian

Ова документ ви информира за приоритетите на Градот Јарра за следната година и неговото видение за следните осум години.

Turkish

Bu belge size Yarra'nın gelecek yıl için öncelikleri ve gelecek sekiz yıl için vizyonunu hakkında bilgi sağlar.

Vietnamese

Đài này cung cấp thông tin về các ưu tiên và tầm nhìn của thành phố Yarra cho năm tiếp theo và tám năm tiếp theo.

Bosnian

Ovo dokument vam informira o prioritetima Grada Yarra za narednu godinu i njegovu viziju za naredna osam godina.

Mandarin

此文件提供有關明年及未來八年城市發展優先事項及遠景的資料。



OVER THE COMING YEAR ALL OF OUR MAJOR DECISIONS AND POLICY MAKING WILL ENGAGE THE COMMUNITY AT THE GRASS ROOTS LEVEL. OUR EFFECTIVENESS AND THE RELEVANCE OF WHAT WE DO RELIES ON OUR COMMUNITY'S INVOLVEMENT.

MAYOR'S MESSAGE



I am pleased to introduce our 2002-05 City Plan. This is the City of Yarra's forward planning document, it outlines some of the programs and strategies that your local government will allocate its resources to this year to make our City a better place to live.

This year marks a new era for the City of Yarra. We continue to value and celebrate the diversity of our community, which is reflected in the composition of this Council.

In working towards the goals that we have set out in this City Plan, we do so by sharing the democratic principles of openness, accessibility and transparency as the basis of good community governance.

Council sets the direction of the organisation through the City Plan and resources and implements this through the Council Budget. The City Plan also incorporates our vision for how Yarra will look in eight years time, our 'Vision for 2010'. The Vision 2010 was the result of extensive consultation with Yarra residents and addresses a range of areas, including community development, transport, planning and environmental issues.

In striving to achieve our vision this year we are focussing on building a new service culture for this organisation, one that we describe as a cooperative partnership between the organisation, the Council and the community. The hallmarks of this partnership will be openness, accessibility and transparency.

We will also improve our processes in planning, one of the most important functions of the City of Yarra. Never has demand been higher to develop or build here. Our residents love inner city living.

In a recent survey 93% of residents said they were happy living in Yarra. This kind of popularity fuels some complex planning issues. Community debates about what is good design are an integral part of urban renewal in any community. We need to protect our valuable heritage in Yarra while being open to innovation and new design.

We have the opportunity this year through the re-tendering of some major services such as street cleaning and the maintenance of our open spaces, to raise the bar in terms of our expectations of how this community's money is being spent.

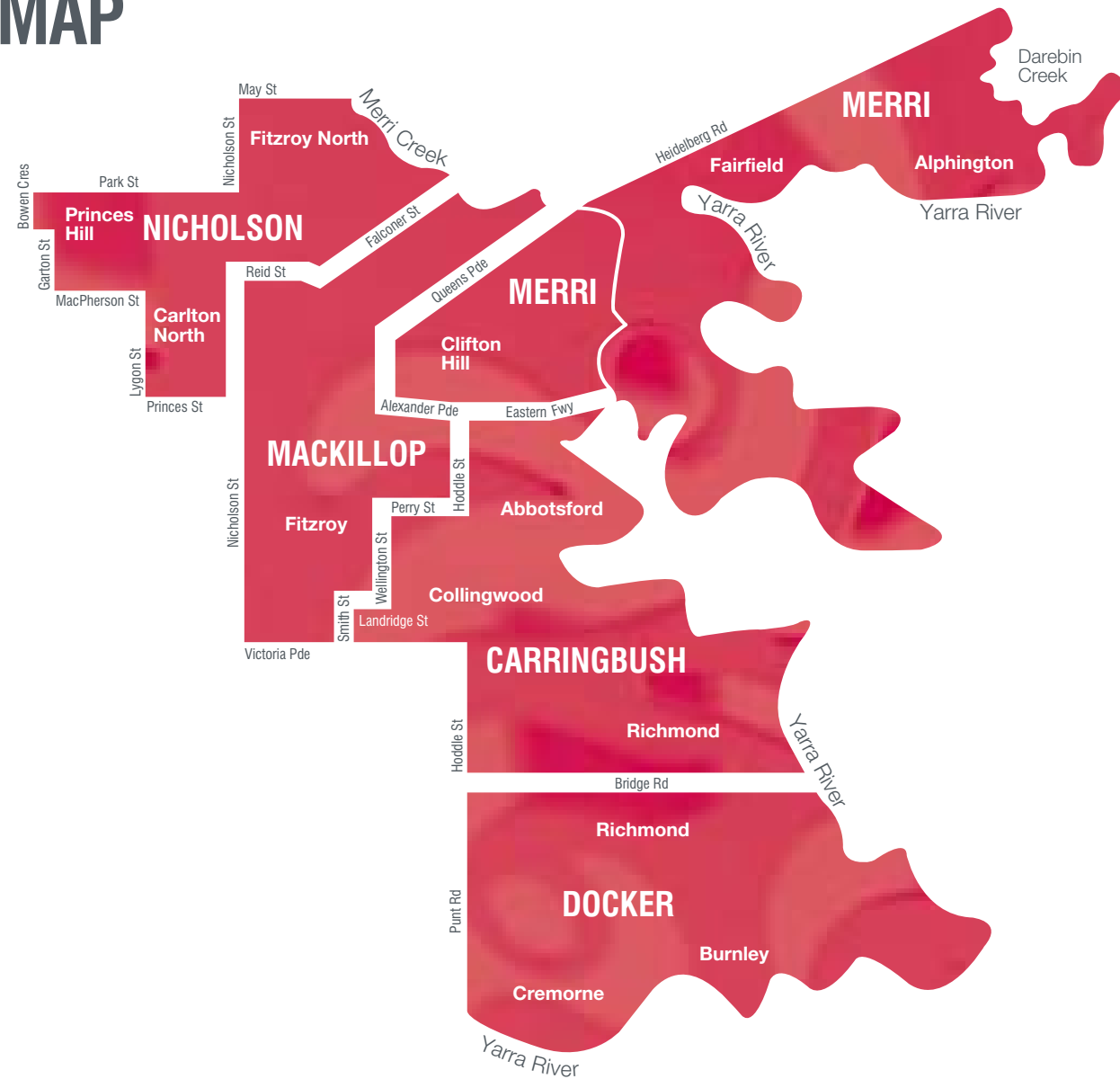
Over the coming year all of our major decisions and policy making will engage the community at the grass roots level. Our effectiveness and the relevance of what we do relies on our community's involvement in this partnership. We rely on their ideas and feedback, whether it is answering our surveys, attending community and Council meetings or writing or emailing us with their views. We operate most effectively when we have community participation.

In this cycle of Council we have been given the responsibility to determine and deliver a range of services for our community and we are entrusted with the stewardship of vital community assets and infrastructure. We are confident that with a focussed organisation, our City Plan actions will be implemented effectively and the important changes I have outlined will improve the level of service to our diverse community.

Cr Sue Corby
Mayor



CITY OF YARRA WARD MAP



YOUR YARRA COUNCILLORS

Carringbush Ward

Carringbush Ward includes the suburb of Abbotsford and part of Collingwood and Richmond. Places of interest in Carringbush Ward include Collingwood and Richmond Town Halls, Victoria Park, Dights Falls, St Heliers Convent, the Bridge Road shopping strip and the Asian eateries of Victoria Street.



Mayor Councillor Sue Corby

Councillor Sue Corby is in her second consecutive term as the Mayor of the City of Yarra. She is a member of the Planning and Community Development Committee and the Finance and Resources Committee. Cr Corby is also one of Council's Municipal Association of Victoria representatives and is a member of the Collingwood Children's Farm Management Committee.

Contact Details:

Telephone: 9205 5055 (Council)
 Fax: 9205 5169 (Council)
 Mobile: 0412 611 401
 Email: corbys@yarracity.vic.gov.au



Councillor Li Lai

Councillor Li Lai has represented the Carringbush Ward since 1996. Cr Lai is a member of the Finance and Resources Committee.

Contact Details:

Telephone: 9428 1957 (After Hours)
 Fax: 9428 1957 (After Hours)
 Mobile : 0412 205 058
 Email: lail@yarracity.vic.gov.au

Docker Ward

The suburbs of Burnley, Cremorne and part of Richmond are included in the Docker Ward. Its main features are Bridge Road (which also borders Carringbush Ward), Swan Street, Dimmeys Department Store, the Yarra River and numerous parks, gardens and sporting grounds.



Councillor Kay Meadows

Councillor Kay Meadows has represented the Docker Ward since 1999. Cr Meadows is a member of the Planning and Community Development Committee and is Council's representative on the Yarra River Catchment Committee.

Contact Details:

Telephone: 9421 3440 (After Hours)
Fax: 9205 5169 (Council)
Mobile: 0419 156 071
Email: kmeadows@pacific.net.au



Councillor Judy Morton

Judy Morton is in her first term as a Docker Ward Councillor and is the Chair of the Planning and Community Development Committee.

Contact Details:

Telephone: 9428 1878 (After Hours)
Fax: 9205 5169 (Council)
Mobile: 0417 343 145
Email: mortonj@yarracity.vic.gov.au

MacKillop Ward

MacKillop Ward includes the suburb of Fitzroy, part of North Fitzroy and Collingwood. Its main features are Brunswick and Smith Streets, Edinburgh Gardens, Fitzroy Town Hall and some of Melbourne's most historic dwellings.



Councillor Greg Barber

MacKillop Ward Councillor Greg Barber is the Chair of the Finance and Resources Committee. Cr Barber is also Council's representative on the Western Region Waste Management Group, Metropolitan Transport Forum and Northern Central City Corridor Study Minister/Council Group.

