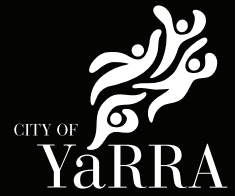


# ANNUAL PLAN 2017/18

Quarterly Progress Report | March 2018



## Introduction Council Plan 2017-2021

The Yarra City Council adopted its Council Plan 2017 – 21 on 1 August 2017. The Council Plan 2017 – 21 sets out the medium-term direction of Council and the outcomes sought by Councillors for their term. For the first time, the Council Plan incorporates the Health and Wellbeing Plan. This financial year, 2017/18 is Year One of the Council Plan 2017 – 21.

Under the Local Government Act 1989 (the Act), each council is required to produce a four-year Council Plan by 30 June in the year following a general election. The Plan must include Strategic Objectives, Strategies, Strategic Indicators and a Strategic Resource Plan.

Council has identified a number of initiatives under each Strategic Objective which are significant projects and activities that are proposed to be worked on over the term of the Council Plan, subject to approval through the annual budget process.

Council produces an Annual Plan alongside each year's Budget, setting out specific projects and activities that Council will undertake towards achieving the Strategic Objectives. This will include priority projects, capital works projects, actions in response to initiatives in the Council Plan and other Council strategies and plans as well as service reviews and improvements.

The Council Plan 2017 – 21 has seven Strategic Objectives which relate to a different aspect of service delivery :

**A healthy Yarra:** Community health, safety and wellbeing are a focus in everything we do. Council plays a key role in contributing to our community's health and wellbeing. From delivering maternal and child health services to ensuring access to open space, enforcing noise regulations to supporting community and cultural initiatives, community health, safety and wellbeing is central to everything we do.

**An inclusive Yarra:** Inclusion, diversity and uniqueness are welcomed, respected and celebrated. Identity was a passionate and recurring theme throughout community consultation for the Council Plan. Our community values its diversity. Creating a safe place where people of all ages, genders, sexualities, abilities, cultures and backgrounds feel welcome and connected is a priority for Council.

**A sustainable Yarra:** Council leads on sustainability and protects and enhances its natural environment. As Victoria's first carbon-neutral council, we are proud of our commitment to sustainability. Protecting our natural environment and supporting our community to reduce its environmental footprint will continue to be a priority for Council.

**A liveable Yarra:** Development and growth are managed to maintain and enhance the character and heritage of the city. With demand for inner city housing increasing, Council is mindful of the importance of balancing the needs of new and existing residents, and ensuring that development does not encroach on the amenity or heritage of our city.

**A prosperous Yarra:** Local businesses prosper and creative and knowledge industries thrive. Yarra is a great place to do business and to work. Supporting local businesses and creative industries not only contributes to Yarra's economy, but also increases local employment opportunities, enhances street life and fosters community connectedness.

**A connected Yarra:** Connectivity and travel options are environmentally sustainable, integrated and well-designed. Council is committed to creating a city that is accessible to all irrespective of levels of personal mobility, to support a fulfilling life without the need for a car.

**A leading Yarra:** Transparency, performance and community participation drive the way we operate. Council is committed to change through an energised, cohesive team of professionals, recognised for our leadership, innovation and service.

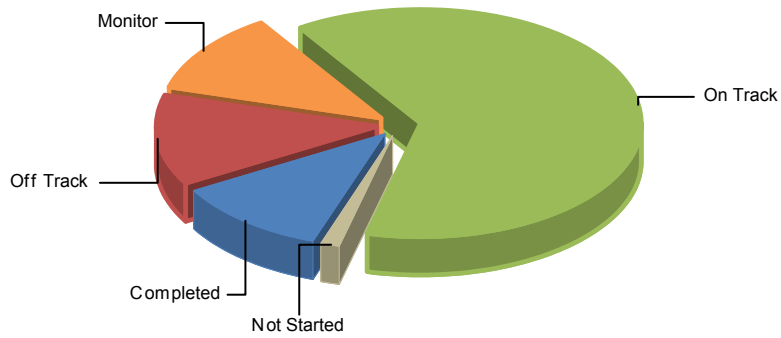
In response to its Strategic Objectives, Council has committed to 70 projects and activities from a broad cross-section of services in the 2017/18 Annual Plan.

Progress of these projects and actions will be reported in the 2017/18 Annual Plan Quarterly Progress Reports. Further information can be found in the published version of the Council Plan 2017 – 21 on the City of Yarra's website (<https://www.yarracity.vic.gov.au/about-us/council-information/council-plan>).

**Quarter Summary**

Council has committed to 70 actions across a range of services. Any variations to the Annual Plan are made openly and transparently in the context of priorities that arise over the course of the year.

The status of actions is classified based on the percentage of targets achieved as assessed by the responsible officer (forecast milestones compared to actual work completed).



Strategic Objective	No. of Actions Reported	Complete	On track (>=90%)	Monitor (75-90%)	Off track (<75%)	Not Started
A healthy Yarra	10	2	4	1	2	1
An inclusive Yarra	9	0	9	0	0	0
A sustainable Yarra	6	0	5	0	1	0
A liveable Yarra	13	1	4	4	4	0
A prosperous Yarra	11	2	7	2	0	0
A connected Yarra	12	2	9	0	1	0
A leading Yarra	9	1	6	1	1	0
	70 (100%)	8 (11.43%)	44 (62.86%)	8 (11.43%)	9 (12.86%)	1 (1.43%)

## 1. A healthy Yarra

a place where...Community health, safety and wellbeing are a focus in everything we do

Council plays a key role in contributing to our community’s health and wellbeing . From delivering maternal and child health services to ensuring access to open space, enforcing noise regulations to supporting community and cultural initiatives, community health, safety and wellbeing is central to everything we do.

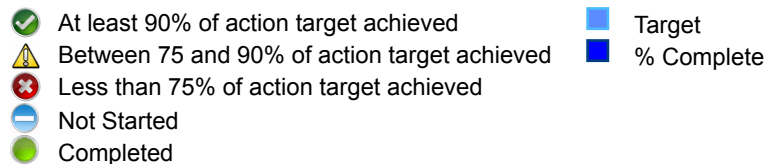
### Strategies

Council’s work to achieve this Strategic Objective includes the following strategies :





- 1.1 Maintain and enhance Yarra’s open space network to meet the diverse range of community uses
- 1.2 Promote a community that is inclusive, resilient, connected and enjoys strong mental and physical health and wellbeing
- 1.3 Provide health promoting environments that encourage healthy eating and active living
- 1.4 Assist to reduce the harms from alcohol and drugs on individuals and the community in partnership with State Agencies and key service providers
- 1.5 Promote environments that support safe and respectful sexual practices, reproductive choices and gender equity
- 1.6 Promote a gender equitable, safe and respectful community
- 1.7 Promote an effective and compassionate approach to rough sleeping and advocate for affordable , appropriate housing
- 1.8 Provide opportunities for people to be involved in and connect with their community

The following actions are being undertaken in 2017/18 to work toward achieving Council’s strategic objective of A healthy Yarra.

### Action Progress Summary



Action	Start Date / End Date	Progress	Status
1.01 Prevent Family Violence	01/07/17 / 30/06/18	90% (Target 100%)	At least 90% of action target achieved
1.02 Advocate for a medically supervised injecting facility	01/07/17 / 30/06/18	100%	Completed
1.03 Deliver Public Realm safety improvements to the Lennox and Victoria Street intersections	01/07/17 / 30/06/18	50%	Less than 75% of action target achieved
1.04 Work with the community to address alcohol-related harm for young people	01/07/17 / 30/06/18	75%	Less than 75% of action target achieved
1.05 Create new open space	01/07/17 / 30/06/18	100%	Completed
1.06 Develop new Open Space Strategy	01/07/17 / 30/06/18	75%	Between 75 and 90% of action target achieved
1.07 Develop Leisure Centres Master Plan	01/07/17 / 30/06/18	0%	Not Started
1.08 Develop Yarra Homelessness Strategy	01/07/17 / 30/06/18	90%	At least 90% of action target achieved

Action	Start Date / End Date	Progress	Status
1.09 Implement the National Aged Care and Disability Reforms and Future Directions Planning	01/07/17 30/06/18	 <p>0% 20% 40% 60% 80% 100%</p>	
1.10 Promote community connection and wellbeing	01/07/17 30/06/18	 <p>0% 20% 40% 60% 80% 100%</p>	

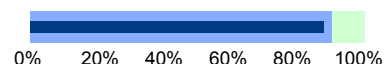
### 1.01 Prevent Family Violence

Council Plan initiative:

Work with local and regional partners for greater awareness and intervention to prevent family violence and elder abuse

Council is committed to the prevention of family violence in the Yarra community. This year Council will conduct an audit of awareness and intervention strategies in Yarra and whether these are meeting the current and emerging needs of Yarra residents. It will also review how well-equipped Council services are in identifying and responding to family violence, particularly tertiary interventions.

The results of this project will be summarised in a public document that outlines Yarra Council's statement of commitment to responding to family violence.



**Branch** *Social Policy and Research*

#### Quarterly Milestones

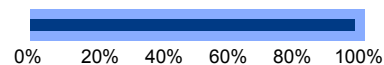
- September** Q1 Analyse service provisioning for family violence in the City of Yarra
- December** Q2 Report on the status of family violence prevention and intervention developed and discussed at a stakeholder workshop
- March** Q3 Deliver draft Statement of Commitment for Yarra to Council based on feedback at the stakeholder workshop
- June** Q4 Launch Statement of Commitment
- Quarterly Progress Comments** Community consultation has been completed and the findings summarised in a status report on the current role of Yarra Council in responding to family violence. This report was discussed at a stakeholder workshop comprising members of the Yarra Family Violence Network in February. Following the outcomes of this workshop, a paper was presented to Councillors at a briefing. Further work is being undertaken and the action will be completed in 2018/19.

### 1.02 Advocate for a medically supervised injecting facility

Council Plan initiative:

Advocate to the state government for a medically supervised injecting facility and other harm minimisation measures in the Victoria Street precinct

Council supports a public health approach to illicit drug use and has voted unanimously to advocate to the State Government to implement a medically supervised injecting facility (MSIF) to help save lives by connecting vulnerable people with vital health services, help take drug use off the streets and make our public places safer and more welcoming.



**Branch** *Social Policy and Research*

#### Quarterly Milestones

- September** Q1. Report on the finding from the Inquiry into the drugs, poisons and controlled substances amendment (pilot medically supervised injecting centre) bill 2017
- March** Q3. Report to Council on the findings from Law Reform, Road And Community Safety Committee Inquiry Into the effectiveness of laws, procedures and regulations relating to illicit and synthetic drugs
- Quarterly Progress Comments** The Legislative Council Inquiry into the Drugs, Poisons and Controlled Substances Amendment (Pilot Medically Supervised Injecting Centre) reported their findings in September 2017. While the report did not directly recommend an MSIC trial, it did note that the issue had 'reached crisis level' and described residents dealing with overdoses in their laneways and discarded syringes in front gardens as intolerable; that MSICs improve the health of IDUs, address visible impacts and reduce demand for ambulances; and MSICs do not have a 'honey pot' effect on crime. Council was briefed on the Yarra City Council submission and were informed of the Inquiry Findings.

N.B. In October 2017, the State Government announced support for a two year trial of a Medically Supervised Injecting Centre (MSIC) at North Richmond Community Health (NRCH). The Drugs, Poisons and

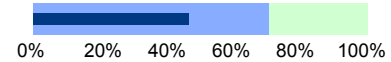
Controlled Substances Amendment (Medically Supervised Injecting Centre) Bill 2017 has been introduced into parliament.

**1.03 Deliver Public Realm safety improvements to the Lennox and Victoria Street intersections**

Council Plan initiative:

Work with local partners and agencies to increase health and education, community partnerships and harm minimisation from the abuse of drugs and alcohol

Council is engaging the community including traders and stakeholders on plans to improve the intersection of Victoria and Lennox Street as one of the ways to address the complex and longstanding health, safety and amenity issues in this precinct. Plans include installing lighting, street furniture, paving and landscaping and improvements to pedestrian and cycle movements. Council has received \$200,000 State Government funding for this project and is committing a further \$240,000 in the 2017/18 Budget.



**Branch** City Strategy

**Quarterly Milestones**

**September** Q1. Consider public submissions  
Q1. Undertake initial project scoping  
Q1. Determine design solution

**December** Q2. Finalise project proposal  
Q2. Complete detailed design works and tender project

**March** Q3. Run social marketing campaign over the summer holiday season  
Q3. Commence construction

**June** Q4. Evaluate and report to Council  
Q4. Complete construction

Q4. Commence preparations for evaluation to the funding body Department of Justice and Regulation

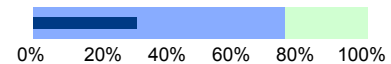
**Quarterly Progress** Additional design details delayed the tender process which was completed in quarter 3.

**Comments** Only one tender was received and negotiations are currently occurring with regards to price. Commencement of works relies on the contractor and is expected to occur in April 2018.

**1.04 Work with the community to address alcohol-related harm for young people**

Underage drinking is associated with poorer academic outcomes, increased likelihood of tobacco and illicit drug use, exposure to episodic harms such as physical and sexual assault and can cause alterations in the structure and function of the developing brain, which continues to mature into the mid-to-late twenties.

In partnership with RMIT and Communities that Care (CTC), educational materials will be produced to raise awareness and educate parents of the harms and risks associated with underage drinking and the positive role they can play in promoting youth health and wellbeing. Council will use its own communication channels and its local partners to distribute this messaging in the community using traditional media, social media and other appropriate forums.



**Branch** Social Policy and Research

**Quarterly Milestones**

**September** Q1. Undertake initial project scoping

**December** Q2. Finalise project proposal

**March** Q3. Run social marketing campaign over the summer holiday season

**June** Q4. Evaluate and report to Council

**Quarterly Progress** Initial scoping has commenced and partnership opportunities are also being explored. Once partners are established they will need to sign off on the brief.

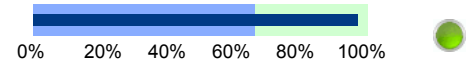
**Comments**

**1.05 Create new open space**

Council Plan initiative:

Increase the amount and quality of green open space through the strategic acquisition of land, the conversion of urban land to open space and/or the creation of pocket parks in high density areas.

Yarra’s parks are highly valued by the community and contribute to a quality open space system that meets the recreational and environmental needs of the local community, as identified in the Open Space Strategy. Council will create and commence construction of a new park at Charles Street and Mollison Street Abbotsford .



**Branch** *Recreation and Open Space*

**Quarterly Milestones**

**September** Q1. Report to Council on the Road Discontinuance process

**March** Q3. Complete project documentation and advertise tender

**June** Q4. Appoint contractor and commence construction

**Quarterly Progress** Road discontinuance approved by Council.

**Comments** The Tender has been advertised and awarded , preliminary site works commenced ahead of schedule in March.

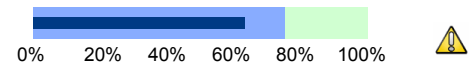
**1.06 Develop new Open Space Strategy**

Council Plan initiative:

Develop an open space strategy to ensure Yarra’s public open space is managed as a functional network that encourages shared use and active living.