Contact Details:

Telephone: 9417 2484 (After Hours)
Fax: 9205 5169 (Council)
Mobile: 0417 343 279
Email: barberg@yarracity.vic.gov.au



Councillor Deborah Di Natale

MacKillop Ward Councillor Deborah Di Natale is a member of the Planning and Community Development Committee. Cr Di Natale is also Council's representative on the Community Road Safety and Safer Yarra Management Committees.

Contact Details:

Telephone: 9495 6605 (After Hours)
Fax: 9205 5169 (Council)
Mobile: 0425 801 046
Email: dinataled@yarracity.vic.gov.au

Nicholson Ward

Nicholson Ward covers the suburbs of Princes Hill, Carlton North and part of North Fitzroy. Some of the highlights of Nicholson Ward include Rathdowne Street, Curtain Square, North Carlton Library and the elegant tree-lined streets.



Councillor Jackie Fristacky

Nicholson Ward Councillor Jackie Fristacky is a member of the Finance and Resources Committee. Cr Fristacky is also Council's representative on the Yarra/Melbourne Regional Library Board and Northern Central City Corridor Study Minister/Council Group.

Contact Details:

Telephone: 9347 3818 (After Hours)
Fax: 9205 5169 (Council)
Mobile: 0412 597 794
Email: fristackyj@yarracity.vic.gov.au
or Jfris@mira.net



Councillor Gurm Sekhon

Councillor Gurm Sekhon has represented the Nicholson Ward since 2001. Cr Sekhon is a member of the Planning and Community Development Committee. Cr Sekhon is also one of Council's Municipal Association of Victoria representatives and is a member of the Merri Creek Management Committee.

Contact Details:

Mobile: 0407 735 466
Fax: 9205 5169 (Council)
Email: sekhong@yarracity.vic.gov.au

Merri Ward

The suburbs of Alphington, Clifton Hill and part of Fairfield comprise the Merri Ward. Some of its main features are the Merri Creek, Yarra River, Fairfield Park Boathouse, Yarra Bend Park, Collingwood Leisure Centre, Queens Parade and numerous parks, gardens and sporting ovals.



Councillor Jenny Farrar

Merri Ward Councillor Jenny Farrar is a member of the Finance and Resources Committee. Cr Farrar is also a member of the Yarra Bend Trust and Darebin Management Committee and is one of Council's Municipal Association of Victoria representatives.

Contact Details:

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Mail for all Councillors may be sent to:

City of Yarra
C/- PO Box 168
Richmond 3121

GUIDED BY COUNCIL'S VISION, WE WILL CONTINUE TO STRIVE TO BE RESPONSIVE TO THE COMMUNITY. THE ADOPTION OF BEST VALUE PRACTICES WILL ENSURE BASIC SERVICES ARE IMPROVED AND THE TOWN PLANNING PROCESS IS STREAMLINED TO ENSURE YARRA'S LIVEABILITY IS MAINTAINED AND ENHANCED.



2002 COUNCILLOR APPOINTMENTS TO EXTERNAL BODIES

The following appointments were made at the Council meeting of 16 April 2002.

ORGANISATION/COMMITTEE	PURPOSE	NEW APPOINTEE(S)
Municipal Association of Victoria	Local Government peak body provides advocacy, advice and support for industry members.	Cr Sekhon (Appointed Council Delegate) Cr Corby (Mayor - Ex Officio)
Victorian Local Governance Association	Local Government peak body provides advocacy, advice and support for industry members.	Cr Farrar Cr Corby (Mayor - Sub) Cr Morton (Sub)
Western Region Waste Management Group	Regional body providing advocacy, strategic policy advice and support for members in regard to waste management issues.	Cr Barber Cr Sekhon (Sub)
Yarra Bend Park Trust	Statutory Board responsible for the management of Yarra Bend Park.	Cr Farrar (Three year term ends May 2005) Cr Sekhon
Merri Creek Management Committee	Responsible for liaison and environmental management of the Merri Creek.	Cr Corby (Mayor) Cr Farrar (Sub)
Collingwood Children's Farm Management Committee	Responsible for management of the Children's Farm.	Cr Farrar Council officer (Sub)
Darebin Creek Management Committee	Responsible for liaison and environmental management of the Darebin Creek.	Cr Di Natale
Community Road Safety Committee	Deals with community road safety issues and policy.	Cr Barber
Metropolitan Transport Forum	Deals with metropolitan transport issues and policy.	Cr Fristacky Cr Morton (Sub)
Yarra/Melbourne Regional Library Board	Regional Library Board provides strategic policy and management for the library network.	Cr Di Natale
Safer Yarra Management Committee	Deals with community safety issues and policy.	Cr Fristacky Cr Barber Cr Sekhon (Sub) Cr Farrar (Sub)
Northern Central City Corridor Study Minister/Council Group	Provides representation/advocacy and advice to the Minister and member councils.	Cr Meadows
Yarra Catchment Committee	Deals with water catchment and environmental issues affecting the Yarra River.	

2002 COUNCILLOR APPOINTMENTS TO COUNCIL COMMITTEES AND WORKING GROUPS

The following appointments were made at the Council meeting of 16 April 2002.

COMMITTEE/WORKING GROUP	PURPOSE	NEW APPOINTEE(S)
Audit Committee	Monitoring compliance and ethics.	Cr Corby (Mayor) Cr Barber (Sub)
Environment Community Advisory Committee (under review)	Advise Council on key environmental and physical service issues.	Appointments still to be made
Planning Community Advisory Committee (under review)	To assist in the review of the Municipal Strategic Statement and development of local policies.	Appointments still to be made
Human Services Community Advisory Committee (under review)	To advise on human service delivery issues.	Appointments still to be made
Australia Day Committee	To consider and determine submissions for Citizen and Young Citizen of the Year.	Cr Corby (Mayor) Cr Barber Cr Morton
Yarra Bicycle Consultative Committee	Bicycle infrastructure, education and related issues.	Cr Di Natale Cr Fristacky (Sub)
Performance Review Sub-Committee	To provide advice to the CEO on remuneration and performance review issues and strategies regarding senior management.	Cr Corby (Mayor) Cr Morton Cr Fristacky Cr Barber
Yarra Arts and Cultural Development Committee (YAARTS)	To advise on arts and cultural issues, funding priorities and policy formulation.	Cr Morton Cr Lai (Sub) Cr Di Natale (Sub)
Disability Reference Group	To advise on disability issues.	Cr Di Natale
City of Yarra Aboriginal Advisory Group	To facilitate communication and information exchange between Council and the Aboriginal community.	Cr Sekhon
Service Performance Panel	Oversee all service reviews undertaken as part of Council's Best Value Program.	Cr Corby (Mayor) Cr Barber Cr Morton
Yarra East Timor Support Action Group	To develop and implement strategies to assist in East Timor reconstruction.	Cr Lai Cr Farrar
Community Satisfaction Surveys Working Group	To review the results of previous community surveys and guide the development of the 2002 survey.	Cr Meadows Cr Fristacky (Sub)
Childcare Strategic Plan Review Steering Committee	To oversee the review of the Childcare Strategic Plan.	Cr Di Natale
Coate Park/Rudder Grange Review Panel	To review issues relating to Coate Park/Rudder Grange.	Cr Corby (Mayor) Cr Morton
City Plan Working Group	To review the preparation of the City Plan.	Cr Corby (Mayor) Cr Farrar Cr Morton Cr Barber
Richmond Civic Precinct Working Group	To plan future use of public land in and around the Richmond Town Hall precinct.	Cr Corby (Mayor) Cr Meadows Cr Lai Cr Morton Cr Barber

A GREATER LEVEL OF COMMUNITY CONSULTATION AND PARTICIPATION WILL ENSURE THE COMMUNITY REMAINS INFORMED OF EVENTS THAT EFFECT THEM, WHICH WILL IN TURN RESULT IN A SENSE OF CONFIDENCE IN COUNCIL'S DECISION MAKING.

ACTING CHIEF EXECUTIVE OFFICER'S MESSAGE

I am pleased to present to you the first City Plan of the newly elected Council.

The City Plan sets the direction for the organisation for the next three years and provides a shared vision for us to work towards.

The City Plan 2002-05 highlights the five Key Commitment Areas (KCAs) outlined by Council. These Commitment Areas are:

- Urban and Natural Environment
- Service
- Communication and Transparency
- Economic Development and
- Community Development.

Our newly elected Council has asked us to work with them, as partners, to put the needs of the community first and make Yarra a better place to live and work. They aim to instil a culture of openness within the organisation where the decision-making process is transparent and we are all accountable for our actions.

As an organisation we strive to fulfil the Key Commitment Areas identified by Council.

Our response to those commitments have been highlighted in our City Plan 2002-05.

Guided by Council's vision, we will continue to strive to be responsive to the community. The adoption of Best Value practices will ensure basic services are improved and Yarra's liveability is maintained and enhanced.

Meaningful community consultation and participation will ensure the community remains informed of activities that effect them, which will in turn result in a sense of confidence in Council's decision making.

Under the leadership of our Councillors, we will continue to improve the efficiency and effectiveness of the organisation to achieve the City's goals in partnership with the community.

Steve Dunn
Acting Chief Executive Officer



A PROFILE OF YARRA

The City of Yarra is located in inner suburban Melbourne immediately north-east of Melbourne's Central Business District. It includes the suburbs of Abbotsford, Clifton Hill, Collingwood, Richmond, Burnley, Cremorne, North Carlton, Princes Hill, Fitzroy, North Fitzroy and the southern portions of Alphington and Fairfield.

Yarra's urban geography is incredibly diverse. The municipality boasts an array of natural assets including tracts of natural bushland, creeks, wetlands and the Yarra River.

The picturesque Dights Falls are located at the junction of Merri Creek and the Yarra River and have significant Aboriginal and European cultural value. The linear parklands along the Merri Creek provide a range of recreational opportunities in a peaceful setting.

A partnership program involving the City of Yarra and the local community has created lush wetlands that provide habitat to native wildlife. On the banks of the Yarra River, below the wetlands, is the recently restored historic Alphington swimming pool.

Nestled on a bend of the Yarra River lies seven hectares of paddocks, gardens, rustic buildings and shady trees that make up the Collingwood Children's Farm. A community treasure, the Farm is a place where city people go to experience first hand the pleasures of country life.

The land use of the municipality is incredibly diverse and consists of a large mixture of inner-urban residential, industrial and commercial buildings. A range of eclectic retail areas combined with a generous provision of social housing, a rapidly ageing housing stock and converted warehouse apartments add a distinctively inner-urban feel to the municipal character.

Yarra's range of shopping and lifestyle strips provide an important attraction for Melburnians and tourists. Several of these strips have evolved into retail and lifestyle foci of metropolitan significance.

Known as one of Melbourne's finest retail locations, Bridge Road in Richmond has a myriad of fashion, food and furniture shops amidst stunning examples of Victorian architecture.

Brunswick and Smith Streets in Fitzroy have an eclectic mix of bars, shops and cafes with a distinctive bohemian feel. Home to the Comedy and Fringe Festivals, Brunswick Street is a shopping strip with an international reputation. The north part of Smith Street has developed as a major sports/leisure retail outlet.

Offering the flavour of diversity, Richmond's Victoria Street is a metropolitan centre for Vietnamese cuisine and speciality Asian shops, supermarkets and businesses.

Along with its range of major retail strips, the municipality also has a number of neighbourhood shopping villages which serve the needs of their local community. They include Queens Parade, Nicholson Street, St Georges Road and Rathdowne Street.

Some highlights of the Yarra community include:

Population and Housing

According to the 1996 and 2001 Australian Bureau of Statistics (ABS) Census of Population and Housing Yarra has a resident population totalling just over 68,000, including a student population of 22%.

Just under half of Yarra's residents are tenants. More than 11% of households live in public housing and 35% live in private rental accommodation. 42% of the occupied dwellings in the municipality are terrace or other semi-detached houses, 34% are flats, units or apartments and 21% are separate homes.

Cultural Diversity

Yarra has a culturally diverse population, with over 30% of residents being from a non-English speaking background. Similarly, a language other than English is spoken in over 26% of homes. Countries of origin include East Timor, Greece, Indonesia, Italy and Vietnam.



Economic Structure

The City of Yarra contains the largest business base in Victoria outside the Melbourne CBD. In particular, an estimated 70,000 workers are employed in a range of industries.

Yarra contains a large low-income group, with 24% of individuals 15 years and over earning less than \$300 per week and 8% of individuals 15 years and over earning \$1,500 or more per week.

A high proportion of residents in Yarra are employed in public and community services. Approximately one third of the population work in health, community, cultural and recreation services, education or government administration.

Method of Travel

A significant amount of Yarra's residents use public transport. A significant proportion of Yarra's residents walk or cycle to and from work and to access local facilities.

Computer Use

43% of Yarra's residents use a computer at home and 51% use the Internet.



IN JUNE 2001, COUNCIL ADOPTED THE 'OUR FUTURE 2010' CITY VISION. THIS PROJECT WAS UNDERTAKEN WITH SIGNIFICANT COMMUNITY CONSULTATION AND INPUT THAT DEVELOPED A SHARED VISION FOR THE YARRA COMMUNITY.

THE 10 YEAR VISION

Vision Statement

In June 2001, Council adopted the 'Our Future 2010' City Vision. This project was undertaken with significant community consultation and input that developed a shared vision for the Yarra community.

Environment

The community has made natural and urban environment a high priority. Council will continue to monitor air quality and work with industry, the Environmental Protection Authority and traffic planners to improve the situation. We will also work with industry and Melbourne Water to educate the community and take positive steps to improve the quality of the water in our river. Energy is another issue we are addressing and we will work to improve the energy requirements of new buildings through solar access while reducing our own energy consumption. We support the community's need for visible signs of environmental sustainability and our vision is for clean air, a clean river, clean streets and the increased pleasure in our great urban and natural heritage.

This year Council will review the management of its open space areas to ensure revegetation works enhance our natural heritage values and the habitat value of existing and future wetlands. In addition, Council will undertake a review of its planning policies and controls in relation to the Yarra River to ensure the River Corridor is protected.

Community Cohesion

Our population, always a highly mobile one, continues to grow. Current forecasts indicate that the number of young adults and children living in Yarra will continue to fall. Differing levels of income and social need among our many socio-economic groups can create tension but can also provide a wonderful diversity. The community has expressed a strong desire for maintaining this social and cultural diversity with many nominating it as our greatest strength.

Council will continue to match services to community needs, including a commitment to a strong focus on the arts. We will continue to supply services such as meals on wheels, home help, elderly citizens centres and libraries to the valued members of our community who need them. Sport and recreation facilities will also be improved. A multicultural community, which supports people from all backgrounds and all socio-economic groups, is a vision we share with the people in Yarra.

This year Council will embark on a Sports Centre Feasibility Study aimed at increasing leisure and recreational opportunities for young people within the municipality. In addition, Council has committed funds towards the employment of a Youth Worker who will help young people living in housing estates.

Sense of Place

The community prizes the heritage of its local neighbourhood very highly but understands the pressures for change. We will establish a clearer Urban Planning Policy that allows for change (especially in some of the older, industrial properties and along the streets and boulevards) but takes care to preserve the important character of our local residential streets. Council intends to involve residents in the upgrade of their areas. We will integrate road upgrades with improvement to plants, trees, parking, pedestrian and bicycle facilities and invest heavily in local infrastructure. A \$150 million investment in roads, drains, footpaths, parks, street trees and community facilities will be made over the ten years of the vision.

Amidst the pressure of development Council is, this year, committed to amending the Yarra Planning Scheme and substantially increasing resources in planning to ensure the built form of the City is enhanced.

Transport and Parking

An area of increasing concern to Council and the community is the constraints placed upon us by our ageing road infrastructure. These constraints have been caused by further inner city development together with an influx of vehicles through the City.



To address these concerns, Council has committed to creating a sustainable, safe, convenient and efficient transport system in Yarra. It is working cooperatively with the State Government to provide effective and high quality access to frequent public transport. This along with the increased investment in pedestrian and bicycle infrastructure will contribute to reducing car dependency. Traffic and parking will continue to be managed in a fair and equitable manner that supports a sustainable transport system and Council's social and economic goals.

This year as one of its major priorities Council will initiate, manage and participate in the development of an Integrated Transport and Parking Strategy. This is in recognition of the significantly changed demands within the City of Yarra with its increasing population.

Places We Meet

The shopping, dining and entertainment offered in Yarra provide a drawcard for residents and visitors. Our shopping strips are the heart of the community, places to meet and places for art, culture and events. While we invest in infrastructure to make them safe and comfortable, we will also work hard to encourage businesses to thrive and continue to support our community.

This year Council will embark on an \$800,000 Capital Works Program aimed at upgrading and enhancing Yarra's major retail shopping centres such as Victoria Street and Bridge Road.



Participation, Representation and Sound Management

The City of Yarra is a robust democracy and our sense of community brings a feeling of belonging and cohesion. We listened when the community told us it wanted a greater level of transparency in local government and for Council to be more responsive. Our vision includes a desire to engage in meaningful consultation and participation that will lead to a greater understanding of the changing needs of the community. We intend to be more flexible and adjust to community needs when required. We are also building our own staff skills and capacity to serve the community.

Our community wants and deserves good services at a basic level such as clean streets, recycling and waste collection, parks and trees, libraries and immunisation. We will strive to provide the best value for money and sound financial management at all times.

This year Council will continue its commitment to communicating with the community in an open and transparent manner through vehicles such as its web site, community newsletter and local newspapers.

Health, Wellbeing and Safety

Council recognises that inner city living does create some stress and we all want a healthy and safe community. We will provide the facilities to promote healthy physical activity in sport and recreation, safety and tolerance and a greater enjoyment of everything our City has to offer but we need the involvement of the community. We are aware that illicit drug use is of a high level of concern for the community and we will continue to work with the State Government and other agencies to make Yarra as safe as possible.

This year Council will re-emphasise the employment of an officer to support our disabled community and to provide resources to address significant health issues such as drugs that are confronting our community.