The Yarra Open Space Strategy guides the future provision , planning, design and management of public open space in Yarra. A new Open Space Strategy will result in a renewed direction for the provision and enhancement of the open space network, including changes in community needs since the last strategy was developed. The strategy aims to achieve a cohesive, linked and well managed network of open space to meet the full range of residents’ needs.

Development of the strategy will occur over a two year period with the first year focussing on land use and landscape analysis, with extensive consultation, while Year Two will involve adoption of the Strategy , followed by an amendment to the Yarra Planning Scheme.



**Branch** *Recreation and Open Space*

**Quarterly Milestones**

**September** Q1. Seek fee proposals and prepare to appoint consultant

**December** Q2. Complete background research

**March** Q3. Complete spatial analysis

**June** Q4. Complete Stage 1 of community consultation

**Quarterly Progress** A project brief was sent to three consultants with an invitation to tender . Two submissions were received back. The submissions were evaluated by the tender panel against the stated selection criteria and background research.

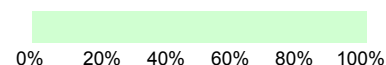
A preferred consultant has been appointed and project commenced . Consultation concluded in March. More than 1,100 written submissions are expected from residents, parks users and those working in Yarra. In addition to the written feedback, officers coordinated community information sessions at Edinburgh Gardens, Peel Street Park and Citizens Park. Numerous stakeholder groups have been engaged throughout the consultation process and all advisory committees were given the opportunity to have officers brief them on the specifics of the consultation process.

**1.07 Develop Leisure Centres Master Plan**



Council Plan initiative:  
Investigate a Leisure Centres Master Plan .

Council manages leisure facilities in Richmond, Collingwood and Fitzroy. These facilities are highly valued by the community and attract in the order of 1 million visits per annum. A high level facilities plan will be developed to guide future investment in these facilities.



**Branch** *Leisure Services*

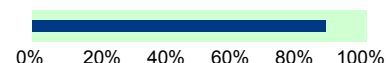
**Quarterly Milestones**

**June** Q4. Present report to Executive to inform future investment in Leisure facilities

**Quarterly Progress Comments** The report is due to be completed and presented to Executive in quarter 4.

**1.08 Develop Yarra Homelessness Strategy**

The development of the Homelessness Strategy will provide the policy framework for Council to ensure an effective and compassionate approach to rough sleeping. The development of the strategy will involve wide consultation and engagement with stakeholders.



**Branch** *People, Culture and Community*

**Quarterly Milestones**

**June** Q4. Discuss and investigate other local government Homelessness Strategies (Deferred from September quarter by Council resolution)

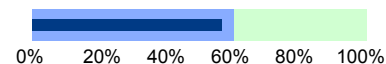
**Quarterly Progress Comments** Initial literature search completed. Investigation included local, national and international homelessness strategies with a focus on responses to rough sleeping.

Council resolved on 20 March 2018 to defer Commence consultation with stakeholders, Complete consultation with stakeholders and Complete Draft Homelessness Strategy milestones for consideration in the 2018/19 Annual Plan.

**1.09 Implement the National Aged Care and Disability Reforms and Future Directions Planning**

Council Plan initiative:  
Continue to implement the National Aged Care and Disability reforms and develop new strategic directions for support of older people and people with disability.

The national aged care and disability reforms will continue to roll-out over 2017 – 2018. The reforms have significant implications for how Yarra residents will be supported, and allows Council to consider what role it can best play in ensuring the wellbeing of people 50+ and people with disability in our municipality.



**Branch** *Aged and Disability Services*

**Quarterly Milestones**

**September** Q1. Review the Commonwealth Government's Future Reform – an integrated care at home program to support older Australians discussion paper and submit a local and regional submission

**December** Q2. Complete the Regional Northern Metropolitan Council Commonwealth Home Support Program Review and report findings, and identified options for Council consideration  
Q2. Finalise support of all eligible clients as they complete phasing-in to the National Disability Insurance Scheme program

**March** Q3. Advocate for continuation of the MetroAccess program for the year 2018-2019  
Q3. Complete community engagement and consultation to inform Council's future directions decision-making process

**June** Q4. Continue transition of the Linkages Case Management program to the Home Care Packages program as determined by the Commonwealth Government  
 Q4. Finalise the analysis of options and present recommendations to Council on its future role in aged care service delivery, and strategic directions for supporting our 50 yrs + residents and people with disability

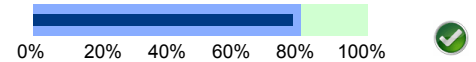
**Quarterly Progress Comments** The public report was appended to the Council Minutes of February 2018 as per Council’s resolution in December 2017. Refer website for a copy of the Public Report. Further report to be provided to Council in June 2018 as part of Future Directions decision-making process.

Officers continued to advocate through the MAV for continuation of the MetroAccess funding and advice has been received that the program will be funded for a further year (2018 – 2019)

**1.10 Promote community connection and wellbeing**

Council Plan initiative; Continue to provide a range of services and work collaboratively with external groups to improve the health and wellbeing of the Yarra community .

Council plays a key role in contributing to community health and wellbeing through the provision of services, programs, facilities and initiatives in leisure, libraries, family, youth and children’s, aged and disability, arts and culture and social policy and research to support participation, community connectedness and resilience.



**Branch** Office of the Director Community Wellbeing

**Quarterly Milestones**

**September** Q1. Provide opportunities for community members to meet, socialise and develop by providing access to affordable and appropriate community facilities  
 Q1. Run targeted events and programs promoting health, life-skills and life-issues via Yarra Libraries

**December** Q2. Promote programs and services aimed at increasing participation at Councils Leisure facilities by the CALD and at risk sections of the community

**March** Q3. Collaborate on a number of community events that will promote the health, wellbeing, development and social inclusion of children, youth and their families via the Family Youth and Children’s services branch

**June** Q4. Support attendance at Live Music events for people of all abilities, through the facilitation of the Band Mates Project

**Quarterly Progress Comments** The Library ran 30 programs on Health and Wellbeing this quarter with 1945 attendances

## Highlights and Achievements

**Branch** *Aged and Disability Services*

**Unit** *Community Development*

### Community Consultation

Across February to March 2018, the consultations on the development of Council's new Access & Inclusion Strategy and Active and Healthy Ageing Strategy have been occurring. There have been 252 on-line survey responses from residents under the banner of Living Well in Yarra; 2 community forums; 12 workshops including with CALD community groups; 7 pop-up sessions; consultations with the Disability Advisory Committee and Active Ageing Advisory Group and surveys distributed to over 20 organisations to promote through their networks. The outcomes of the consultations are currently being collated.

In addition, a survey of all residents receiving home care, respite care and personal care is occurring in April. This telephone based survey will include another 570 people.

### Community Appraisal of Access at Railway Stations

Through Council's Disability Advisory Committee, a sub-group of members conducted an extensive review of the railway stations in Yarra to assess their accessibility against key criteria. This comprehensive report was presented to Council via a delegates report and highlighted that access is a significant issue across the stations – resulting in people either not using or being very reluctant to use this public transport. The report is being presented formally to Council in April and will be used to advocate with Public Transport Victoria and MetroTrains.

### Improvements for Community Groups using Council Facilities

After many years using the Edinburgh Gardens Rotunda as a base for an Italian Mens Group, the opportunity to move into the nearby Emely Baker Centre was achieved. This new location provides a safer location, with improved access – while still maintaining the very local and park based space the Group desired.

With works occurring at Mark Street Hall, the Collingwood Greek Club will move to the Collingwood Seniors Centre in April 2018 – this will also provide a better venue for the group – being able to access a suitable kitchen facility and up to date accessible toilet facilities.

**Branch** *Family, Youth and Children's Services*

**Unit** *Youth and Middle Years*

Youth Services had an information stall at the Mental Health First Aide, Mental Health Week event at Fitzroy Town Hall, in October. We were one of many local services in attendance, which allowed attendees the opportunity to discover all the services available to them, and to chat informally to workers.

Consultation began for the Family, Youth and Children's branch new zero to 25 plan. Yarra Youth Services staff surveyed young people across YYS programs, as well as through other services (incl. REACH, Queerspace Youth), and also facilitated an activity at the Children's Week Event which encouraged children to paint what they loved about the City Of Yarra.

Real Industry Job Interviews (RIJI) were held at Fitzroy Town Hall in October. Several staff from Yarra Youth Services and Council attended to support doing 'mock interviews' with young people from local high schools. Really positive feedback from schools, students and volunteers on the event.

Art of Belonging 'Post With Love' event held in Edinburgh Gardens in October. Run by young people (and supported by Yarra Youth Services and Artful Dodgers, through VicHealth's funded project), the event was an opportunity for young people to come together around the current postal vote on marriage equality.

The presentation event for the 2017 Yarra Soccer Pathways Program – a partnership program between Melbourne City Football Club and City of Yarra – was held on 26 October. Over 100 families, young people and stakeholders attended, including Melbourne City player Osama Malik.

## Highlights and Achievements

The Graffiti Diversion Program, through the successful grant application from Department of Justice, and in partnership with Youth Support and Advocacy Services, commenced in mid-November. Community consultation re: mural project with North Carlton Scout Group held in November.

Youth Services Unit won the Applause Awards Innovation category for the Youth Peer Leader program .

Event held at Fitzroy Town Hall in November to celebrate the 100th young person graduating the Yarra L2P Program and getting their P-plates. Attended by Cr Fristacky, representatives from VicRoads and a number of volunteers (mentors). VicRoads also did a media release that week, featuring the 100th young person and her mentor.

Fitzroy Summer Festival held at Atherton Gardens' soccer pitch in November. Hugely successful event, in collaboration with Connie Benn Centre, Yarra Libraries, and several key local stakeholders (incl. VicPol, Neighborhood Justice Centre, Fitzroy Learning Network, and Acacia Childcare Centre).

One of our young casual workers, Wilson Poni, received a 'highly commended' Victorian Multicultural Award for Excellence in the Youth category for his involvement in local program, I Speak Soccer.

Our two Youth Peer Leaders planned, organised and delivered an 'End of Year Lit Party' for young people at the Yarra Youth Centre. Over 60 young people attended, including many who had not attended Yarra Youth Services programs/services previously.

Held final Yarra Youth Providers Network (YYPN) meeting on Respectful Relationships in Schools. Evaluation feedback on YYPN in 2017 was extremely positive: "Have loved the opportunities this network provides for learning and professional development"; "Great way to meet other professionals in the sector and build relationships".

Joining the Dots program finished after two rounds of 3-year Investing in Community Grants. Formal evaluation being finalised, but very positive feedback on how it's improved relationships between primary and secondary schools, strengthened knowledge about school-family partnerships, and helped young people through transition.

**Branch** *Recreation and Open Space*

**Unit** *Recreation Services*

The winter ground allocation process is complete, with the vast majority of needs being met.

A sports forum with winter clubs was well attended.

The team is also actively involved in a facilities planning project being delivered by the IMAP Councils . SGS consulting has been engaged by the IMAP councils to complete a strategic facilities analysis to be completed by September 2018

## 2 . An inclusive Yarra

a place where...Inclusion, diversity and uniqueness are welcomed, respected and celebrated

Identity was a passionate and recurring theme throughout community consultation for the Council Plan. Our community values its diversity. Creating a safe place where people of all ages, genders, sexualities, abilities, cultures and backgrounds feel welcome and connected is a priority for Council.








### Strategies

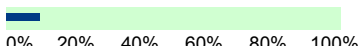

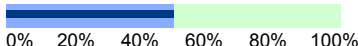

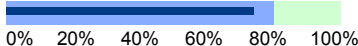

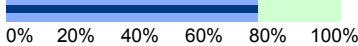

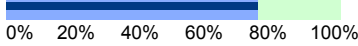

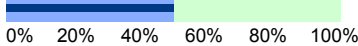

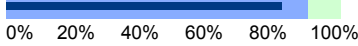

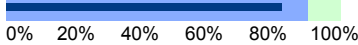

Council’s work to achieve this Strategic Objective will include the following strategies :

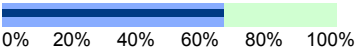

- 2.1 Build resilience by providing opportunities and places for people to meet, be involved in and connect with their community Continue to create a resident-friendly city that reduces isolation, improves access to the built environment and builds social connections.
- 2.2 Remain a highly inclusive Municipality, proactive in advancing and advocating for the rights and interests of specific groups in the community and community issues Encourage greater social cohesion and participation through volunteer initiatives and community development activities.
- 2.3 Continue to be a local government leader and innovator in acknowledging and celebrating Aboriginal history and culture in partnership with Traditional Owners Deliver Council services that meet community priorities and needs .
- 2.4 Acknowledge and celebrate our diversity and people from all cultural backgrounds.
- 2.5 Support community initiatives that promote diversity and inclusion.

The following actions are being undertaken in 2017/18 to work toward achieving Council’s strategic objective of An inclusive Yarra.

### Action Progress Summary

-  At least 90% of action target achieved
-  Between 75 and 90% of action target achieved
-  Less than 75% of action target achieved
-  Not Started
-  Completed
-  Target
-  % Complete

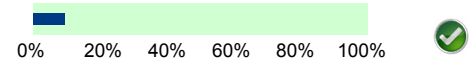
Action	Start Date / End Date	Progress	Status
2.01 Develop a Volunteer Strategy	01/07/17 / 30/06/18		
2.02 Develop Human Rights Charter	01/07/17 / 30/06/18		
2.03 Stolen Generations Marker project	01/07/17 / 30/06/18		
2.04 Implement Aboriginal Partnership Plan	01/07/17 / 30/06/18		
2.05 Implement Multicultural Partnerships Plan 2015-18	01/07/17 / 30/06/18		
2.06 Develop LGBTIQ Strategy	01/07/17 / 30/06/18		
2.07 Develop new Positive Ageing Strategy and Action Plan	01/07/17 / 30/06/18		
2.08 Develop new Access and Inclusion Strategy and Action Plan	01/07/17 / 30/06/18		

Action	Start Date / End Date		
2.09 Develop Public Spaces policy	01/07/17 30/06/18		

**2.01 Develop a Volunteer Strategy**

Council Plan initiative:  
Develop and adopt a Volunteer Strategy.

A volunteer strategy will be developed by consultation and engagement with stakeholders . A draft strategy will be presented to Council. A Volunteer Strategy will provide clear direction for Council in how it supports volunteering in Yarra.



**Branch** *People, Culture and Community*

**Quarterly Milestones**

**June** Q4. Investigate other local government Volunteer Strategies. (Deferred from September quarter by Council resolution)

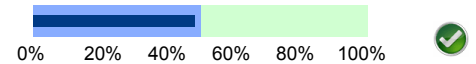
**Quarterly Progress Comments** Investigation of other volunteer strategies has commenced and timeline has been extended to continue into the 2018/19 Annual Plan

Council resolved on 20 March 2018 to defer Commence consultation with stakeholders, Complete consultation with stakeholders and Complete Draft Volunteer Strategy milestones for consideration in the 2018/19 Annual Plan.

**2.02 Develop Human Rights Charter**

Council Plan initiative:  
Investigate developing a Council social justice/human rights charter to better articulate council’s commitment .

The development of a Human Rights Charter for Council will provide an over-arching commitment to human rights which will then inform everything Council does. The charter will be developed in consultation and engagement with stakeholders.



**Branch** *People, Culture and Community*

**Quarterly Milestones**

**March** Q3. Discuss and investigate other local government Human Rights Charters. (Deferred from September quarter by Council resolution)

**June** Q4. Commence consultation with stakeholders. (Deferred from December quarter by Council resolution)

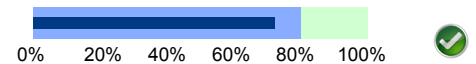
**Quarterly Progress Comments** Officers are in the process of doing a desktop review of other local government human rights and social justice charters, and where they sit within their respective Councils.

Council resolved on 20 March 2018 to defer Complete consultation with stakeholders and Complete Draft Human Rights Charter milestones for consideration in the 2018/19 Annual Plan.

**2.03 Stolen Generations Marker project**

Council Plan initiative:  
Complete the Stolen Generations Marker project in partnership with the local aboriginal community .

Yarra is deeply proud of its connection to the Aboriginal community and its commitment to reconciliation . The Stolen Generations Marker is a project initiated by the Aboriginal Advisory Group which leads Council to commissioning a public artwork to remember the Stolen Generations. It is imperative that the Aboriginal community and in particular members of the Stolen Generation have ownership of the process from beginning to end.



**Branch** *People, Culture and Community*

**Quarterly Milestones**

- September** Q1. Secure funding for the project  
Q1. Select artist
- December** Q2. Finalise artwork design
- March** Q3. Fabricate artwork
- June** Q4. Install and launch the Stolen Generations Marker

**Quarterly Progress Comments** Expression of interest process to select an artist was unsuccessful, instead an artist has been commissioned to produce a concept design.

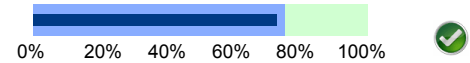
Funding for the project has been secured through the 2017/18 budget process, supplemented by other fund raising activities.

The artwork is currently being fabricated and is scheduled to be installed in May.

**2.04 Implement Aboriginal Partnership Plan**

Council Plan initiative:  
Implement the Aboriginal Partnership Plan.

The Aboriginal Partnerships Plan sets out Council’s commitment and work with the Aboriginal and Torres Strait Islander community. Council is seen as a leader, not only in its programs, but also in its commitment to social justice and the way it approaches issues, opens discussion, and listens to the community. Council will continue to implement its Aboriginal Partnerships Plan through annual action plans endorsed by Council .



**Branch** *People, Culture and Community*

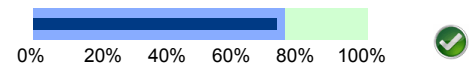
**Quarterly Milestones**

- September** Q1. Continue implementation of the Aboriginal Partnerships Action Plan 2017
- December** Q2. Continue implementation of the Aboriginal Partnerships Action Plan 2017
- March** Q3. Continue implementation of the Aboriginal Partnerships Action Plan 2017
- June** Q4. Continue implementation of the Aboriginal Partnerships Action Plan 2017

**Quarterly Progress Comments** The following Aboriginal Partnerships Action Plan 2017 activities have been undertaken;  
 - January 26th project: council resolutions are in progress fro implementation, including planning an event to mark January 26th, developing an information sheet for CALD communities to be translated, and holding inter-Council meetings to share resources and information on changing how Jan 26 is celebrated.  
 - Stolen Generations marker project continues to progress, including holding a fundraiser on 2 December.  
 - Relationships with key Aboriginal community groups and leaders continues to be maintained , assisting with the development of the fourth year action plan of the APP .

**2.05 Implement Multicultural Partnerships Plan 2015-18**

The implementation of the Multicultural Partnerships Plan is Council’s primary way to acknowledge and promote the contribution to Yarra that people from culturally, linguistically and religiously diverse backgrounds have made. Council will continue to implement its Multicultural Partnerships Plan through annual action plans endorsed by Council.



**Branch** *People, Culture and Community*

**Quarterly Milestones**

- September** Q1. Continue implementation of the Multicultural Partnerships Action Plan 2017
- December** Q2. Continue implementation of the Multicultural Partnerships Action Plan 2017
- March** Q3. Multicultural Partnerships Action Plan 2018 has been endorsed by Council
- June** Q4. Continue implementation of the Multicultural Partnerships Action Plan 2018



**Quarterly Progress Comments** Yarra Multicultural Advisory group continued to meet, holding a meeting in November 2017.

Continued promotion of Council Information Pack in languages other than English to Yarra CALD groups .

Involvement in induction training re cultural diversity and inclusion conducted October and December 2017.

Yarra Settlement Forum meetings held, October and November 2017, with a review and planning meeting held November.

Ongoing support provided to Yarra Interfaith Network, holding their Annual General Meeting in November 2017.

Completion of anti-vilification project “Stand Together” with a launch held in December 2017. Training for community facilitators held in October, and distribution of resource throughout October - December to CALD groups. Distribution is set to continue throughout 2018.

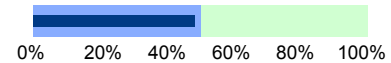
A Report was presented in February 2018 at a Council meeting. The report included a review of third year actions as well as proposed fourth year actions for the Multicultural Partnerships Plan (2018). The report and proposed Action Plan were both endorsed by Council.

**2.06 Develop LGBTIQ Strategy**

Council Plan initiative:

Advocate to support social justice and community issues including preventing family violence, LGBTIQ rights and welcoming refugees

Council’s LGBTIQ working group will develop a draft LGBTIQ Strategy . The development of this strategy will involve consultation and engagement with stakeholders.



**Branch** *People, Culture and Community*

**Quarterly Milestones**

**December** Q2. Discuss and investigate other local government LGBTIQ Strategies. (Deferred from September quarter by Council resolution)

**June** Q4. Commence consultation with stakeholders. (Deferred from December quarter by Council resolution)

**Quarterly Progress Comments** Officers are in the process of conducting a desktop review of other municipalities LGBTIQ policies and strategies.

A project plan is also being drafted. Investigation of other LGGBTIQ strategies has been extended to December.

Council resolved on 20 March 2018 to defer Complete consultation with stakeholders and Complete Draft LGBTIQ Strategy milestones for consideration in the 2018/19 Annual Plan.

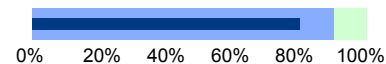
**2.07 Develop new Positive Ageing Strategy and Action Plan**

Council Plan initiative:

Work with the community and other levels of government and advocate to challenge discrimination , and address disadvantage, whether based on income, age, gender, sexuality, cultural background, religion or abilities .

The current Positive Ageing Strategy and Action Plan is due for renewal and with the support of Council’s Active Ageing Advisory Group (AAAG), a new strategy and plan will be prepared this year. In the midst of the national aged care reforms, it provides an opportunity to consider strategic directions to ensure our 50+ residents remain engaged, active and independent.

The current strategy and plan is due for renewal and with the support of Council’s Disability Advisory Committee (DAC), a new strategy and plan will be prepared this year. In the midst of the national disability care reforms, it provides an opportunity to consider Council’s strategic directions to ensure people with disability remain engaged , active and empowered.



**Branch** *Aged and Disability Services*

#### Quarterly Milestones

<b>September</b>	Q1. Initiate community planning process and seek advice of the Active Aging Advisory Group to guide community consultation and planning.
<b>December</b>	Q2. Finalise Background Paper, including demographic analysis, current approaches to supporting people to age well, trends and indicative issues.
<b>March</b>	Q3. Complete community consultation and develop draft Strategic Objectives; Key Themes and proposed actions.
<b>June</b>	Q4. Present the Positive Ageing Strategy / Action Plan 2018 – 2022 for adoption by Council.
<b>Quarterly Progress Comments</b>	The Project Plan has been finalised and the draft provided to Council's Active Ageing Advisory Group (AAAG) for comment/feedback. Community Engagement plan also finalised, with input provided by AAAG. The Background paper has been completed.

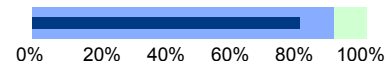
Consultation re Access & Inclusion Strategy & Positive Ageing Strategy incorporates consultation to inform Council's future directions decision making commenced in February to end of March. Additional consultation with clients of Aged and Disability is scheduled to occur in April

### 2.08 Develop new Access and Inclusion Strategy and Action Plan

Council Plan Initiative:

Work with the community and other levels of government and advocate to challenge discrimination, and address disadvantage, whether based on income, age, gender, sexuality, cultural background, religion or abilities.

The current strategy and plan is due for renewal and with the support of Council's Disability Advisory Committee (DAC), a new strategy and plan will be prepared this year. In the midst of the national disability care reforms, it provides an opportunity to consider Council's strategic directions to ensure people with disability remain engaged, active and empowered.



**Branch** *Aged and Disability Services*

#### Quarterly Milestones

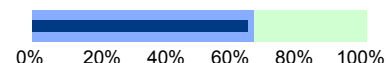
<b>September</b>	Q1. Initiate community planning process and seek advice of the DAC to guide community consultation and planning
<b>December</b>	Q2. Finalise Background Paper, including demographic analysis, current approaches to supporting people with disability to live an ordinary life, trends and indicative issues
<b>March</b>	Q3. Complete community consultation and develop draft Strategic Objectives; Key Themes and proposed actions
<b>June</b>	Q4. Present the Access and Inclusion Strategy / Action Plan 2018 – 2022 for adoption by Council
<b>Quarterly Progress Comments</b>	Consultation to inform Council's future directions decision making commenced in February and continued until the end of March. Additional consultation with clients of Aged and Disability is scheduled to occur in April

### 2.09 Develop Public Spaces policy

Council Plan initiative:

Implement policies and procedures that enable community groups to conduct events and activities.

Council will provide a one stop shop for event organisers to make event management easier and more transparent to event organisers, to provide Council with an overview of the activities and events across the municipality and to ensure public safety and risk management is sufficiently managed. The one stop shop is a single point of contact for internal and external customers, and provides advice and referral.



**Branch** *Arts, Culture and Venues*

**Quarterly Milestones**

**December** Q2. Invite and assess Expressions of Interest for Major Events

**March** Q3. Invite and assess Expressions of Interest for Major Events

**June** Q4. Review Events in Public Spaces Policy as part of continuous improvement

**Quarterly Progress Comments** Under Council's Events in Public Spaces Policy applications for the 2018 EOI Round 1 were assessed for events to be held between June 2018 to May 2019.

11 applications were submitted, 9 of which are repeat events, the 2 new applications received are for the Oxfam Trailwalker and the Renegade Pub Football Final.

An internal assessment panel with staff members from Venues and Events, Economic Development, Recreation, Construction and Compliance reviewed and assessed the applications based on the following criterion.

- Community Benefits [weighted at 20%]
- Economic Benefits [weighted at 10%]
- Community Impact [weighted at 20%]
- Capacity to produce an event [weighted at 20%]
- Environmental Considerations [weighted at 15%]
- Site suitability [weighted at 15%]

The panel have approved all the applications submitted for the 2018 EOI Round 1.

Out of 11 applications received, 7 events (see attached highlighted in yellow) have an expected attendance of more than 1000.

### 3 . A sustainable Yarra

a place where...Council leads on sustainability and protects and enhances its natural environment

As Victoria’s first carbon-neutral council, we are proud of our commitment to sustainability. Protecting our natural environment and supporting our community to reduce its environmental footprint will continue to be a priority for Council.








#### Strategies

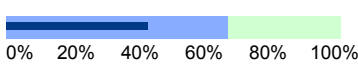

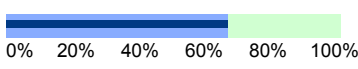

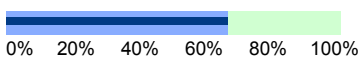

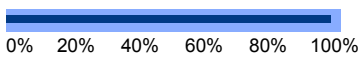

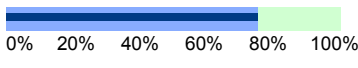

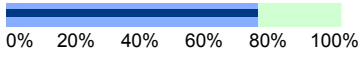

Council’s work to achieve this Strategic Objective will include the following strategies :

- 3.1 Investigate strategies and initiatives to better manage the long term effects of climate change . Continue to identify opportunities to convert road spaces and laneways for parks or improved pedestrian spaces.
- 3.2 Support and empower a more sustainable Council and Community. Advocate to protect green and open spaces on Yarra’s public housing estates.
- 3.3 Lead in sustainable energy policy and deliver programs to promote carbon neutral initiatives for the municipality and maintain Council as a carbon neutral organization. Seek to achieve more communal private open space within large developments.
- 3.4 Reduce the amount of waste-to-landfill with a focus on improved recycling and organic waste disposal.
- 3.5 Promote responsible water usage and practices
- 3.6 Promote and facilitate urban agriculture with a focus on increasing scale and uptake in the community.
- 3.7 Investigate strategies and initiatives to improve biodiversity.

The following actions are being undertaken in 2017/18 to work toward achieving Council’s strategic objective of A sustainable Yarra.

#### Action Progress Summary

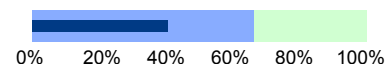
-  At least 90% of action target achieved
-  Between 75 and 90% of action target achieved
-  Less than 75% of action target achieved
-  Not Started
-  Completed
-  Target
-  % Complete

Action	Start Date / End Date	Progress	Status
3.01 Develop Biodiversity Strategy	01/07/17 / 30/06/18		
3.02 Develop Urban Forest Strategy	01/07/17 / 30/06/18		
3.03 Embed climate adaptation	01/07/17 / 30/06/18		
3.04 Reduce energy use and emissions	01/07/17 / 30/06/18		
3.05 Reduce organic waste	01/07/17 / 30/06/18		
3.06 Integrate environmental and sustainability policies and strategies	01/07/17 / 30/06/18		

### 3.01 Develop Biodiversity Strategy

Council Plan initiative:  
Develop and adopt a Biodiversity Strategy .

Over the past year, a biodiversity study was undertaken in the City of Yarra. Council will draw on the research completed as part of the Biodiversity Health Survey to inform a city-wide strategy that will help in preserving and enhancing biodiversity values on public land in the municipality.