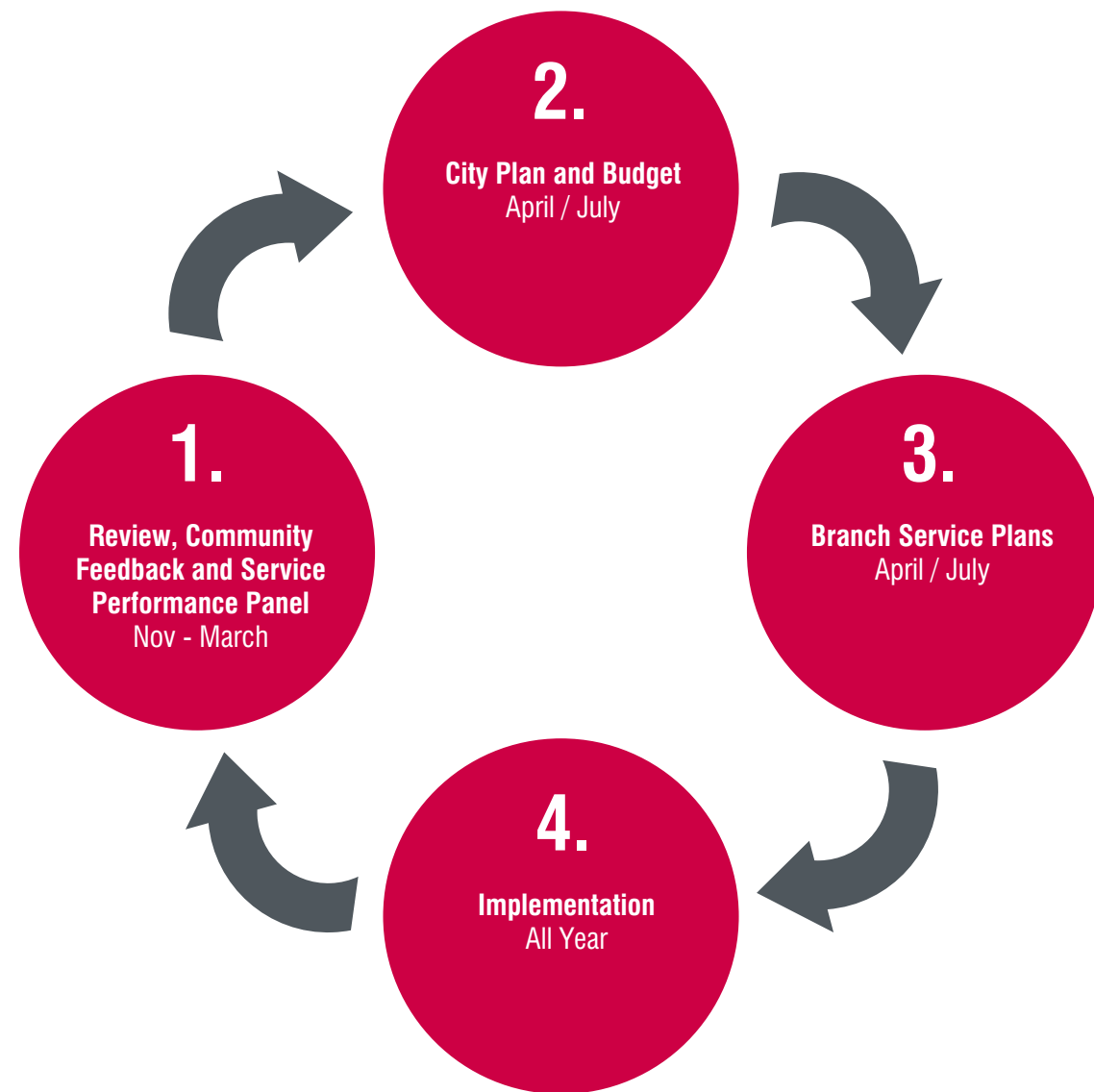
In Eight Years Time

We remain committed to our City, its diversity, its prosperity, its environment and its character. We understand this commitment is necessary, that hard work is necessary and that focus is essential. We believe in each other and the potential we have to achieve our vision.

This year Council will seek to increase community satisfaction with services, facilities, our responsiveness and improvements to heritage and planning controls.



HOW DOES THE CITY OF YARRA PUT ITS VISION INTO ACTION?



The Integrated Planning Cycle for the Yarra City Plan comprises four stages:

1. Review, Community Feedback and Service Performance Panel

At the beginning of the planning process each year, feedback and data related to all functions in the organisation are collected and analysed to understand how well the organisation is performing. Community feedback gained through the Annual Community Survey and other specific service surveys provides further information.

The Service Performance Panel assists in determining the most appropriate level of service to the community as part of the City of Yarra's Best Value Program.

2. City Plan and Budget

The Integrated Budget and Planning process requires business units to allocate financial and non-financial resources to achieve actions proposed in the City Plan.

The Budget provides details concerning income and expenditure for the coming financial year, reflects Council's financial plan and is consistent with the City Plan.

By aligning the annual Budget process with the City Plan goals and strategies, financial decisions are made in line with these goals, objectives and strategies. The Budget combines the processes for making planning and resource allocation decisions.

2. Branch Service Plans

As part of the Budget and corporate planning process, Service Plans were developed for each branch outlining the priorities of service users, objectives for 2002/2003, activities for the relevant Key Commitment Areas (KCAs) and their impact on the Budget. The Service Plans have been used to develop the Yarra City Plan 2002/2005.

The Service Plans serve as useful guides regarding service mission and objectives, and raise awareness about issues impacting service delivery. Another intent is to ensure a close alignment between Budget development and community needs, City Plan KCA activities, staff development and Best Value Programs.

Each Service Plan is managed as a project with a project plan showing outcomes to be achieved, tasks, timeframes, resources, accountabilities and reporting requirements.

4. Implementation

A monthly reporting system has been established for all branches and will provide a vehicle for regular reporting on progress with City Plan activities. Reporting to Council and Council agendas will focus on the City Plan's objectives.



ANNUAL BUSINESS PLAN SUMMARY FOR THE YEAR ENDING JUNE 2003

Each year since 1998 an independent statewide survey as part of the Community Satisfaction Measurement Program (CSMP) has been conducted for the Local Government Department. This survey measures the perception of residents of each municipality in Victoria about the performance of their Council. The survey is generally conducted in March each year with a minimum of 350 telephone interviews for each Council. Residents are asked to rate their Council's performance on an overall basis, specific service responsibilities, customer service and representation on key local issues.

The following table lists results achieved in the CSMP for the City of Yarra for the financial years 2001/02 and the targets set for 2002/03.

COMMUNITY SATISFACTION MEASUREMENT PROGRAM (CSMP) RESULT		TARGET 2002/03	ACTUAL 2001/02
Annual Plan Indicators			
1	Community satisfaction rating for overall performance of the Council over the last 12 months.	70	67
1.2	Community satisfaction index rating for overall performance in key service and areas of responsibility (individual service group ratings shown below).	66	64
1.2.1	Local roads and footpaths.	64	63
1.2.2	Health and human services.	70	69
1.2.3	Recreational facilities.	76	74
1.2.4	Appearance and cleanliness of public areas.	67	65
1.2.5	Traffic management and parking facilities.	55	52
1.2.6	Waste management.	76	74
1.2.7	Local government regulation and local law enforcement.	64	62
1.2.8	Economic development.	65	63
1.2.9	Town planning policy and approvals.	59	58
1.3	Community satisfaction index rating for Council's 'interaction and responsiveness in dealing with the public'.	75	69
1.4	Community satisfaction index rating with the Council for its advocacy and community representation on key local issues.	66	64
1.5	Community satisfaction rating for Council's engagement in decision making on key local issues.	63	60

ANNUAL BUSINESS PLAN SUMMARY YARRA CITY COUNCIL FOR YEAR ENDING 30 JUNE 2003

Annual Plan Indicators

2. FINANCIAL PERFORMANCE

	FORECAST RESULT 2001/02	ANNUAL BUSINESS PLAN TARGET/BUDGET 2002/03
2.1.1 % achievement of Budget operating surplus/deficit (actual against original Budget).	92.8%	100%
2.1.2 Operating result prior to capital funding.	\$3.940m	\$2.743m
2.1.3 % change in net assets from previous year.	0.59%	0.41%
2.1.4 Working Capital Ratio current assets as a % of current liabilities.	104.0%	87.5%
2.1.5 Total debt servicing costs as a % of rates and charges revenue.	4.7%	4.4%
2.1.6 Average liabilities per assessment.	\$714.89	\$698.94

2.2 RATES MANAGEMENT

2.2.1 % movement in rates and charges revenue from previous year.	4.5%	4.2%
2.2.2 Rates and charges revenue per assessment.	\$1,072.21	\$1,105.93
2.2.3 Rates and charges declared on the median residential property value.	\$792.55	\$960.50
2.2.4 Average rates and charges per assessment – residential.	\$788.56	\$861.42
2.2.5 Rates and charges as a % of total recurrent revenue.	53.9%	54.5%

2.3 CAPITAL EXPENDITURE

2.3.1 Capital expenditure per assessment.	\$529.95	\$434.80
2.3.2 % capital expenditure, internally funded.	78.4%	89.0%
2.3.3 % achievement of capital program.	87.3%	100%
2.3.5 Ratio of capital expenditure to total depreciation.	1.65	1.33

3 OPERATING COSTS

3.1 % change in net recurrent expenditure per assessment from previous year.	6.33%	4.57%
3.3 Net recurrent expenditure per assessment.	\$1,549.40	\$1,620.21

Council is required to prepare a Business Plan for the next financial year. The Business Plan is to include indicators against which Council's performance over the year can be measured.

The following financial indicators form part of Council's Business Plan for 2002/03. The results achieved for these indicators will be published in the Performance Statement in the next year's Annual Report. The Performance Statement is audited, tabled at Council and forwarded to the Minister of Local Government by 30 September.

THE CITY OF YARRA'S KEY COMMITMENT AREAS (KCAs)

The City of Yarra's Key Commitment Areas provide the framework for our response to our community as part of 'Our Future 2010'.

Create. Sustain. Enhance.

Our commitment to the **urban and natural environment**.

Effective. Supportive. Better.

Our commitment to **service**.

Open. Accountable. Honest.

Our commitment to **communication and transparency**.

Build. Support. Innovate.

Our commitment to **economic development**.

Improve. Value. Celebrate.