**Branch** *Recreation and Open Space*

#### Quarterly Milestones

**September** Q1. Complete project brief

**December** Q2. Appoint consultants

**June** Q4. Complete draft Biodiversity Strategy for presentation to Council

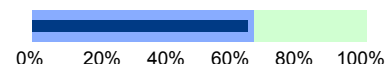
**Quarterly Progress** The Streetscapes and Natural Values team has completed a Biodiversity Strategy scoping document .

**Comments** The project brief which will be used in the appointment of a consultant to develop the strategy has been completed and draft biodiversity strategy is expected prior to the end of the financial year.

### 3.02 Develop Urban Forest Strategy

Council Plan initiative  
Develop an Urban Forest Strategy and implement recommendations to achieve social and environmental outcomes.

Council commenced development of an Urban Forest Strategy in 2016/17. This year Council will finalise and adopt the Urban Forest Strategy. The Strategy will provide broad directions and key principles for the delivery of urban greening initiatives with a particular focus on reducing the impact of the Urban Heat Island effect .



**Branch** *Sustainability and Strategic Transport*

#### Quarterly Milestones

**September** Q1. Present Urban Forest Strategy to Councillor Briefing

**December** Q2. Present Draft Urban Forest Strategy to Council for adoption

**June** Q4. Develop implementation plan

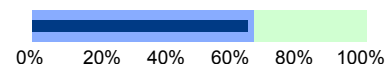
**Quarterly Progress** The Urban Forest Strategy was adopted by Council in September 2017. The Strategy guides Council's long term work to manage Yarra's urban forest, taking into consideration the current context, and the environmental, social and economic benefits trees provide.

**Comments** environmental, social and economic benefits trees provide.

### 3.03 Embed climate adaptation

Council Plan initiative:  
Embed adaptation sustainability across Council decision making processes

In 2016/17 Council introduced a quadruple bottom line tool to inform the assessment of proposed projects to be included in the 2017/18 Budget. This process will be reviewed and, if necessary, improved as part of the preparation and development of the 2018/19 Budget to further embed climate adaptation into Council processes.



**Branch** *Sustainability and Strategic Transport*

#### Quarterly Milestones

**September** Q1. Review and update processes to embed adaptation based on lessons from 2016/17

**December** Q2. Integrate updated embedding adaptation process as part of the project funding request process

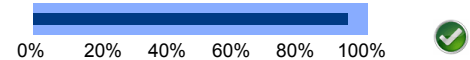
**June** Q4. Evaluate outcomes and process

**Quarterly Progress Comments** A new Adaptation Guidance Tool and Training has been developed for new projects to better understand the potential climate impacts of their project, and develop an appropriate climate adaptation plan for it.

**3.04 Reduce energy use and emissions**

Council Plan initiative:  
Continue to invest in initiatives to reduce energy use and emissions from Council operations.

Over many years Council has endeavoured to dramatically reduce its energy use and emissions. Previous programs have included the Energy Performance Contract and various capital works programs to install solar panels on many Council buildings. In 2016/17 Council participated in a novel tender process investigating the potential for a new Victorian renewable energy supply to meet Council's energy needs. In 2017/18 Council will consider whether to commit to the project which would commence delivery of energy in 2019.



**Branch** Sustainability and Strategic Transport

**Quarterly Milestones**

**September** Q1. Council to consider report on Melbourne Renewable Energy Project  
**December** Q2. Complete installation of Solar Panels project  
 Q2. Complete and submit Corporate emissions inventory to claim carbon neutral status for 2016/17  
**June** Q3. Update Council on status of the MREP project (If Council determines to join project),  
**Quarterly Progress Comments** Council's carbon neutral organisation claims were again certified under the National Carbon Offset Standard. Every year Council must calculate the total organisational greenhouse gas emissions according to the Standard, including from our buildings, vehicle fuel, street lights, paper and other specified sources. Carbon Neutrality is then achieved by buying certified 'offset' certificates equal to the emissions generated.

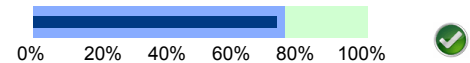
For the latest certification year (2016/17) total emissions calculated under the Standard (and thus total offsets purchased) was 12,397 tonnes CO<sub>2</sub>e. The Certification body has confirmed that Yarra has met all requirements and received a carbon neutral status. Solar panels and batteries have been installed at 8 sites, work is being finalized at 3 of these on battery storage and grid connection to complete the project.

**3.05 Reduce organic waste**

Council Plan initiatives:  
Investigate, implement and promote initiatives to divert organic waste from landfill, and

Reduce volume of kerbside waste collection per capita by behavior change and increase of recycling.

Yarra's Waste and Resource Recovery Strategy has identified the opportunity to potentially significantly reduce landfill costs by removing organic waste from the waste stream. A grant has been sought to assist in purchase of the necessary infrastructure to pilot a potential solution. It is also necessary to investigate how to most successfully engage with the community in adapting to this new waste service.



**Branch** City Works

**Quarterly Milestones**

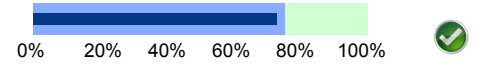
**September** Q1. Brief Council on proposed food organics waste program  
**December** Q2. Commence collection of food organic waste in pilot program  
 Q2. Launch phase 1 of food organic waste pilot program  
**June** Q4. Evaluate food organic waste pilot program  
**Quarterly Progress Comments** The pilot food organic waste program commenced in November 2017. We have had a great response with an average 64% participation and 3% contamination.

**3.06 Integrate environmental and sustainability policies and strategies**

Council Plan initiative:

Improve integration across environmental and sustainability policies and strategies.

Each year Council can consider the adoption of new strategies. Council has established advisory committees that are able to provide feedback on new strategies. The Yarra Environment Advisory Committee will be invited to provide feedback on any new strategies that are developed



**Branch**      *Sustainability and Strategic Transport*

**Quarterly Milestones**

- September**    Q1. Complete Home for All Seasons joint project with the HACC
- December**    Q2. Seek feedback from Yarra Environment Advisory Committee on any new Council strategies
- March**         Q3. Confirm integration project to be trialled by Embedding Green Infrastructure Project
- June**          Q4. Seek feedback from Yarra Environment Advisory Committee on any new Council strategies

- Quarterly Progress**    The Embedding Green Infrastructure Project has narrowed its scope to:
  - New kerb outstands;
  - Road re-sheeting / reconstruction (including passive irrigation/tree cut outs);
  - Kerb and channel upgrades; and
  - Footpath renewal.

## Highlights and Achievements

Branch

**City Works**

Unit

**Waste Minimisation and Agriculture**

Council successfully delivered the priority actions in the Waste and Resource Recovery Strategy . The highlights include:

The Food Know How program has evolved into a 5 week challenge which guides households and the community on the steps of good food planning, shopping, storage, preparation, and composting.

RecycleUs; Council's bin inspection program, RecycleUs, educates and encourages residents on recycling by giving them direct relevant feedback about what is in their recycling and rubbish bin. On average the program has reduced contamination in recycle bins by 20% and reduced resource loss by 10% in the rubbish bin.

MUD Recycling Program, Our program for multi-unit developments (MUD) produced a new way to engage with buildings and residents with the development of waste and recycling posters that are free for residents to access and download on our website. The program directly engaged with 20 locations per year, ranging in size and scale, from units at Richmond Department of Housing to 500 unit high rise towers.

Yarra's Community Resource Recovery Hubs, Three large outdoor and four indoor hubs (in libraries and neighbourhood houses) have been successful implemented throughout the municipality. These Hubs collect clothes, textiles, homewares, and small electrical items. We have consistently diverted just over 100 tonnes of material per year.

Commercial Shop Recycling Project, Engagement and education around recycling and managing waste better is now integrated into education program. The engagement package included one on one talks, information sheets, internal recycling bins, and stickers for external recycling bins.



## 4 . A liveable Yarra

a place where... Development and growth are managed to maintain and enhance the character and heritage of the city

With demand for inner city housing increasing, Council is mindful of the importance of balancing the needs of new and existing residents, and ensuring that development does not encroach on the amenity or heritage of our city.

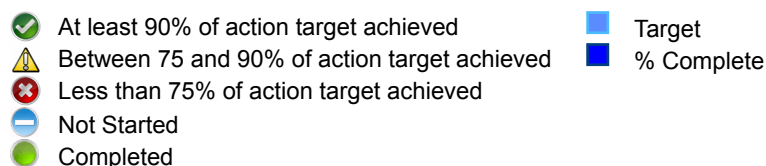
Strategies

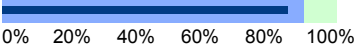

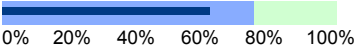

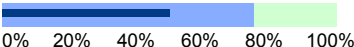

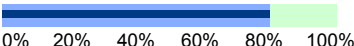

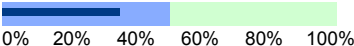

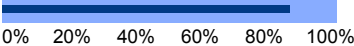

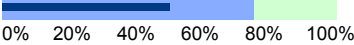

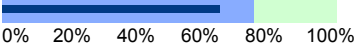

Council's work to achieve this Strategic Objective includes the following strategies :

- 4.1 Protect Yarra's heritage and neighbourhood character.
- 4.2 Actively plan for Yarra's projected growth and development and advocate for an increase in social and affordable housing.
- 4.3 Plan, promote and provide built form, open space and public places that are accessible to all ages and abilities.
- 4.4 Protect Council assets through effective proactive construction management.
- 4.5 Encourage and promote environmentally sustainable building, urban design, place-making and public realm outcomes.
- 4.6 Provide direction and improve decision making on infrastructure projects through the application of the Strategic Community Infrastructure Framework.
- 4.7 Encourage engagement with the community when developments are proposed.











The following actions are being undertaken in 2017/18 to work toward achieving Council's strategic objective of A liveable Yarra.

### Action Progress Summary



Action	Start Date / End Date	Progress	Status
4.01 Embed Community Infrastructure Planning Framework	01/07/17 30/06/18		
4.02 Develop and implement Development Contribution Plan	01/07/17 30/06/18		
4.03 Negotiate Joint Use Agreements with Richmond High School	01/07/17 30/06/18		
4.04 Implement Heritage Strategy 2015-18	01/07/17 30/06/18		
4.05 Review Heritage Strategy	01/07/17 30/06/18		
4.06 Develop Yarra Housing Strategy	01/07/17 30/06/18		
4.07 Develop Social and Affordable Housing Strategy	01/07/17 30/06/18		
4.08 Re-write Yarra Planning Scheme	01/07/17 30/06/18		

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Action	Start Date / End Date		
4.09 Seek planning controls for Queens Parade, North Fitzroy	01/07/17 30/06/18		
4.10 Prepare a built form analysis as part of the preparation of structure plans for major activity centres	01/07/17 30/06/18		
4.11 Develop Activity Centre Structure Plans	01/07/17 30/06/18		
4.12 Alphington Paper Mill site development	01/07/17 30/06/18		
4.13 Understanding Planning in Yarra	01/07/17 30/06/18		

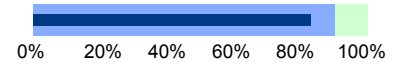
**4.01 Embed Community Infrastructure Planning Framework**

Council Plan initiative:

Embed and integrate the Strategic Community Infrastructure Planning Framework in Council planning and decision making.

Following the endorsement of the Community Infrastructure Planning Policy and Strategic Community Infrastructure Framework (SCIF), Council will work on embedding the SCIF in planning and decision making processes.

Work commenced on the Community Infrastructure Plan (CIP), incorporating ten neighbourhood infrastructure plans in 2016/17. Five plans have been completed and the CIP will be presented to Council for endorsement . The remaining five neighbourhood plans will be completed this year.



**Branch** Corporate Planning and Performance

**Quarterly Milestones**

- September** Q1. Complete Community Infrastructure Plan (including the first five neighbourhoods)
- December** Q2. Complete remaining five neighbourhood infrastructure plans  
Q2. Present Community Infrastructure Plan (including first five neighbourhoods) to Council for endorsement
- March** Q3. Present Community Infrastructure Plan (including remaining five neighbourhoods) to Council for endorsement  
Q3. Report to Executive on processes the SCIF informs
- June** Q4. Commence implementation of process changes as agreed by Executive
- Quarterly Progress Comments** The Community Infrastructure Plan (CIP) Stage 1 (including the first five neighbourhoods) was adopted by Council in October 2017. Stage 2 (remaining five neighbourhoods) has been completed and will be presented to Council for adoption in April.

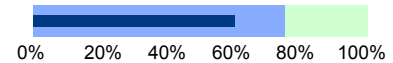
The completed Community Infrastructure Plan has been presented to Executive and a follow-up workshop in April will explore options for how the plan can be integrated into internal business processes and decision making forums.

**4.02 Develop and implement Development Contribution Plan**

Council Plan initiative:

Progress a Planning Scheme amendment to implement a Development Contribution Plan .

Council will prepare a Planning Scheme Amendment to implement a Development Contributions Plan (DCP). A DCP will be used to collect payments towards the provision of infrastructure triggered by new development. Contributions will assist with the cost of providing roads, drainage, open space and community infrastructure to respond to the needs of a growing population.



**Branch** Office of the Director Planning and Place Making

**Quarterly Milestones**

- September** Q1. Continue to prepare draft Development Contribution Plan
- December** Q2. Report to Council on draft Development Contributions Plan to seek ‘authorisation’ by DELWP for public exhibition
- March** Q3. Prepare for Panel hearing
- June** Q4. Report to Council on Planning Panel report
- Quarterly Progress Comments** A report seeking authorisation of the Development Contributions Plan by DELWP was presented to Council in November 2017. Council adopted the recommendation. In December 2017 the Development Contributions Plan was formally submitted to DELWP for authorisation to enable the public exhibition process to occur.

Briefing of solicitor and barrister has taken place in preparation for panel hearing. Waiting on DELWP authorization to go to Exhibition

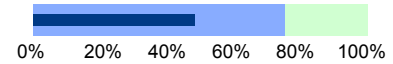
#### 4.03 Negotiate Joint Use Agreements with Richmond High School

Council Plan initiative:

Campaign for appropriate joint use agreements for shared use community facilities as part of the Richmond High School project.

The new Richmond High School, in the Richmond Town Hall Precinct, will commence operation in 2018 for Year 7 students. There is a need to facilitate community use of the school grounds and for the school to be able to use some Council facilities subject to certain provisions.

Council will work with the Department of Education and Training to develop a Joint Use Agreement for community facilities as part of the Richmond High School project.



**Branch** Office of the Director Planning and Place Making

##### Quarterly Milestones

**September** Q1. Commence discussions with school principal

**December** Q2. Commence drafting Joint Use Agreement

**March** Q3. Advocate draft Joint Use Agreement to DET

**June** Q4. Seek DET approval for Joint Use Agreement

**Quarterly Progress Comments** Council has discussed the opportunity for joint use agreements with the Richmond High School Principal, who has indicated he is supportive in principle of developing these, and that the specifics will be determined as the needs and operations of the school are better understood following the completion of the Griffiths Street campus.

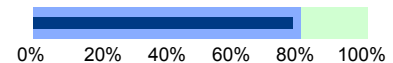
#### 4.04 Implement Heritage Strategy 2015-18

Council Plan initiative:

Strengthen the protection of Yarra's heritage through the planning scheme, education, and resource provision.

Council is committed to protecting and enhancing the City's unique heritage. The Heritage Strategy 2015-18 sets out the framework within which Council seeks to address the challenges and opportunities presented by Yarra's tangible and intangible heritage.

Council is progressively implementing its Heritage Strategy 2015-18 and adopted implementation plan.



**Branch** CEO Office

##### Quarterly Milestones

**September** Q1. Commence oral history background report identifying priorities and methodology

**December** Q2. Review content of 17 existing heritage walks

Q2. Finalise heritage oral history report

Q2. Commence preparations for improved fact sheets promotions regarding Yarra heritage

**June** Q4. Complete format and platform for at least five heritage walks

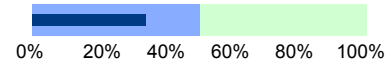
**Quarterly Progress Comments** The review of the 17 Heritage walks is underway. Heidelberg Walk will not be revised within this is as the area is affected due to the AMCOR and Level Crossing Removal Authority works and the road closures.

The preparation of the fact sheets is underway and the design will be finalised by the end of June.

The digital maps have been prepared and designs for the printable versions of the map is underway. Works are expected to be finished by the end of June.

#### 4.05 Review Heritage Strategy

The existing Heritage Strategy 2015-18 sunsets during the council term. Council will review and prepare a new Heritage Strategy and Action Plan which will commence in 2018.



**Branch** CEO Office

**Quarterly Milestones**

**March** Q3. Scope the review of the Heritage Strategy

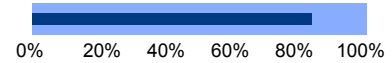
**June** Q4. Commence the review of the Heritage Strategy

**Quarterly Progress Comments** Scoping of the review of the heritage strategy is underway. A new Heritage Advisory Committee is being formed and it is expected that the review should also include input from the Committee. The draft brief will be finalised in July.

**4.06 Develop Yarra Housing Strategy**

Council Plan initiative:  
Prepare a Housing Strategy to manage residential growth .

A housing Strategy will assist Council to engage with the State Government on growth in Melbourne . It is also a fundamental aspect to underpin the re-write of the Yarra Planning Scheme. The Strategy will assist Council in seeking to manage residential growth.



**Branch** City Strategy

**Quarterly Milestones**

**September** Q1. Brief Councillors on draft policy directions and consultation

**December** Q2. Complete draft strategy

**March** Q3. Present draft strategy to Council.

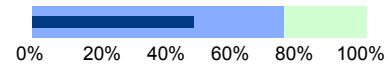
**Quarterly Progress Comments** Draft strategy presented at special briefings of Council. Additional targeted consultation is occurring, once completed the results will be presented to Council next quarter.

**4.07 Develop Social and Affordable Housing Strategy**

Council Plan initiative:  
Advocate to federal and state governments through Yarra IMAP . MAV, ISMMF, VLGA on affordable and community housing .

Through Council Plans and other strategic documents, Council has expressed its commitment to maintain and support a socially, economically and culturally diverse community. This commitment is further evidenced by the financial support it has provided to the community housing sector, its resolute pursuit of affordable housing outcomes at major development sites and strategic advocacy to state and commonwealth governments.

In 2017/18, a Policy Guidance Note will be published so that property development applicants, and other interested parties, can understand Council's expectations relating to affordable housing outcomes at significant redevelopment sites. A broader Social and Affordable Housing strategy, encompassing strategic directions for Council through its roles as a planning authority and advocate, will be developed.



**Branch** Social Policy and Research

**Quarterly Milestones**

**September** Q1. Council endorse Policy Guidance Note: Affordable Housing in Private Developments

**December** Q2. Launch Policy Guidance Note and promote to stakeholders

**March** Q3. Seek Council endorsement for public consultation on Draft Social and Affordable Housing Strategy

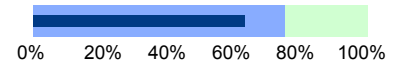
**June** Q4. Council endorse the Social and Affordable Housing Strategy

**Quarterly Progress Comments** The Policy Guidance Note: Affordable Housing in Significant Developments went to Council in October and was approved for public exhibition. Social Policy and Research facilitated a stakeholder consultation session on two affordable housing topics – i.e. the policy note and positions on Department of Health and Human Services renewal. The Note was updated post consultation and was endorsed by Council in October and published on Council's website.

**4.08 Re-write Yarra Planning Scheme**

Council Plan Initiative:  
Complete the re-writing of policies in the Yarra Planning Scheme

Council is required to review its Planning Scheme each four years. The review has been completed and Council now needs to re-write an updated Yarra Planning Scheme with particular regard to the State Government's Metropolitan strategy known as Plan Melbourne. Solid strategic justification is required on a number of key aspects to underpin the re-write. The re-write will be completed this year and the statutory amendment process will commence.



**Branch** City Strategy

**Quarterly Milestones**

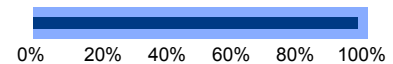
- September** Q1. Continue preparation of draft policy material
- December** Q2. Continue preparation of draft policy material
- March** Q3. Brief Council on draft scheme structure and policies
- June** Q4. Prepare report to Council to seek authorisation of amendment for exhibition

**Quarterly Progress Comments** Briefing of Council on the draft scheme structure and policies development is occurring. Next quarter Council will receive a Briefing on the final content.

**4.09 Seek planning controls for Queens Parade, North Fitzroy**

Council Plan initiative:  
Prepare a Planning Scheme amendment seek permanent Development and Design Overlay controls for Queens Parade, North Fitzroy.

Council has worked to seek planning controls for the Queen's Parade precinct. Further work is now required which will include preparation of a Planning Scheme amendment to introduce new planning controls for Queens Parade.



**Branch** City Strategy

**Quarterly Milestones**

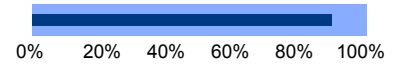
- September** Q1. Finalise built form analysis and draft amendment
- December** Q2. Report to Council to seek authorisation of the planning scheme amendment for exhibition
- March** Q3. Exhibit amendment subject to receiving authorisation by Minister for Planning
- June** Q4. Seek Planning Panel to consider submissions subject to decision by Minister for Planning

**Quarterly Progress Comments** Awaiting authorisation by Minister for Planning for the amendment, until then exhibition cannot occur.  
**Comments** Authorisation is expected in April/May. Preparation for the exhibition/notification has occurred in readiness for authorisation.

**4.10 Prepare a built form analysis as part of the preparation of structure plans for major activity centres**

Council Plan initiative:  
Prepare a built form analysis as part of the preparation of structure plans for major activity centres.

In order to seek to manage development pressure in the City and to be able to prepare key aspects of the Yarra Planning Scheme re-write Council will undertake built form analysis studies of the major shopping centre areas (and environs). The built form analysis studies will inform the preparation of Structure Plans.



**Branch** Office of the Director Planning and Place Making

**Quarterly Milestones**

**September** Q1. Complete studies for Swan Street, Richmond, Queens Parade North Fitzroy and Johnston Street, Abbotsford (revisions)

**December** Q2. Complete studies for Brunswick Street and Smith Street; Victoria Street and Bridge Road

**Quarterly Progress Comments** Swan Street built form analysis completed and a request made to the Minister for Planning in November for a planning scheme amendment authorisation (Am C191). Council is awaiting Ministerial authorisation to prepare and exhibit a planning scheme amendment.

The Queens Parade and Johnston Street analysis and planning scheme amendments were completed and presented to Council.

Johnston Street, Abbotsford – Amendment C220 currently on exhibition

The urban design analysis component of the Bridge Road /Victoria Street and Brunswick/Smith streets studies has been progressed and presented to councillors. The heritage assessment and report for Bridge Road /Victoria Street has been drafted.

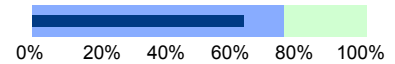
**4.11 Develop Activity Centre Structure Plans**

Council Plan initiative:

Continue to develop structure plans for Yarra's major activity centres which build on the unique character of each precinct.

In order to seek to best manage development pressures it is important to develop structure plans for the main activity centres. This requires solid analysis on a number of key land use, transport and development matters. Structure Plans will begin to be developed once these important preliminary studies are completed.

Swan Street major activity centre already has an adopted Structure Plan. Council's priority this year is to develop Structure Plans for the Brunswick Street, Smith Street, Victoria Street and Bridge Road major activity centres.



**Branch** City Strategy

**Quarterly Milestones**

**September** Q1 Commence Structure Plan scoping

**December** Q2. Continue Structure Plan scoping

**March** Q3. Prepare background material for Structure Plans

**June** Q4. Prepare draft Structure Plans

**Quarterly Progress Comments** Background material including urban design, heritage and access analysis and reports being prepared as part of built form studies for activity centres which will be used in the structure planning process later in 2018.

**4.12 Alphington Paper Mill site development**

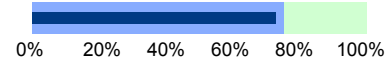
Council Plan initiative:

Implement the 2016 approved development plan for the former Alphington Paper Mill (AMCOR) site.

The Alphington Paper Mill site is a 16.5 hectare parcel of land located on the corner of Heidelberg Road and the Chandler Highway and extending down to the Yarra River. The site is set to be developed into a major residential precinct with shops, offices, open spaces and community facilities.

On 2 December 2015, Yarra City Council unanimously approved the revised Development Plan for the Alphington Paper Mill subject to conditions including extra protections for the Yarra River frontage and the establishment of a community reference group.

This year Council will implement the Development Plan through statutory approval processes and infrastructure approvals.



**Branch** Office of the Director Planning and Place Making

**Quarterly Milestones**

**September** Q1. Assess planning permit applications and civil work proposals against the provisions of the Development Plan

**December** Q2. Assess planning permit applications and civil work proposals against the provisions of the Development Plan

**March** Q3. Assess planning permit applications and civil work proposals against the provisions of the Development Plan

**June** Q4. Assess planning permit applications and civil work proposals against the provisions of the Development Plan

**Quarterly Progress** Planning applications are being assessed with the shopping centre being the major application. Civil works approved for drainage and the local road network.

**Comments**

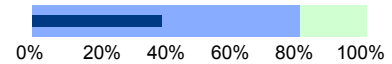
**4.13 Understanding Planning in Yarra**

Council Plan initiative:

Facilitate community dialogue to assist the community's understanding of Council's role , responsibility and limitations in delivering planning and development outcomes.

All Councils administer a Planning Scheme in their municipal district that are framed within the Victorian Planning Provisions. The Victorian Planning Provisions limit the content of the Planning Scheme and Council's ability to change it.

Council will work to inform the community of the limitations that apply to the municipality regarding planning provisions and controls to facilitate better understanding of the Victorian Planning Provisions .



**Branch** Statutory Planning

**Quarterly Milestones**

**September** Q1. Include a planning feature in Yarra News

**December** Q2. Prepare communications plan to promote an improved understanding of the Victorian Planning System to the community

Q2. Finalise communications plan for the heritage strategy implementation

**March** Q3. Publish second planning feature in Yarra News

**June** Q4. Continue to roll out material and information to assist the community understanding of planning matters in Yarra and limitations on Council

**Quarterly Progress** No action for this quarter

**Comments**



## Highlights and Achievements

**Branch** *Recreation and Open Space*

**Unit** *Arboriculture and Streetscapes*

Consultation on street tree planting has gone well and orders for new tree stock are in place for planting over Autumn/Winter.

More than 1200 trees will be planted in 2018.

The bushland maintenance contract was awarded and a new contract will commence on 1 May.

**Branch** *Recreation and Open Space*

**Unit** *Open Space Capital Works and Design*

The ramp on the Merri Creek at Coulson Reserve has been opened and works on the athletics facility upgrade at George Knott Reserve are well underway.

Consultation has concluded on the Edinburgh Gardens playground, Flockhart Reserve and Wangaratta Street park, with works to commence in Autumn

**Branch** *Recreation and Open Space*

**Unit** *Open Space Maintenance*

The customer satisfaction survey results have been received and, again, show that Yarra's performance in maintaining its parks and trees is rated highly among other metropolitan Councils.

## 5 . A prosperous Yarra

a place where...Local businesses prosper and creative and knowledge industries thrive

Yarra is a great place to do business and to work. Supporting local businesses and creative industries not only contributes to Yarra’s economy, but also increases local employment opportunities, enhances street life and fosters community connectedness.








### Strategies

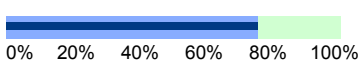

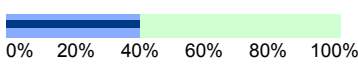

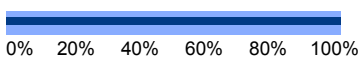

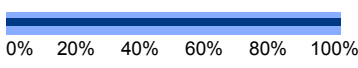

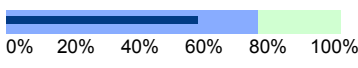

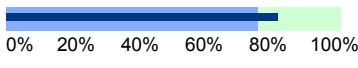

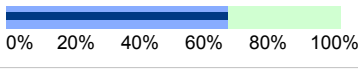

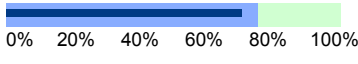

Council’s work to achieve this Strategic Objective include the following strategies :

- 5.1 Maintain and strengthen the vibrancy and local identity of retail and commercial precincts.
- 5.2 Strengthen and monitor land use change and economic growth including new and emerging economic clusters
- 5.3 Create local employment opportunities by providing targeted and relevant assistance to facilitate business growth, especially for small and medium size enterprises and entrepreneurs through the attraction and retention of businesses.
- 5.4 Develop Innovative Smart City solutions in collaboration with government, industry and community that use technology to embrace a connected, informed and sustainable future.
- 5.5 Facilitate and promote creative endeavour and opportunities for the community to participate in a broad range of arts and cultural activities
- 5.6 Attract and retain creative and knowledge industries in Yarra .
- 5.7 Ensure libraries and neighbourhood houses, support lifelong learning, wellbeing and social inclusion

The following actions are being undertaken in 2017/18 to work toward achieving Council’s strategic objective of A prosperous Yarra.