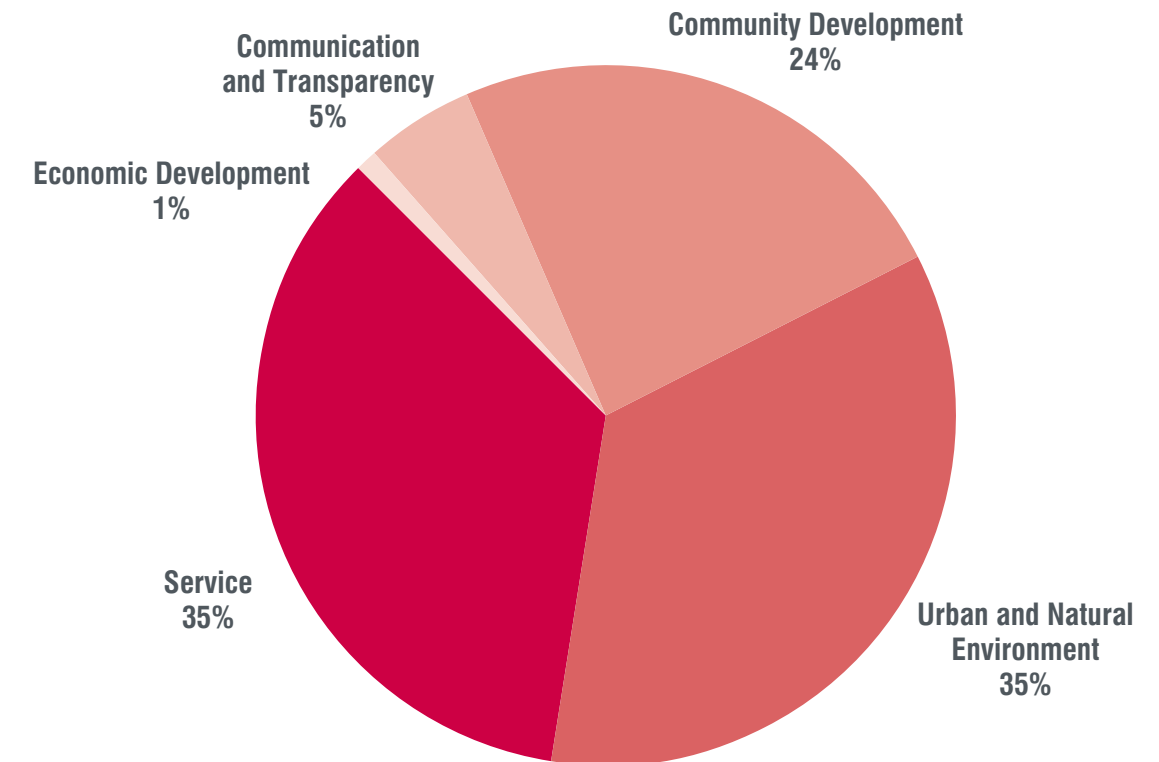
Our commitment to **community development**.

Major Strategies and Actions

Each of the KCAs set out in pages 34 to 46 has a number of strategies. Each of these strategies has at least one or more action listed with a completion date, Council branch and responsible officer and Budget data.

Strategies are basic principles that show how an organisation's major goals are to be achieved over the life of the City Plan. The actions are set out as part of next year's work to achieve these goals. The actions listed in the City Plan are just some of the numerous tasks that Council undertakes.

TOTAL COUNCIL 2002/03 EXPENDITURE BY KEY COMMITMENT AREA



1. URBAN AND NATURAL ENVIRONMENT

KCA 1 URBAN AND NATURAL ENVIRONMENT MAJOR STRATEGIES	THIS YEAR'S WORK	COUNCIL BRANCH & RESPONSIBLE OFFICER	COMPLETION DATE
1.1 Work with the community to develop further environmental initiatives.	1.1.1 Revegetate identified sites with community involvement and participation.	Environmental Services, Mark Dornau	1 November 2002
	1.1.2 Link vegetation projects with other state and national activities.	Environmental Services, Mark Dornau	1 November 2002
	1.1.3 Establish and network a volunteer group for the City of Yarra to assist with environmental projects.	Environmental Services, Cathy Bates	30 June 2003
	1.1.4 Investigate Yarra's air quality to identify 'hot spots' and develop awareness and action programs for air pollution in 'hot spot' areas with the community.	Environmental Services, Silvana Predebon	Commence January 2003, possibly a 5 year program
	1.1.5 Adopt the findings of the Natural Heritage Study and develop Vegetation Action Plans for sites of high conservation significance. Work with relevant management organisations and preferred service providers to implement plans.	Environmental Services, Silvana Predebon	30 June 2003
1.2 Promote waste minimisation.	1.2.1 Prepare a new five year Waste Management Strategy for the municipality.	Environmental Services, Carmela Parris	Stage 1 audits – 30 June 2003
	1.2.2 Continue to develop Waste Wise Organisations and Buy Recycled Programs in conjunction with Eco-Recycle Victoria and the Municipal Association of Victoria.	Environmental Services, Carmela Parris	30 June 2003
	1.2.3 Conduct education programs on waste minimisation for Council staff, schools, community groups, residents and commercial and industry groups.	Environmental Services, Carmela Parris	30 June 2003
	1.2.4 Reduce the amount of waste entering the stormwater system from commercial shopping strips in accordance with Council's Stormwater Management Plan.	Environmental Services, Geoff Ovens	30 June 2003
1.3 Work towards greening Yarra.	1.3.1 Continue to improve the Yarra/Merri Creek Corridor by developing separate service specifications recognising the unique cultural and environmental values of the landscapes.	Environmental Services, Mark Dornau	1 August 2002
	1.3.2 Improve maintenance standards and the condition of our sportsgrounds.	Environmental Services, Mark Dornau	1 May 2003
1.4 Improve water quality in local waterways.	1.4.1 Implement the Victorian Stormwater Action Program Litter Reduction Grant.	Environmental Services, Cathy Bates	30 June 2003
	1.4.2 Conduct education programs concerning the improvement of water quality for Council staff, schools, community groups, residents and commercial and industry groups.	Environmental Services, Cathy Bates	30 June 2003
	1.4.3 Amend Council's stormwater catchment requirements and measures to reduce the potential for flooding.	City Infrastructure, Peter Graf	30 June 2003
	1.4.4 Review Council's planning policies and controls in relation to the Yarra River in conjunction with other Councils to ensure better protection of the River and its catchment.	Urban Planning, Peter Gaschk	30 June 2003

KCA 1 URBAN AND NATURAL ENVIRONMENT MAJOR STRATEGIES	THIS YEAR'S WORK	COUNCIL BRANCH & RESPONSIBLE OFFICER	COMPLETION DATE
1.5 Promote alternatives to car use.	1.5.1 Work cooperatively with other Councils, VicRoads and the Department of Infrastructure on the improvement of Tram Route 109 to get the best possible outcome for the whole community.	City Infrastructure, Richard Smithers	Ongoing
	1.5.2 Expand and improve Yarra's On Road Bicycle Network by implementing the 2002/03 Bicycle Capital Works Program.	City Infrastructure, Richard Smithers	30 June 2003
	1.5.3 Increase the supply of bicycle parking in public places.	City Infrastructure, Richard Smithers	30 June 2003
	1.5.4 Implement the engineering component of the Walksafe Program in Smith Street and Brunswick Street, Fitzroy.	City Infrastructure, Colin Bates	30 June 2003
	1.5.5 Plan and implement 'Safe Routes To Schools' initiatives in areas identified as high risk to pedestrians.	City Infrastructure, Colin Bates	31 November 2002
	1.5.6 Implement the identified initiatives that address the Road Safety Around Schools Program at Princes Hill Primary and Fitzroy North Primary Schools.	City Infrastructure, Colin Bates	31 November 2002
	1.5.7 Review and upgrade Council's Streetlighting Policy and recommend level of service upgrades and financial implications for next Budget.	City Infrastructure, Lev Shinkarsky	30 June 2003
1.6 Reduce Council's energy use.	1.6.1 Implement the recommendations of energy audits for the Richmond and Collingwood Town Halls and undertake audits for other major usage sites. Target reductions across all Council facilities by 5% by 2005.	Assets, John Anderson/ Environmental Services, Silvana Predebon	30 June 2003
	1.6.2 Reduce greenhouse gas emissions generated by the City of Yarra and reduce the costs to Council through the reduction of energy consumption.	Environmental Services, Silvana Predebon	30 June 2003
	1.6.3 Conduct a performance audit of all irrigation systems.	Environmental Services, Mark Dornau	1 March 2003
	1.6.4 Install new irrigation to replace existing non functional irrigation systems commensurate with park redevelopment.	Environmental Services, Mark Dornau	30 June 2003
	1.6.5 Install Micromet Irrigation Systems at 11 sites throughout Yarra for more efficient and effective irrigation and to minimise water usage.	Environmental Services, Mark Dornau	30 September 2002
	1.6.6 Increase Council's support of Renewable Energy Programs.	Environmental Services, Silvana Predebon	30 June 2003
1.7 Improve the appearance of the City.	1.7.1 Implement the Public Art Project as part of the Victoria Gardens Art Redevelopment.	Community Wellbeing, Helen Baker	31 March 2003
	1.7.2 Improve the standard of tree pruning and maintenance throughout the City of Yarra to sustain the amenity of our street trees and still be consistent with the Electricity Safety Act 1998.	Environmental Services, Geoff Ovens	1 September 2002
	1.7.3 Complete the Street Tree Management Strategy.	Environmental Services, Mark Dornau	1 September 2002
	1.7.4 Increase the species diversity planted from 80 to 125.	Environmental Services, Mark Dornau	30 June 2003
	1.7.5 Improve the maintenance and condition of traffic treatments and islands.	Environmental Services, Mark Dornau	1 April 2003

**KCA 1
URBAN AND NATURAL
ENVIRONMENT
MAJOR STRATEGIES**

1.8 Ensure the City's infrastructure is improved.

THIS YEAR'S WORK

- 1.8.1 Prepare a Developer Contributions Plan (Infrastructure Charge Plan).
- 1.8.2 Engage a consultant to undertake a hydraulic assessment of the City's Stormwater Network.
- 1.8.3 Inspect Council footbridges, prepare and prioritise maintenance schedules.
- 1.8.4 Complete building preservation works and secure suitable tenants for upgraded areas of the Fitzroy Town Hall.
- 1.8.5 Implement year one of the Community Safety and Management of Soil Contamination Policy by undertaking an audit of Council owned and occupied properties with sensitive uses. This audit will determine the priorities by which works will commence.
- 1.8.6 Audit the condition and performance of all Open Space Assets.
- 1.8.7 Campaign with Moreland and Darebin Council's to oppose the construction of the F2 Freeway along the Merri Creek.

**COUNCIL BRANCH &
RESPONSIBLE OFFICER**

- City Infrastructure, Peter Graf/
Urban Planning, Peter Gaschk
- City Infrastructure, John Ghasperidis and Nick Demosthenous
- City Infrastructure, John Ghasperidis and Leonid Volkov
- Assets, Scott Hodges
- Assets, John Anderson/
Environmental Services, Geoff Ovens and other relevant managers
- Environmental Services, Mark Dornau
- City Infrastructure, Richard Smithers

COMPLETION DATE

- 31 December 2002
- 30 June 2003
- 31 October 2002
- 30 June 2003
- 30 June 2003
- 1 September 2002
- City Infrastructure, Richard Smithers

1.9 Improve neighbourhood amenity.

- 1.9.1 Introduce new floral displays at strategic focal points across the City of Yarra.
- 1.9.2 Identify opportunities to introduce new tree and plant species into streetscapes.
- 1.9.3 Implement streetscape works at Cremorne Street.
- 1.9.4 Continue to use a holistic project team approach in the planning and design of streetscape projects.

- Environmental Services, Mark Dornau
- Environmental Services, Mark Dornau
- City Infrastructure, Darul Islam
- City Infrastructure, John Ghasperidis and Nick Demosthenous

- 1 January 2003
- 1 January 2003
- 30 June 2003
- 31 November 2002

1.10 Ongoing improvements to the Yarra Planning Scheme.

- 1.10.1 Implement the recommendations of the Continuous Improvement Program for the Yarra Planning Scheme and the Municipal Strategic Statement Review.
- 1.10.2 Complete work on the Victoria Street Precinct Urban Design Framework Plan.
- 1.10.3 Provide for panel/exhibition costs relating to the amendment of the Yarra Planning Scheme by way of two major planning scheme amendments.
- 1.10.4 Investigate land use zonings of identified areas in the municipality and develop Planning Scheme Policy in relation to home offices in industrial and commercial areas of Yarra.
- 1.10.5 Implement recommendations of the Yarra River Corridor Study.

- Urban Planning, Pauline Semmens
- Urban Planning, Pauline Semmens
- Urban Planning, Pauline Semmens
- Urban Planning, Pauline Semmens
- Urban Planning, Peter Gaschk

- 30 June 2003
- 31 December 2002
- 30 June 2003
- 30 June 2003
- 30 June 2003

**KCA 1
URBAN AND NATURAL
ENVIRONMENT
MAJOR STRATEGIES**

1.11 Ensure a strong planning policy basis for the Yarra Planning Scheme.

THIS YEAR'S WORK

- 1.11.1 Consolidate completed strategic studies and prepare appropriate urban design guidelines for development above three storeys.
- 1.11.2 Establish an Urban Design Advice Panel to provide specialist urban design advice during the development approvals process.
- 1.11.3 Complete the Built Form Review Project for the City of Yarra (non-heritage areas) to a planning scheme amendment stage and consolidate relevant provisions from the new Residential Development Policy.
- 1.11.4 Implement the recommendations of the Heritage Review.
- 1.11.5 Undertake a review of planning controls along the Yarra River Corridor and prepare design principles for future development along the Corridor.

**COUNCIL BRANCH &
RESPONSIBLE OFFICER**

- Urban Planning, Pauline Semmens
- Urban Planning, Pauline Semmens
- Urban Planning, Pauline Semmens
- Urban Planning, Pauline Semmens
- Urban Planning, Peter Gaschk

COMPLETION DATE

- 31 January 2003
- 30 March 2003
- 30 June 2003
- 31 December 2002
- 30 June 2003

1.12 Increase Council's support of Renewable Energy Programs.

- 1.12.1 Purchase 15% Green Power for Council operations.

- Environmental Services, Silvana Predebon/
Assets, John Anderson

- 30 June 2003

2. SERVICE

KCA 2 SERVICE MAJOR STRATEGIES	THIS YEAR'S WORK	COUNCIL BRANCH & RESPONSIBLE OFFICER	COMPLETION DATE	
2.1 Deliver services that are needed.	2.1.1 Promote current voucher system across all eligible Home and Community Care (HACC) groups.	Aged and Disability Services, Ann Clendinnen	31 October 2002	
	2.1.2 Employ a project worker to review the existing Linkages Program and determine future directions, eligibility criteria and service levels.	Aged and Disability Services, Ro Roberts	31 December 2002	
	2.1.3 Update current operational policy and procedures for In-House Home Care Services and the contracted provider.	Aged and Disability Services, Darren Meechan	31 December 2002	
	2.1.4 Implement Stage 1 of the Action Plan resulting from the Children's Services Review.	Family Services, Sarah Vallance	30 June 2003	
	2.1.5 Undertake a review of the Financial and Crisis Counselling Service.	Family Services, Dimitria Katsikis	30 April 2003	
	2.1.6 Establish a Health and Nutrition Program for parents/carers with young babies.	Family Services, Dimitria Katsikis	31 August 2002	
	2.1.7 Undertake a National Competition Policy review of childcare.	Family Services, Sarah Vallance	30 June 2003	
	2.2. Ensure regular community feedback on service performance.	2.2.1 Undertake community surveys and surveys for specific services to determine the level of satisfaction with Council's services.	Yarra Access, Sue Williams	31 March 2003
		2.2.2 Resource the Service Performance Panel to review service performance across the organisation and to implement a Monthly Performance Reporting System to demonstrate Best Value in service delivery.	Organisational Development, Mark Nancarrow	30 June 2003
		2.2.3 Roll out the Smart Track Corporate Work Request System incorporating agreed Service Level Agreements to each unit within Council.	Yarra Access, Damien Patterson	30 June 2003
	2.3 Improve information systems.	2.3.1 Implement EFT payments for the top 500 suppliers.	Financial Services, Pasquale Rumoro	30 September 2002
		2.3.2 Develop an e-procurement proposal.	Financial Services, Pasquale Rumoro	31 December 2002
		2.3.3 Implement two additional electronic customer payment options.	Financial Services, Paul Browne	31 December 2002
		2.3.4 Complete the next step of the implementation of the Electronic Document Management System.	Information Systems, John Boomsma	31 December 2003
		2.3.5 Undertake further research and complete the specifications for a Geographical Information System (GIS) to improve planning and efficiency of operations/customer service.	Urban Planning, Peter Gaschk/ City Infrastructure, Peter Graf/ Information Systems, John Boomsma	30 June 2003
		2.3.6 Continuously improve the web site with new content, redevelopment of the Yarra Leisure section and add on line payment options.	Yarra Access, Lee Amundsen/ Information Systems, John Boomsma	30 June 2003

KCA 2 SERVICE MAJOR STRATEGIES	THIS YEAR'S WORK	COUNCIL BRANCH & RESPONSIBLE OFFICER	COMPLETION DATE
2.4 Encourage increased use and access to leisure, recreation and open space resources in the municipality.	2.4.1 Redevelop the Richmond Recreation Centre Toddler's Pool and Spa Plant Rooms to ensure water quality complies with regulations.	Community Wellbeing, Jim Corbett	15 March 2003
	2.4.2 Upgrade the Collingwood Leisure Centre Main Pool and Spa Plant Room to ensure water quality and compliance with regulations.	Community Wellbeing, Jim Corbett	30 June 2003
	2.4.3 Develop bike storage at all three leisure centres to promote an alternative environmentally friendly means of transportation and physical fitness.	Community Wellbeing, Jim Corbett	31 December 2002
	2.4.4 Redevelop the grass lawn area and improve the shade at Fitzroy Pool to provide a pleasant user-friendly environment.	Community Wellbeing, Jim Corbett	15 September 2002
	2.4.5 Review and upgrade the Yarra Arts Index for inclusion on Council's web site.	Community Wellbeing, Helen Baker	30 June 2003
	2.4.6 Contribute towards the establishment of an arts, education and cultural precinct at the Abbotsford Convent Site. Confirm Council's commitment in terms of relevant governance, traffic management and strategic planning issues. Continue to work with the Abbotsford Convent Foundation to explore community development opportunities and local community access to the Site.	Community Wellbeing, Kate McCaughey/ Urban Planning, Pauline Semmens	30 June 2003
	2.4.7 Undertake feasibility studies for multi-purpose indoor sports facilities in Clifton Hill and North Yarra.	Community Wellbeing, Rachel Golonka	30 June 2003
2.5 Ensure City property is appropriately managed and improved.	2.5.1 Develop an Asset Management Strategy for Council buildings and properties.	Assets, John Anderson	31 December 2002
	2.5.2 Identify a suitable Asset Management Software Support System.	Information Systems, John Boomsma	30 June 2003
2.6. Develop and support a highly skilled and flexible workforce.	2.6.1 Implement a new Staff Performance Development Program that will increase employee accountability, commitment and competence.	Organisational Development, Gabrielle Reilly	30 June 2003
	2.6.2 Facilitate a culture based on the overt demonstration of Yarra's five key values: Integrity, Accountability, Teamwork, Respect and Innovation.	Organisational Development, Gabrielle Reilly	Ongoing
	2.6.3 Provide Project Management Training to ensure better management of timelines and Budget variations.	City Infrastructure, Peter Graf/ Organisational Development, Gabrielle Reilly	30 June 2003
	2.6.4 Training and development of staff to improve customer service performance.	Organisational Development, Gabrielle Reilly	30 June 2003