### Action Progress Summary

-  At least 90% of action target achieved
-  Between 75 and 90% of action target achieved
-  Less than 75% of action target achieved
-  Not Started
-  Completed
-  Target
-  % Complete

Action	Start Date / End Date	Progress	Status
5.01 Review Library facilities	01/07/17 30/06/18		
5.02 Support live music	01/07/17 30/06/18		
5.03 Protect and create affordable and appropriate creative infrastructure	01/07/17 30/06/18		
5.04 Expand the arts sector	01/07/17 30/06/18		
5.05 Develop shopping strip masterplans	01/07/17 30/06/18		
5.06 Deliver Village Activation program	01/07/17 30/06/18		
5.07 Address shop vacancies	01/07/17 30/06/18		
5.08 Develop Yarra Spatial Economic Employment Strategy	01/07/17 30/06/18		

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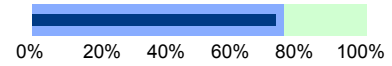
Action	Start Date / End Date		
5.09 Deliver Business Events Program	01/07/17 30/06/18		
5.10 Review Economic Development Strategy	01/07/17 30/06/18		
5.11 Develop Open Data Policy	01/07/17 30/06/18		

**5.01 Review Library facilities**

Council Plan initiative:

Provide spaces, expertise and practical supports to encourage creative uses in Libraries.

Council will identify flexible spaces to facilitate creative uses across Yarra Libraries .



**Branch** *Library Services*

**Quarterly Milestones**

**September** Q1. Conduct an audit of existing library facilities

**December** Q2. Identify opportunities for creative spaces within each facility

**March** Q3. Develop report on findings

**June** Q4. Develop implementation plan

**Quarterly Progress** Findings have been discussed and implementation of initiatives has commenced to make Library spaces more flexible including:

**Comments**

Carlton Library project to replace shelving and redevelopment of the branch layout is now complete.

Richmond Library project to be completed by June 30

Fitzroy Makerspace room and study desks completed

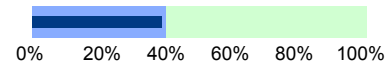
Collingwood Library flexible shelving for programing space to be finalised by June 30

**5.02 Support live music**

Council Plan initiative:

Continue to recognise and support live music in Yarra through advocacy , grants, funding and partnerships..

Council will deliver a range of activities and initiatives to support live music to encourage economic development and business viability, cultural and tourism development and celebrate the live music scene. Yarra is an established city of music, we have many live music venues, some of them with international profile. The creative sector is a major industry of Yarra.



**Branch** *Arts, Culture and Venues*

**Quarterly Milestones**

**September** Q1. Collaborate on the commissioning of a sculpture of Molly Meldrum for Richmond

**December** Q2. Promote funding and schemes that are specifically targeted to live music

**March** Q4. Develop an industry development strategy to be delivered as part of Leaps and Bounds Festival

**June** Q4. Design and deliver a live music round table to discuss sector issues

Q4. Launch the Molly Meldrum Sculpture

**Quarterly Progress** Room to Create Responsive Grant Program promoted through multiple Council channels. One successful grant distributed for \$2,500 for acoustic assessment report for improved noise attenuation at live music venue.

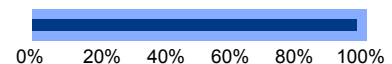
**Comments**

**5.03 Protect and create affordable and appropriate creative infrastructure**

Council Plan initiative:

Implement initiatives that will protect affordable and appropriate creative infrastructure including Council owned spaces for arts purposes.

Council will work to protect and create creative spaces. Access to affordable and appropriate creative spaces is vital to protecting Yarra's reputation as a creative city and creatives as a significant employment sector .



**Branch** *Arts, Culture and Venues*

**Quarterly Milestones**

**September** Q1. Implement a short term trial of creative residencies in Council facilities, and private facilities where available

**December** Q2. Review creative residencies trial and investigate new residency opportunities

**March** Q3. Support Dancehouse to complete and acquit the improvements funded by Room to Create at 150 Princes St Carlton

**Quarterly Progress Comments** Four short term creative residencies have taken place at three underutilised council properties: William’s Reserve, Studio One and Florence Peel. Based on the success of this pilot program, two additional sites, North Carlton Children’s Centre and Emely Baker are currently being prepared to increase the number of residencies available.

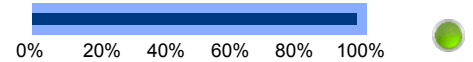
A meeting was facilitated with Lord Mayor’s Charitable Foundation to support Dancehouse to complete and acquit improvements funded by Room to Create.

**5.04 Expand the arts sector**

Council Plan initiative:

Identify opportunities to support retain and expand the arts sector as a viable and thriving industry in Yarra .

The creative sector is important to Yarra socially , culturally and economically. Supporting this sector to flourish has many benefits to the City of Yarra, this includes providing financial support, skills development opportunities and facilitating other activities that promote sustainability.



**Branch** *Arts, Culture and Venues*

**Quarterly Milestones**

**September** Q1. Support live music venues and businesses through the Leaps and Bounds Festival.

**December** Q2. Promote the arts industry to business networks such as the Business Advisory Group.

**March** Q3. Provide and promote skills and training for the arts sector to encourage resilience and sustainability.

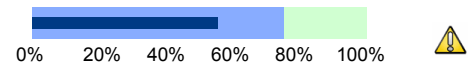
**Quarterly Progress Comments** A new industry partnership is being developed to promote skills development for entry level , mid career and established practitioners in the music industry. It is expected this new venture will be delivered in July 2018.

**5.05 Develop shopping strip masterplans**

Council Plan initiative:

Undertake at least three streetscape Master plans for retail shopping strips based on Place Making principles.

Masterplans for the main shopping centres are used to guide capital works proposals of Council and State agencies and to advocate for specific improvements. Over the 4-year period of the Council Plan Council will prepare at least three streetscape masterplans for public realm improvements across Yarra’s retail strip centres .



**Branch** *City Strategy*

**Quarterly Milestones**

**September** Q1. Finalise the draft Bridge Road Master plan following consultation

**December** Q2. Seek Council’s adoption of the Bridge Road Masterplan

**March** Q3. Complete consultation on draft Brunswick Street master plan

**June** Q4. Finalise draft Brunswick Street master plan

**Quarterly Progress Comments** Consultation on the Bridge Road Master Plan has been completed, the draft Master Plan was presented to and adopted by Council in October.

Internal consultation on the draft Brunswick Street master plan has occurred to inform the preparation of

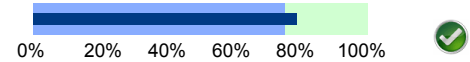
design concepts. Further design work is needed prior to wider consultation and has been delayed with other project priorities.

**5.06 Deliver Village Activation program**

Council Plan initiative:

Promote the benefits of doing business locally including the benefit of access by walking and cycling.

Shopping local reduces travel and benefits local trade. Council has previously encouraged local trade and this year a Village Activation program will be undertaken as a collaborative marketing campaign with businesses that promotes shopping locally. Council will work with local businesses to develop the program.



**Branch** City Strategy

**Quarterly Milestones**

- September** Q1. Develop promotional program in consultation with local businesses
- December** Q2. Implement program
- March** Q3. Complete program evaluation
- June** Q4. Commence planning for next activation incorporating key learnings from evaluation

**Quarterly Progress** Three activation programs were undertaken. These included:

**Comments** September: North Fitzroy Village Spring Shop Local Campaign. Economic Development collaborated with North Fitzroy Village traders to produce a printed business directory, illustrative map and also featured 24 special offers from local businesses.

October: Halloween in Nicholson Village. Council supported traders in Nicholson Village to hold a trick or treat trail on the afternoon of Halloween. This is the second Nicholson Village Trick or Treat trail and traders plan to continue as an annual tradition for the retail precinct.

November: Nicholson and Rathdowne Villages Christmas Shop Local Campaign. Council supported traders in Nicholson and Rathdowne Villages produce a printed directory, delivered to 10,000 local households in the lead up to Christmas. The directory featured 36 special festive offers, with an emphasis on food and gifts, plus an illustrative map and business directory.

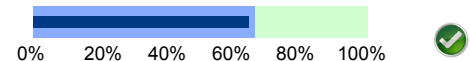
An online survey was conducted with participating traders and feedback was incorporated into the program evaluation.

**5.07 Address shop vacancies**

Council Plan initiative:

Engage with local traders, leasing agents and property owners to strengthen the viability of Yarra's activity centres such as Bridge Road including the activation of empty spaces.

Retail strips have considerable competition through other centres and online shopping. Vacancies in some retail centres such as Bridge Road have been high for some time. Council will continue to consult with property managers/owners on opportunities for addressing vacancies.



**Branch** City Strategy

**Quarterly Milestones**

- September** Q1. Discuss program with Bridge Road traders association and select property managers and owners of vacant properties
- March** Q3. Implement program
- June** Q4. Review and evaluate program

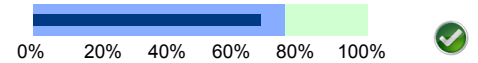
**Quarterly Progress** A decal has been designed and costed in consultation with Bridge Road Mainstreet Association for installation on the window of a vacant properties, this will target a couple of vacant premises on Bridge Road. Funding and a lack of uptake by property owners is the reason for the limited trial.

**5.08 Develop Yarra Spatial Economic Employment Strategy**

Council Plan initiatives:

Prepare the Yarra Spatial Economic and employment Strategy to guide Yarra's long term capacity for employment growth.

The Yarra Spatial Economic Employment Strategy (SEES) provides a long term direction for managing land capacity to support Yarra's employment and economic growth that will inform the development of new planning policies and the re-write of the Yarra Planning Scheme.



**Branch** City Strategy

**Quarterly Milestones**

**September** Q1. Finalise the strategy

**December** Q2. Report draft SEES to Council for consideration

**March** Q3. Commence preparing draft policies (based on the findings in the Strategy)

**June** Q4. Complete draft policies (based on the findings in the Strategy)

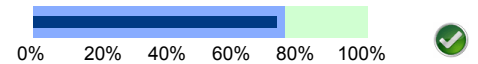
**Quarterly Progress Comments** Additional investigations into office demand in Yarra completed. Draft Strategy finalised and targeted consultation occurring. The strategy is being used to inform planning policies and the draft Housing Strategy.

**5.09 Deliver Business Events Program**

Council Plan initiative:

Promote local employment and facilitate initiatives to assist small business to enter the local market.

For many years, Council has provided targeted business events to promote small and medium size business and networking opportunities. Council will continue to deliver a broad range of affordable and inspiring business seminars, workshops, events and support services to assist small and medium size enterprises and entrepreneurs.



**Branch** City Strategy

**Quarterly Milestones**

**September** Q1. Consult and review Business Event Program

**December** Q2. Prepare events calendar that includes programs that target small and medium sized businesses

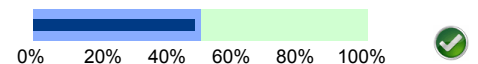
**March** Q3. Promote and commence implementing the events program

**June** Q4. Continue to implement the events program

**Quarterly Progress Comments** There were 14 events in the Brainfood for Business calendar between January and March 2018. These included a panel event on International Women's Day with a focus on working and motherhood, a lunchbox learning event with a presentation from a local business, 3 workshops from the Australian Tax Office and 4 Small Business Victoria workshops. In this period there were also 3 workshops held in Yarra libraries and 2 workshops for not-for-profits held by the community development department.

**5.10 Review Economic Development Strategy**

The Economic Development Strategy outlines how Council can best support economic development by fostering greater investment and jobs growth in the municipality. Yarra's current strategy ends in 2018 and will require reviewing and updating to provide Council with a new strategy for the next few years.



**Branch** City Strategy

**Quarterly Milestones**

**December** Q2. Prepare project scope and seek funding

**June** Q4. Commence review

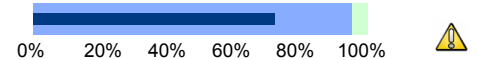
**Quarterly Progress Comments** Draft scope prepared and funding will be sought through the Council budget process.

**5.11 Develop Open Data Policy**

Council Plan initiative:

Develop an Open Data Policy which provides open access for appropriate data sets to businesses and community organisations.

As part of the Council Plan 2017-2021, Council identified a goal to develop an Open data Policy. The Open Data Policy aims to foster greater transparency, responsiveness and accountability, to drive innovation and economic opportunities within the City of Yarra. The Open Data Policy will support how Council provides the community with access to meaningful data aids that empower and help shape Yarra in the future .



**Branch** Information Services

**Quarterly Milestones**

**September** Q1. Report to Executive seeking endorsement of the following:  
 - Purpose and Principles  
 - Endorsement to participate and publish data via MAV platform

**December** Q2. Pilot internal Data Audit process (test case City Works)  
 Q2. Develop Draft City of Yarra Open Data Policy

**March** Q3. Develop Data Governance Framework  
 Q3. Establish a data auditing schedule  
 Q3. Identify top 10 data priorities for publishing

**June** Q4. Continue to publish data via MAV Platform

**Quarterly Progress Comments** Draft policy developed and presented to Executive and being circulated internally for feedback and comment prior to going to Council.

A process to identify and audit data currently collected by the City Works branch is underway . This will be used to inform the development of the Data Governance Framework.

Existing Council data has been identified for immediate upload to data.gov.au website. Other data to be identified and prioritised by the ISSC in 2018 through an internal data audit process.

A Data Audit Survey for internal stakeholders is currently being developed .



## 6 . A connected Yarra

a place where...Connectivity and travel options are environmentally sustainable, integrated and well-designed

Council is committed to creating a city that is accessible to all irrespective of levels of personal mobility, to support a fulfilling life without the need for a car.

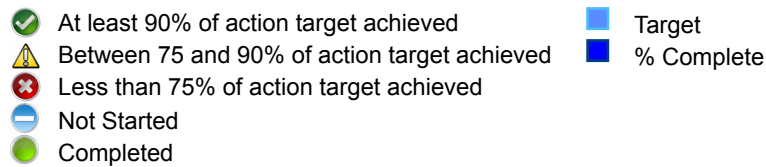
### Strategies

Council's work to achieve this Strategic Objective includes the following strategies :





- 6.1 Manage traffic movement and promote road safety within local roads
- 6.2 Work in partnership with Vicroads and influence traffic management and road safety on main roads
- 6.3 Investigate and implement effective parking management options
- 6.4 Improve accessibility to public transport for people with mobility needs and older people
- 6.5 Develop and promote pedestrian and bicycle infrastructure that encourages alternate modes of transport, improves safety and connectedness
- 6.6 Advocate for increased infrastructure and performance of public transport across Melbourne

The following actions are being undertaken in 2017/18 to work toward achieving Council's strategic objective of A connected Yarra.