3. COMMUNICATION AND TRANSPARENCY

KCA 3 COMMUNICATION AND TRANSPARENCY MAJOR STRATEGIES	THIS YEAR'S WORK	COUNCIL BRANCH & RESPONSIBLE OFFICER	COMPLETION DATE
3.1 Advocate on behalf of the community on key issues.	3.1.1 Assist in Councillors advocating on issues identified by the Mayor and Councillors. Key issues include: drugs, traffic and transport, and the built and natural environment.	Yarra Access, Anthony Jacobs	30 June 2003
	3.2.1 Introduce an Agenda Management System to reduce the time and resources required for production of accurate agendas.	Governance, Tim Brown/ Information Systems, John Boomsma	31 October 2002
	3.2.2 Ensure the organisation complies with the requirements of the Information Privacy Act 2000 and the Health Records Act 2001.	Governance, Tim Brown	1 September 2002
	3.2.3 Review and consolidate Council's local laws. 3.2.4 Review and consolidate Council's policies.	Governance, Tim Brown Governance, Tim Brown	31 December 2002 30 June 2003
3.3 Develop strong links with all levels of Government and raise the profile of the City of Yarra.	3.3.1 Publish six issues of Yarra News informing the community of the major achievements of Council.	Yarra Access, Catherine Buck	30 June 2003
	3.3.2 Develop an action plan to promote the economic and social benefit of the City of Yarra's participation in the 2006 Commonwealth Games.	Yarra Access, Matthew Nette	30 June 2003
	3.3.3 Better inform the community of Council's work by publishing weekly advertorials in local papers and publishing special feature articles that are issues based.	Yarra Access, Catherine Buck	30 June 2003
	3.3.4 Inform the community about the implementation of the Community Safety and Management of Contaminated Soil Policy.	Yarra Access, Anthony Jacobs	30 December 2002
	3.3.5 Assist with the consultation processes around major capital works.	Yarra Access, Tania Sargent	30 December 2002
3.4 Ensure responsible financial management for the City.	3.4.1 Update Yarra's Risk Register and facilitate Branch Risk Assessment/Strategies as a precursor to the development of Branch Risk Registers.	Governance, Tim Brown	30 June 2003
	3.4.2 Implement the proposed amendments to the Local Government Act 1989.	Governance, Tim Brown	30 June 2003
	3.4.3 Manage the implementation of the projects in Year 2 of the Strategic Audit Plan.	Governance, Tim Brown	30 June 2003
	3.4.4 Review the Financial Strategy and Long Term Financial Plan.	Financial Services, Michael Sedgman	30 June 2003
	3.4.5 Implement a 2002 general revaluation community information process.	Financial Services, Bill Graham	31 October 2002

KCA 3 COMMUNICATION AND TRANSPARENCY MAJOR STRATEGIES	THIS YEAR'S WORK	COUNCIL BRANCH & RESPONSIBLE OFFICER	COMPLETION DATE
3.5. Ensure all services undergo continuous improvement.	3.5.1 Complete Best Value Reviews of the Home Care Service and the Delivered Meals Service and implement the new service model for each service.	Aged and Disability Services, Adrian Murphy	28 February 2003
	3.5.2 Complete a Best Value Review of Open Space Management and Street Cleaning and implement a new service model for each service.	Environmental Services, Geoff Ovens	30 June 2003
	3.5.3 Design a framework and process that will deliver continuous improvement and ensures all Council services will be in a position to demonstrate compliance with Best Value and Occupational Health and Safety legislative requirements.	Organisational Development, Gabrielle Reilly	30 June 2003
	3.5.4 In response to the need for improved Contract Management: <ul style="list-style-type: none"> • Improve Information Systems Contract Management Software. • Reinforce Yarra's compliance function through additional resources to ensure compliance with policies and procedures. • Conduct Contract Management Training. • Assist with the introduction of an enhanced reporting regime. 	Governance, Tim Brown, Information Systems, John Boomsma, Governance, Tim Brown Organisational Development, Gabrielle Reilly Governance, Tim Brown	31 December 2002 30 November 2002 31 December 2002 31 December 2002

4. ECONOMIC DEVELOPMENT

KCA 4 ECONOMIC DEVELOPMENT MAJOR STRATEGIES	THIS YEAR'S WORK	COUNCIL BRANCH & RESPONSIBLE OFFICER	COMPLETION DATE
4.1 Support local business groups.	4.1.1 Facilitate requests from local business groups to establish funding mechanisms such as special rates.	Business Development, Gary Cattran	30 June 2003
4.2 Pursue parking improvements for retail shopping strips.	4.2.1 Prepare and implement an Integrated Transport and Parking Strategy for the City of Yarra.	City Infrastructure, Lucas Sikiotis	31 March 2003
	4.2.2 Complete the Parking Management Plans for the shopping strips on Victoria, Swan and Church Streets and develop a program for their implementation following the establishment of parking strategy direction.	City Infrastructure, Lev Shinkarsky	30 June 2003
4.3 Provide leadership and vision for economic development.	4.3.1 Undertake a Retail Monitoring Program incorporating consumer research in major retail strips.	Business Development, Gary Cattran	31 December 2002
4.4 Raise the profile of the City of Yarra as a desirable business location.	4.4.1 Continue to implement a Communications Strategy that reinforces the profile of Yarra as a desirable business location.	Business Development, Gary Cattran	Ongoing
4.5 Provide the necessary support structures to encourage appropriate economic development.	4.5.1 Invest in our key shopping centres and upgrade on an annual basis. Continue to implement a coordinated Streetscape Program in retail activity centres including consultation and design in Bridge Road and Victoria Street.	Urban Planning, Pauline Semmens/ City Infrastructure, Peter Graf/ Business Development, Gary Cattran	Ongoing
	4.5.2 Extend the Program to all retail activity centres through the development of a rolling program of consultation, design and construction to be implemented progressively throughout the municipality.	Urban Planning, Pauline Semmens/ City Infrastructure, Peter Graf/ Business Development, Gary Cattran	Ongoing
	4.5.3 Continue to improve standards of street cleaning in retail strips through the implementation of a new Street Cleaning Contract.	Environmental Services, Enzo Valente	30 June 2003

5. COMMUNITY DEVELOPMENT

KCA 5 COMMUNITY DEVELOPMENT MAJOR STRATEGIES	THIS YEAR'S WORK	COUNCIL BRANCH & RESPONSIBLE OFFICER	COMPLETION DATE
5.1 Deliver services that are needed and valued.	5.1.1 Develop and promote a high needs planned activity group with a focus on older residents from Asian countries.	Aged and Disability Services, Ann Clendinnen	31 March 2003
	5.1.2 Continue to develop the Social Support and Nutrition Support Grants Program by undertaking field visits to all recipients to increase awareness of funded activities.	Aged and Disability Services, Sandra Vaskess	31 December 2002
	5.1.3 Assist businesses to comply with the Tobacco Act 1987 requirements. Undertake education and enforcement inspections of tobacco retailers and restaurants.	City Safe, Mark Hoyne	30 June 2003
	5.1.4 Assist food businesses to comply with the new Food Safety Program requirements by conducting information sessions and providing publications and other materials.	City Safe, Mark Hoyne	30 June 2003
	5.1.5 Report on the outcomes and implement at least two strategies from the Youth Summits.	Family Services, Michael Muldoon	Outcomes 31 August 2002- Strategies 30 June 2003
	5.1.6 Implement Quality Assurance for School Aged Child Care (SACC) and Long Day Care (LDC) in line with federal and state requirements.	Family Services, Sarah Vallance	30 June 2003
	5.1.7 Work with families and the community to investigate and develop coordinated processes to inform service delivery and planning including investigating the Best Start Program and establishing a Family Services Network.	Family Services, Carmen Faelis	31 May 2003
	5.1.8 Undertake the Syringe Disposal Project. Develop the Syringe Disposal Information Brochure and provide support for Yarra Drug Health Forum Initiatives.	Community Wellbeing, Kealy Smith	30 June 2003
	5.1.9 Contribute to the North Yarra Community Health Care Centre's work with young people in relation to the Asylum Seekers Youth Project.	Community Wellbeing, Bridget Palmer	30 June 2003
	5.1.10 Provide a grant to the Fitzroy Legal Service so that the service to low income clients can be continued.	Community Wellbeing, Bridget Palmer	30 June 2003
	5.1.11 Provide a grant to the Princes Hill Community Centre to Support Community Building and Strengthening Projects.	Community Wellbeing, Bridget Palmer	30 June 2003
5.2 Build stronger communities on Yarra's Public Housing Estates and create affordable housing opportunities.	5.2.1 Provide a coordinated and integrated approach to the Atherton Gardens Estate for community building. Develop and refine a set of principles to guide Council's decision making on future affordable housing proposals.	Community Wellbeing, Sheri Bruinhout and Nick Matteo	30 June 2003
	5.2.2 Fund the North Yarra Community Health Centre's employment of a Youth Worker for the Collingwood Estate.	Community Wellbeing, Bridget Palmer	30 June 2003
5.3 Create a safer City.	5.3.1 Review the Community Safety Plan and develop new priorities in consultation with the community.	Community Wellbeing, Kealy Smith	31 July 2003
	5.3.2 Develop a Graffiti Information Brochure. Develop the Police Partnership Initiative. Undertake a Traders Graffiti Awareness Program.	Community Wellbeing, Bridget Palmer	31 December 2002, 31 May 2003 30 June 2003

KCA 5 COMMUNITY DEVELOPMENT MAJOR STRATEGIES	THIS YEAR'S WORK	COUNCIL BRANCH & RESPONSIBLE OFFICER	COMPLETION DATE
5.4 Encourage increased use and access to leisure, recreation and open space resources in the municipality.	5.4.1 Complete and implement the Recreation Strategy.	Community Wellbeing, Rachel Golonka	30 June 2003
	5.4.2 Develop promotional material including a brochure for community hall hire and fact sheets for recreation activities.	Community Wellbeing, Sue McGill	30 June 2003
	5.4.3 Develop an interactive map on Yarra's web site promoting recreational opportunities.	Community Wellbeing, Sue McGill	31 May 2003
	5.4.4 Develop a Sports Policy to guide funding and allocation decisions for sports facilities.	Community Wellbeing, Sue McGill and Sports Liaison Officer	31 December 2002
	5.4.5 Audit community facilities to identify the real cost to Council versus community benefit so that a prioritised Upgrade Program can be established.	Community Wellbeing, Rachel Golonka	30 June 2003
	5.4.6 Develop a fair and equitable Fees and Charges Policy for community recreation facilities.	Community Wellbeing, Rachel Golonka	30 June 2003
	5.4.7 Promote recreational opportunities to Yarra residents to increase awareness of what is available and to increase participation.	Community Wellbeing, Rachel Golonka	30 June 2003
	5.4.8 Develop guidelines for the funding of an Annual Grants Program for local sporting groups to develop Junior Sporting Programs.	Community Wellbeing, Rachel Golonka	30 June 2003
5.5 Support arts and cultural activities and celebrations.	5.5.1 Continue to support local festivals through the Cultural Festival Sponsorship Program.	Community Wellbeing, Susie Wickes	30 June 2003
	5.5.2 Review the Arts and Cultural Development Strategy and develop a new strategy that meets the changing needs of our community.	Community Wellbeing, Kate McCaughey	30 June 2003
	5.5.3 Hold information forums on local, state and commonwealth funding opportunities for local artists and cultural groups.	Community Wellbeing, Kate McCaughey	30 June 2003
	5.5.4 Support and facilitate Community Arts Projects such as the Rotary Youth Arts Projects, including the employment of a coordinator, the Collingwood Housing Estate Arts Committee and the Stewart Street (Richmond) Youth Arts Mural.	Community Wellbeing, Andy Miller	30 June 2003
	5.5.5 Deliver Council's Fairfield Amphitheatre Summer Concert Series.	Community Wellbeing, Susie Wickes	31 March 2003
	5.5.6 Implement Council's Art and Heritage Collection Policy and establish the Collection Management Advisory Committee.	Community Wellbeing, Helen Baker	30 June 2003
5.6 Ensure the Regional Library Service continues to provide accessible facilities and services.	5.6.1 Complete a review of the Regional Library Agreement in conjunction with the City of Melbourne.	Financial Services, Michael Sedgman	30 April 2003
	5.6.2 Review the accommodation arrangements of the North Fitzroy Branch Library in the context of physical requirements, demand demographics and service needs.	Financial Services, Michael Sedgman	30 June 2003
5.7 Maintain playgrounds to Australian Safety Standards.	5.7.1 Complete Stage 2 and implement Stage 3 of the Early Childhood Services Playground Program.	Family Services, Susanne Provis	30 June 2003
	5.7.2 Ensure all playground equipment meets current standards through regular audits and inspections depending on usage.	Environmental Services, Mark Dornau	1 November 2002
5.8 Support community harmony and cultural diversity.	5.8.1 Implement Aged and Disability Services Multicultural Plan 2002/03 actions. A series of conversations will be conducted with Vietnamese community groups to improve cultural understanding in the provision of Aged and Disability Services. Cross-cultural training will also be undertaken to increase the awareness and skills of community care staff.	Aged and Disability Services, Ro Roberts	30 June 2003

KCA 5 COMMUNITY DEVELOPMENT MAJOR STRATEGIES	THIS YEAR'S WORK	COUNCIL BRANCH & RESPONSIBLE OFFICER	COMPLETION DATE
5.9 Upgrade all sports ovals, pavilions and associated facilities over a ten-year period.	5.9.1 Complete inspection and audit of the condition of all ovals and produce Short and Long Term Works Programs including improved drainage.	Environmental Services, Mark Dornau	1 March 2003
	5.9.2 Upgrade Alphington Park Pavilion.	Community Wellbeing, Sue McGill and Sports Liaison Officer	30 June 2003
	5.9.3 Upgrade lighting of sportsgrounds to improve ground surface.	Community Wellbeing, Sports Liaison Officer	31 December 2002
	5.9.4 Determine future usage and redevelopment of Victoria Park.	Victoria Park Working Group	30 June 2003
5.10 Improve access to community life for people with a disability.	5.10.1 Work with existing Senior Centre users and promote use of Council's Senior Centres for all older residents and people living with a disability.	Aged and Disability Services, Adrian Murphy	31 May 2003
	5.10.2 Continue to work with and assist in resourcing the Disability Reference Group	Aged and Disability Services, Ro Roberts	Ongoing
	5.10.3 Employ an officer to support our disabled community and to provide resources to address significant health issues such as drugs.	Community Wellbeing, Bridget Palmer	30 June 2003
5.11 Improve community health.	5.11.1 Include additional vaccines such as Meningococcal, Chicken Pox and Hepatitis B at minimal cost.	City Safe, Mark Hoyne	30 June 2003
	5.11.2 Host a one day Health Status Forum or Community Audit to facilitate opportunities to further the issue of the poor health status of residents in our City.	Community Wellbeing, Bridget Palmer	30 June 2003
5.12 In partnership with the Yarra Aboriginal Advisory Group develop Reconciliation Initiatives.	5.12.1 Support the development of a Reconciliation Plan in consultation with the indigenous community. Develop mechanisms to engage in joint Reconciliation Initiatives with Darebin and Moreland Councils.	Community Wellbeing, Andy Miller	30 June 2003
	5.12.2 Coordinate City of Yarra's National Aboriginal and Islanders' Day Observance Committee (NAIDOC) Week 2002 celebrations.	Community Wellbeing, Andy Miller	31 July 2002
	5.12.3 Launch and promote the Aboriginal Cultural Signage and Public Art Projects.	Community Wellbeing, Andy Miller	31 July 2002
5.13 Promote access and equity across the municipality.	5.13.1 Implement the Strategic Plan for Neighbourhood Houses (including a new recurrent funding formula) to ensure that Neighbourhood Houses are responsive to their local communities.	Community Wellbeing, Stuart Grant	30 June 2003
	5.13.2 Provide Staff with Disability Awareness Training. Develop an advocacy campaign for two key issues that affect our disabled community.	Community Wellbeing, Community Planner - Disability Access and Health	30 June 2003
	5.13.3 Continue our program of upgrading Council's Public Buildings to ensure they have suitable disability access in accordance with the requirements of the Disability Discrimination Act 1992.	Community Wellbeing, Community Planner - Disability Access and Health	30 June 2003
	5.13.4 Implement Council's new model for Community Grants to ensure that Council maximises the community's capacity to develop projects and programs that meet community needs.	Community Wellbeing, Stuart Grant	30 June 2003

**KCA 5
COMMUNITY
DEVELOPMENT
MAJOR STRATEGIES**

THIS YEAR'S WORK

**COUNCIL BRANCH &
RESPONSIBLE OFFICER**

COMPLETION DATE

<p>5.14 Improve the long-term wellbeing of residents by integrating and engaging with environment, social, economic and cultural enterprises.</p>	<p>5.14.1 Develop a framework to engage with our business community in social enterprises that benefit our community.</p>	<p>Community Wellbeing, Caroline Butterworth/ Business Development, Gary Cattran</p>	<p>30 June 2003</p>
<p>5.15 Improve participatory governance.</p>	<p>5.15.1 Develop and implement the Municipal Public Health Plan based on the social model for health.</p>	<p>Community Wellbeing, Caroline Butterworth and Nick Matteo</p>	<p>30 June 2003</p>
	<p>5.15.2 Develop a charter for wellbeing with our community as part of the Municipal Public Health Plan.</p>	<p>Community Wellbeing, Caroline Butterworth and Nick Matteo</p>	<p>31 December 2002</p>
	<p>5.15.3 Investigate mechanisms to enhance community engagement and civic participation in policy development and decisions commencing with a review of the Community Advisory Committees.</p>	<p>Community Wellbeing, Caroline Butterworth and Nick Matteo/ Governance, Gary Mills</p>	<p>30 June 2003</p>
	<p>5.15.4 Contribute to the development of the Neighbourhood Advisory Boards with the Ministry of Housing on each of the Public Housing Estates so that residents have a greater say in decisions affecting their neighbourhoods.</p>	<p>Community Wellbeing, Caroline Butterworth and Nick Matteo</p>	<p>31 December 2002</p>
	<p>5.15.5 Develop the Community Empowerment Project to improve decision making for disadvantaged communities.</p>	<p>Community Wellbeing, Caroline Butterworth and Nick Matteo</p>	<p>30 June 2003</p>
<p>5.16 Maintain Council's Friendship City Relationship with Baucau, East Timor.</p>	<p>5.16.1 Develop cross-cultural exchanges with a focus on training and skills development and sustain local community support group activities for East Timor and the district of Bacau.</p>	<p>Community Wellbeing, Caroline Butterworth</p>	<p>Ongoing</p>