### Action Progress Summary



Action	Start Date / End Date	Progress	Status
6.01 Implement traffic management initiatives	01/07/17 / 30/06/18	80% (Target 80%)	At least 90% of action target achieved
6.02 Trial Station Street closure	01/07/17 / 30/06/18	0% (Target 0%)	Completed
6.03 Submit traffic safety initiatives and innovation grant applications	01/07/17 / 30/06/18	85% (Target 80%)	At least 90% of action target achieved
6.04 Advocate for DDA compliant trams stops	01/07/17 / 30/06/18	70% (Target 70%)	At least 90% of action target achieved
6.05 Advocate for improvement to tram stops near key school sites	01/07/17 / 30/06/18	85% (Target 80%)	At least 90% of action target achieved
6.06 Advocate for improved Inner Regional public transport	01/07/17 / 30/06/18	85% (Target 80%)	At least 90% of action target achieved
6.07 Advocate for electric bus trial	01/07/17 / 30/06/18	70% (Target 70%)	Less than 75% of action target achieved
6.08 Develop Car Share Policy	01/07/17 / 30/06/18	95% (Target 90%)	At least 90% of action target achieved
6.09 Undertake Bridge Road parking trial	01/07/17 / 30/06/18	95% (Target 90%)	At least 90% of action target achieved
6.10 Progress Wellington Street Bike Lane (stage 2)	01/07/17 / 30/06/18	75% (Target 70%)	At least 90% of action target achieved

Action	Start Date / End Date		
6.11 Manage Dockless Bikes	01/07/17 30/06/18	 0% 20% 40% 60% 80% 100%	
6.12 Develop advocacy strategy for Walmer Street Bridge upgrade	01/07/17 30/06/18	 0% 20% 40% 60% 80% 100%	

**6.01 Implement traffic management initiatives**

Council Plan initiatives:

Transition Local Area Traffic Management program to Local Area Place Making programs , and

Continue to provide low speed environments and community education for pedestrians, cyclists, motor-cyclists and vehicle drivers and passengers.

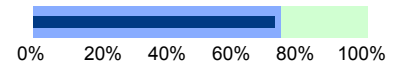
Council will implement initiatives to transition the Local Area Traffic Management program to Local Area Place Making programs.

Traffic calming measures and safety improvements will be delivered in the following LAPMs :

Consultation for LAPM 3 (Scotchmer), LAPM 13 (Abbotsford) and LAPM 19 (Bendigo)

Completion of works in LAPM 10 (Gold)

In addition to its LAPM program, Council will trial other initiatives to improve road safety including a 30 km/h speed trial in LAPM 9 (Rose) and LAPM 10 (Gold) and implementation of its Safe Travel Strategy .



**Branch**      *Traffic and Civil Engineering*

**Quarterly Milestones**

**September**    Q1. Submit application for external funding from the VicRoads Safe Travel Speeds on Local Streets program

Q1. Submit report on proposed 30kph trial to Council

**December**    Q2. Obtain external funding for 30kph trials if approved

Q2. Commence consultation and study process for LAPM 3 (Scotchmer)

**March**        Q3. Commence 30kph trial in LAPM 9 (Rose) and LAPM 10 (Gold) if approved

Q3. Commence consultation and study process for LAPM 13 (Abbotsford) and LAPM 19 (Bendigo)

**June**         Q4. Deliver 2017/18 financial year actions from Council’s Safe Travel Strategy

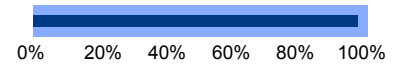
Q4. Complete delivery of outstanding works in LAPM 10 (Gold)

**Quarterly Progress Comments**    The 30km/hr trial has received funding from the Transport Accident Commission . Officers have commenced the data collection, research and marketing exercises with project partners required to enable the trial which is planned for mid to late 2018.

The consultation and study process for both LAPM 13 and LAPM 19 precincts commenced in early 2018.

**6.02 Trial Station Street closure**

In 2016/17 Council resolved to progress a proposal to temporarily close Station Street at the intersection of Princes Street, North Carlton, to vehicles as part of a traffic diversion experiment. This experiment will be trialled initially for a 12 month period and will include a place making assessment to explore how the southern end of Station Street could be activated to the benefit of the community with a temporary or longer term road closure in place. The decision to proceed with the traffic diversion experiment will be made by Council following further community consultation.



**Branch**      *Traffic and Civil Engineering*

**Quarterly Milestones**

**September**    Q1. Submit report and associated documents to VicRoads on road closure proposal

**December**    Q2. Undertake community consultation and report to Council on temporary road closure in Station Street, North Carlton

**March**        Q3. Submit internal funding proposal to undertake temporary road closure proposal (subject to Council adoption of proposal)

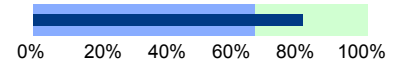
**Quarterly Progress** At its February meeting Council resolved not to proceed with the proposed temporary Station Street closure.

**Comments** Council resolved to refer a proposal to undertake a Local Area Place Making study in the North Carlton (LAPM 2) precinct to the 2018/19 budget process for consideration.

**6.03 Submit traffic safety initiatives and innovation grant applications**

Council Plan initiative:  
Investigate and apply for appropriate funding opportunities relating to road safety, innovation and streetscape improvements.

Council will apply for grants to deliver key projects such as 30km/h speed limit and Safe Travel Strategy initiatives.



**Branch** *Traffic and Civil Engineering*

**Quarterly Milestones**

**September** Q1. Apply for Federal Black spot and TAC Local Government grants

**March** Q3. Complete blackspot projects at Shelley Street/Elizabeth Street, Richmond and Hunter Street/Nicholson Street, Abbotsford

**June** Q4. Complete 2017/18 investigation projects applied for in August 2017 (if funding provided).

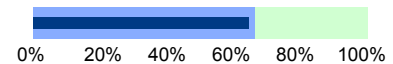
**Quarterly Progress** The following traffic safety funding applications have been submitted :

- Comments**
- Blackspot funding application submitted to address safety issues at Wellington St / Langridge Street intersection. This application was not successful.
  - TAC funding application for Rose Street Feet First project and design project for Canning Street / Richardson Street intersection submitted.
  - Canning Street/Richardson Street application was successful and will be delivered FY17/18.

**6.04 Advocate for DDA compliant trams stops**

Council Plan initiative:  
Continue to facilitate the upgrade of local tram stops to comply with the Disability Discrimination Act to support both access and viability of activity centres.

Public transport in the City of Yarra needs to be made more accessible for people with disability and to comply with the provisions of the Commonwealth Government's Disability Discrimination Act (1992 and the Disability Standards for Accessible Public Transport (2002). Accessibility is at the forefront of ensuring independence and engagement for people 50+ and people with disability in our municipality. Council will focus on DDA compliant tram stops at Swan Street Punt Road as part of the Streamlining Hoddle Street project and Brunswick Street and Nicholson Street (Route 96).



**Branch** *Sustainability and Strategic Transport*

**Quarterly Milestones**

**December** Q2. Update Council on Streamlining Hoddle Street project (which includes proposed DDA compliant design for Swan Street tram stop)

**March** Q3. Discuss the Brunswick Street tram stops with Transport for Victoria

**June** Q4. Brief Council on status of Route 96 DDA compliance project

**Quarterly Progress** Council has been briefed on the Streamlining Hoddle Street project by VicRoads .

**Comments** Officer discussions with Yarra Trams and Transport for Victoria continue to strongly indicate Council 's desire for the Brunswick Street tram stops to be made DDA compliant. The anticipated upgrade of the Brunswick Street tram stops is dependent on the development of the Brunswick Street streetscape masterplan. This work is currently proposed to commence later in 2018.

Officers continue to advocate with Transport for Victoria for improved accessibility of tram stops along Bridge Road as part of the Bridge Road Streetscape masterplan project.

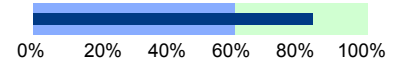
**6.05 Advocate for improvement to tram stops near key school sites**

Council Plan initiatives:

Monitor and manage traffic, road safety and parking and advocate to the State Government for improvement to tram stops and pedestrian safety measures around schools such as the Richmond High School development, and

Advocate to the state government for improved accessibility to public transport services.

With the imminent opening of a new high school in Richmond, it is important to ensure that students are able to access safe and sustainable transport options as part of their independent trips. Existing schools also attract students from wider Melbourne and provision of improved tram stops assists in improving safety around schools.



**Branch** Sustainability and Strategic Transport

**Quarterly Milestones**

**September** Q1. Develop concept for interim improved tram stop on Bridge Road at Richmond Town Hall

**December** Q2. Update Council on outcomes of advocacy for improved tram stop on Bridge Road at Richmond Town Hall

Q2. Advocate to State for inclusion of tram stop improvements outside Richmond Town Hall in 2018/19 State budget

**June** Q4. Update Council on outcomes of advocacy for improved tram stop on Bridge Road at Richmond Town Hall

Q4. Advocate to State Government for the inclusion of tram stop improvements outside Richmond Town Hall in 2018/19 State budget

**Quarterly Progress** A number of meetings have been held at CEO, officer and local member level advocating to the State Government for inclusion of tram stop improvements outside Richmond Town Hall in 2018/19 State budget.

**Comments**

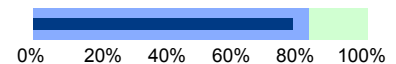
There is no news regarding the tram improvement program by the State Government at this time.

**6.06 Advocate for improved Inner Regional public transport**

Council Plan initiative:

Advocate to the state government for improved public transport services to meet population growth including Chandler Highway north-south bus route, Doncaster Rail, Hoddle Street Study, Airport Rail and Alexandra Parade.

Much of Melbourne's transport network is under the authority of VicRoads rather than local government. Major state funded road infrastructure projects can also improve public transport service and reliability for the tram and bus network. However it is common that these transport modes are not the primary consideration of the project scope. Advocacy before, as well as during development of these major projects, can greatly improve the transport outcomes of the projects.



**Branch** Sustainability and Strategic Transport

**Quarterly Milestones**

**September** Q1. Provide input to VicRoads Alphington to Burnley corridor study

Q1. Provide feedback on VicRoads designs for Streamlining Hoddle Street project

Q1. Work with YarraTrams on opportunities to improve tram services in Yarra

Q1. Provide feedback on VicRoads designs for new Chandler Highway bridge project

**December** Q2. Provide feedback on VicRoads designs for new Chandler Highway bridge project

Q2. Inform Council on VicRoads construction schedule for Streamlining Hoddle Street project

Q2. TransDev to brief Council on Bus Rapid Transport project for Eastern Freeway

Q2. Continue to advocate for improved bus connection along Alexandra Parade

**March** Q3. Update Council on VicRoads Streamlining Hoddle Street project

Q3. Continue liaison with VicRoads regarding Chandler Highway construction

**June** Q4. Update Council on VicRoads Streamlining Hoddle Street project  
Q4. Update Council on new Chandler Highway bridge project

**Quarterly Progress Comments** The construction of the Hoddle Street Project will occur over multiple phases. Councillors have been advised of construction timeframes for imminent phases and will be informed of subsequent phase timings when they are known by VicRoads. Offices are working closely with VicRoads on this project.

Officers are currently looking at the various proposals for improving strategic public transport. The North East Link announcement will provide further opportunities for these discussions.

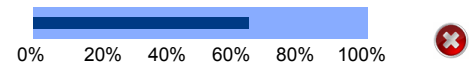
TransDev briefed Council on the Bus Rapid Transport project for Eastern Freeway. The North East Link announcement has now over taken this.

Officers have been working closely with VicRoads and have provided comments on multiple stages of the design of the new Chandler Highway bridge project. A number of meetings have also occurred at senior level on various strategic aspects of this project.

**6.07 Advocate for electric bus trial**

Council Plan initiative:  
Advocate for the trial of an electric bus scheme .

Electric buses have been the first major demonstration of electric powered transport in a number of cities. The public transport bus fleet is under the authority of Transport for Victoria. To achieve an electric bus trial it is necessary to engage with bus service contractors and advocate to the State Government to implement a trial of the vehicles.



**Branch** Sustainability and Strategic Transport

**Quarterly Milestones**

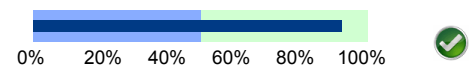
**December** Q2. TransDev to brief Council on Bus Rapid Transport project for Eastern Freeway  
Q2. Develop advocacy strategy to promote an electric bus scheme

**March** Q3. Implement advocacy strategy

**Quarterly Progress Comments** Discussions have commenced with TransDev who briefed Council on the Bus Rapid Transport project for Eastern Freeway. The North East Link announcement has now over taken this.

**6.08 Develop Car Share Policy**

Car Share schemes have operated in Yarra for over a decade. Previously provision of parking spaces for the car share vehicles has been able to be provided without impacting private on-street parking space availability. A new policy will assist allocation of existing and potentially new spaces between competitor companies, and the distribution of spaces across the municipality to reduce the demand for private on street parking.



**Branch** Sustainability and Strategic Transport

**Quarterly Milestones**

**December** Q2. Present draft Car Share Policy to Council for consideration for public exhibition

**June** Q4. Present Car Share Policy to Council for adoption

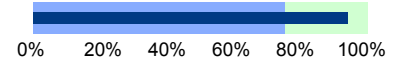
**Quarterly Progress Comments** Draft Car Share Policy has been developed and was presented to a Councillors' Briefing. The final report will be presented in August 2018.

**6.09 Undertake Bridge Road parking trial**

Council Plan initiative:  
Continue to utilise data, technology and community consultation to inform the management of parking .

Council will complete a parking trial and management strategy for Bridge Road to be used as a model for other

precincts. The trial will include the installation of in ground sensors to allow for detailed data collection and analysis that could lead to a review parking restrictions and/or the fee charged for parking.



**Branch** *Compliance and Parking Services*

**Quarterly Milestones**

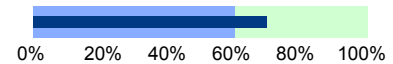
- September** Q1. Finalise the brief for the parking management strategy in Bridge Road
- December** Q2. Complete the first data reporting from the in-ground technology
- March** Q3. Finalise the model and project plan for a trial
- June** Q4. Implement the trial

**Quarterly Progress Comments** Consultants have been appointed to assist in the development of the Bridge Road Parking Management Strategy and have met with the trader group to help develop the plan. A report was presented to Council and discussions have taken place with trader group including seeking agreement on the trial methodology. In ground sensors have been installed in 340 bays in Bridge Road to allow for the collection of the occupancy data and the trial is scheduled to commence in July 2018.

**6.10 Progress Wellington Street Bike Lane (stage 2)**

Council Plan initiative:  
Complete construction of the Wellington Street Bike (Copenhagen style) Lane to Johnston street.

Wellington Street Bicycle Lane (Stage 1) involved the construction of a fully separated bicycle lane on both sides of the road from Victoria Parade to Gipps Street and was completed in 2015. The original concept for project extended the bicycle lane to Johnston Street; resulting in 1km of fully separated bicycle infrastructure. This project will complete the second stage of the original concept.



**Branch** *Sustainability and Strategic Transport*

**Quarterly Milestones**

- September** Q1. Finalise tender documentation
- December** Q2. Inform community of upcoming tender and tender works
- March** Q3. Report to Council on tender outcomes and determine if town planning permit required or not
- June** Q4. Inform community of project status  
Q4. Lodge town planning permit application if required. If no town planning permit required, commence construction.

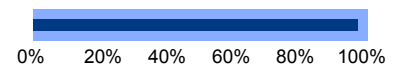
**Quarterly Progress Comments** The tender for the Wellington Street bicycle lane was reconducted in January. Two bids were received, both above \$1m in value. As a result officers must now apply for a planning permit for the project. This process has commenced.

A status report will go to the public Council meeting in April.

**6.11 Manage Dockless Bikes**

Dockless Bike Share companies operate a disruptive business model in many cities in Europe, Asia and the USA. The operator companies have identified Melbourne and Sydney as their next market, and one company has recently commenced operations in inner Melbourne. Other companies are expected to follow before the end of the year.

Experience overseas has shown that dockless bikes can become an unacceptable imposition on the community through poor management, storage, and maintenance, and through abuse and abandonment of the bicycles. A MOU with the operator companies may assist in improved management of the bicycles.



**Branch** *Sustainability and Strategic Transport*

**Quarterly Milestones**

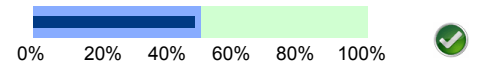
- September**

	Q1. Commence discussions for a MOU to manage dockless bike share rollout with City of Melbourne, City of Port Philip and scheme operators.
<b>December</b>	Q2. Finalise preferred MOU to manage dockless bike share rollout with City of Melbourne, City of Port Philip and scheme operators
<b>Quarterly Progress Comments</b>	The Memorandum of Understanding with O Bikes was endorsed by City of Yarra , City of Melbourne and City of Port Philip.

**6.12 Develop advocacy strategy for Walmer Street Bridge upgrade**

The Walmer Street bridge connecting Kew to East Richmond was built over 100 years ago and is used daily by many hundreds of cyclists and pedestrians as part of their daily commute as well as for recreational purposes. It is narrow, and creates a potential conflict point for users.

The City of Boroondara has plans to replace the approach infrastructure on its side of the bridge, and as part of a development application the approach infrastructure on the Yarra side will be upgraded in the next 18 months. This leaves the bridge itself to be upgraded which would require a multi -million dollar commitment to fund the replacement. An advocacy strategy to attract funding for the project will be developed and implemented.



**Branch**      *Sustainability and Strategic Transport*

**Quarterly Milestones**

<b>September</b>	Q1. Commence preparation of an advocacy strategy for replacement of Walmer Street bridge (with City of Boroondara)
<b>June</b>	Q4. Inform Council of progress of advocacy strategy for replacement of Walmer Street bridge (with City of Boroondara)
<b>Quarterly Progress Comments</b>	An advocacy campaign has been drafted to seek commitment from state politicians to replace the Walmer St bridge. Council officers have now held 5 meetings with stakeholders.



## Highlights and Achievements

**Branch** *Compliance and Parking Services*

**Unit** *Admin and Management - Compliance Management*

Rotation of administration tasks and cross training of staff undertaken .  
Project roles in relation to in ground sensors- developing processes and procedures.  
Contract awarded for ticket machines

**Branch** *Compliance and Parking Services*

**Unit** *Admin and Management - Parking Services*

Installation of 3000 in ground sensors.  
Rotation of tasks throughout parking admin team- cross training.  
Improved culture and performance.  
Business improvement project in relation to Infringement reviews.

**Branch** *Traffic and Civil Engineering*

**Unit** *Admin and Management - Traffic and Civil Engineering*

A total of five parking bays have been upgraded to comply with the Disability Discrimination Act this year

## 7. A leading Yarra

a place where...Transparency, performance and community participation drive the way we operate

Council is committed to change through an energised, cohesive team of professionals, recognised for our leadership, innovation and service.








### Strategies

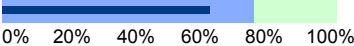

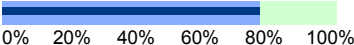

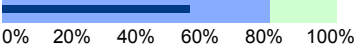

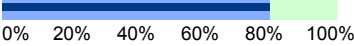

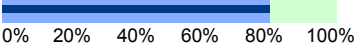

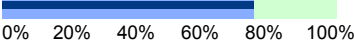





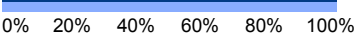

Council's work to achieve this Strategic Objective includes the following strategies :

- 7.1 Ensure Council's assets and financial resources are managed responsibly to deliver financial sustainability
- 7.2 Continue to develop a culture of continuous improvement and innovation
- 7.3 Maintain a culture of transparency, governance, ethical practice and management of risks that instils a high level of community respect and confidence in Council decision-making
- 7.4 Ensure Council services are efficient, well-planned, accessible and meet community needs
- 7.5 Provide the community with meaningful and genuine opportunities to contribute to and participate in Council planning and decision making processes with a focus on young people, hard to reach and traditionally underrepresented communities
- 7.6 Enable greater transparency and access to the conduct of Council Meetings
- 7.7 Continue a 'customer centric' approach to all service planning and delivery
- 7.8 Advocate for the best interests of our community

The following actions are being undertaken in 2017/18 to work toward achieving Council's strategic objective of A leading Yarra.

### Action Progress Summary

-  At least 90% of action target achieved
-  Between 75 and 90% of action target achieved
-  Less than 75% of action target achieved
-  Not Started
-  Completed
-  Target
-  % Complete

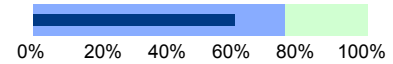
Action	Start Date / End Date	Progress	Status
7.01 Implement Community Engagement Policy	01/07/17 / 30/06/18		
7.02 Engage young people	01/07/17 / 30/06/18		
7.03 Review Strategic Advocacy Framework	01/07/17 / 30/06/18		
7.04 Implement Continuous Quality Improvement	01/07/17 / 30/06/18		
7.05 Implement Service Review Program	01/07/17 / 30/06/18		
7.06 Develop Services Policy	01/07/17 / 30/06/18		
7.07 Develop Information Services Strategy	01/07/17 / 30/06/18		
7.08 Focus on customer responsiveness	01/07/17 / 30/06/18		
7.09 Transmission of Council meetings	01/07/17 / 30/06/18		

**7.01 Implement Community Engagement Policy**

Council Plan initiative:

Design and deliver planned engagement processes to encourage community involvement in Council decision making in line with the Community Engagement Policy.

Implement the Community Engagement Policy with a focus on access and inclusion and capacity building initiatives. Actions will build the capacity of the organisation to design and deliver communications and engagement plans that consider the diverse needs of the Yarra community .



**Branch**      *Advocacy and Engagement*

**Quarterly Milestones**

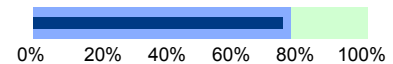
- September**    Q1. Continue to foster an Internal Community Engagement practitioner network that offers capacity building opportunities for staff
- December**    Q2. Continue to develop and promote communications and engagement resources to staff , including templates for stakeholder analysis and 'how to' engage with under-represented communities
- March**        Q3. Develop a communications and engagement strategy that incorporates the Community Engagement Policy, Social Media Policy and Internal Communications policy
- June**         Q4. Develop an action plan for the Communications and Engagement Strategy that will meet organisation and community needs
- Quarterly Progress Comments**    A draft of the communications and engagement strategy has been prepared based on independent research and benchmarking. The strategy will incorporate the engagement policy and engagement changes foreshadowed in the Local Government Act review . The next stage is internal consultation.

**7.02 Engage young people**

Council Plan initiative:

Promote programs to educate and encourage young people in decision making and participation in their local community.

Council will work to encourage young people to become engaged in Council's decision making . This year Council will engage children and young people on relevant initiatives and in the development of key strategies and plans, through both formal and informal engagement.



**Branch**      *Family, Youth and Children's Services*

**Quarterly Milestones**

- September**    Q1. Commence consultation with children and young people for the development of the Yarra 0-25 Plan  
Q1. Encourage young people to participate in consultations regarding the re- development of Council's Municipal Strategic Statement, with an emphasis on Housing and the Planning Scheme amendment
- December**    Q1. Ensure that young people are represented on relevant project reference groups such as Fitzroy gasworks and Victoria Street redevelopment  
Q2. Provide opportunities for young people to be consulted on key social initiatives such as advocacy for a proposed safe injecting facility  
Q2. Complete consultation with children and young people for the development of the Yarra 0-25 Plan
- March**        Q3. Ensure engagement of young people in key consultations around open space  
Q3. Work with the Yarra Youth Advisory Committee to further identify areas of interest for young people and provide opportunities for engagement
- June**         Q4. Work with the Yarra Youth Advisory Committee to further identify areas of interest for young people and provide opportunities for engagement  
Q4. Advise Council of other further consultations the young people have engaged with
- Quarterly Progress Comments**    This quarter:  
Two members of Yarra Youth Advisory Committee member attended meetings with Open Space and Strategic Planning teams respectively to consult on upcoming Yarra Open Space Strategy and draft

Housing Strategy and provided input on how to engage young people further.

In previous quarters:

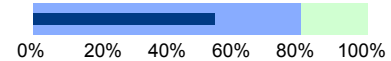
Specific consultation sessions held with Yarra Youth Advisory Committee & Youth Ambassadors in October. Young people also consulted through all our programs at the Yarra Youth Centre, and other sites across Yarra. Consultation sessions with young people also occurred at REACH and the drum (Queerspace Youth). Online surveys also promoted via social media to assist the development of the Yarra 0-25 Plan. Safe Injecting Facility discussed with Yarra Youth Advisory Committee (August, October) with young people providing input directly to Councillors. Yarra Youth Ambassadors continued working on campaign around anti-discrimination #ilivebiggerthanyourlabels.

### 7.03 Review Strategic Advocacy Framework

Council Plan initiative:

Continue Council's strategic advocacy program, advocating to other levels of government and stakeholders in the best interests of the Yarra community.

Council's first Strategic Advocacy Framework was adopted in 2013/14. This year Council will review and adopt a revised set of Strategic Advocacy Framework actions in line with the new Council Plan priorities.



**Branch** *Advocacy and Engagement*

#### Quarterly Milestones

**September** Q1. Review the Strategic Advocacy Framework actions

**December** Q2. Adopt new Strategic Advocacy Framework actions for Council Term

**March** Q3. Commence implementation of actions

**June** Q4. Continue implementation of actions

**Quarterly Progress** Review of the Strategic Advocacy Framework has been completed and a report will be taken to the Council meeting in May.

**Comments**

### 7.04 Implement Continuous Quality Improvement

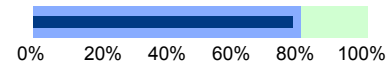
Council Plan initiative:

Continue to train staff in the application of appropriate continuous improvement methodologies.

Executive has endorsed a Continuous Quality Improvement framework. This is being progressively rolled out, initially through implementation of improvement plans arising from Service Reviews. As part of this framework, Council has been working on building staff capability through training and experiential learning.

This year Council will continue to implement this framework with a focus on business process improvement, skills development and establishing a 'community of practice'.

Council's CQI program will sit within its broader Business Improvement Framework, currently being developed.



**Branch** *Corporate Planning and Performance*

#### Quarterly Milestones

**September** Q1. Conduct business improvement workshop with staff

Q1. Commence development of a Business Improvement Framework

**December** Q2. Present draft Business Improvement Framework to Executive for endorsement

**March** Q3. Identify training needs

**June** Q4. Facilitate staff training in business improvement

**Quarterly Progress** The Business Improvement Framework was endorsed by Executive in November 2017. Key stakeholders were engaged throughout the process including a staff workshop of 22 participants with representation from all Divisions and a workshop with the Corporate, Business and Finance Divisional Management Team.

**Comments**

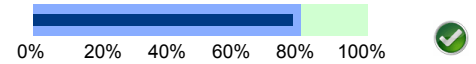
Training needs for the Business Improvement Unit include continuing to build skills and capacities in Lean

thinking, Agile delivery, Human centred design and change management. Broader organisational training needs will be identified with branches currently or about to undertake improvement projects. Training in Lean thinking is a priority.

**7.05 Implement Service Review Program**

Council Plan initiative:  
Continue to implement the Service Review program.

An evaluation of Council’s Service Review program was undertaken in 2016/17. Service Reviews are one aspect of a broader Business Improvement Framework which is currently being developed and will be informed by the evaluation. Executive will determine the priorities for Service Reviews in accordance with the Business Improvement Framework.



**Branch** Corporate Planning and Performance

**Quarterly Milestones**

- September** Q1. Commence development of a Business Improvement Framework
- December** Q2. Establish Service Review priorities  
Q2. Present Business Improvement Framework to Executive for endorsement
- March** Q3. Implement Service Reviews in accordance with agreed priorities
- June** Q4. Implement Service Reviews in accordance with agreed priorities
- Quarterly Progress Comments** The Business Improvement Framework was endorsed by Executive in November 2017. Business Improvement priorities will be identified and implemented over the next quarter. This may include service and/or process reviews.

Current Service Review updates:

**Family, Youth and Children’s Services**

The Service Review for this Branch has been completed. A briefing to Council was provided in October and this highlighted the key outcomes from the review which focussed on Children’s Services . The outcomes included an improved customer focus, revised policies, procedures, reviewed processes and a significant improvement in financial sustainability.

**Recreation and Open Space**

The Service Review for this Branch is on hold, pending a decision on the review scope.

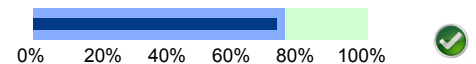
Following the endorsement of the Business Improvement Framework by Executive, a new approach is being developed to inform organisational priorities for service reviews. The Business Improvement Unit has been tasked with leading and implementing this new approach.

The role of the Business Improvement Unit will be to lead and empower staff across the organisation in a range of business improvement activities. This will include leading organisational priority improvement projects as endorsed by Executive, building skills and capacities in continuous improvement methodologies and assisting managers and staff in revised business improvement processes as required .

**7.06 Develop Services Policy**

Council Plan initiative:  
Develop a Services Policy and establish performance standards and service levels.

Council will develop a Services Policy to guide the types of services and service levels it provides. In response to Council’s resolution when adopting the 2017/18 Budget, a report will be presented outlining a proposal to undertake a participatory/deliberative engagement process to inform development of a Services Policy.



**Branch** Social Policy and Research

**Quarterly Milestones**

<b>September</b>	Q1. Commence development of report to Council on a participatory/deliberative engagement process to develop a Services Policy
<b>December</b>	Q2. Report to Council on a participatory/deliberative engagement process to develop a Services Policy
<b>March</b>	Q3. Commence implementation of endorsed proposal
<b>June</b>	Q4. Complete implementation of endorsed proposal
<b>Quarterly Progress Comments</b>	In collaboration with Corporate Planning and Performance, a report was prepared to Council on a preferred option for a deliberative engagement process to develop a Services Policy for Yarra City Council .

In response to the Council resolution of 1 August 2017, the report to Council in December outlined a number of deliberative engagement approaches. The report recommended a deliberative poll process to develop a Yarra Services Policy. The recommended process has been proposed as a way to foster positive community interest and support and provide the foundation for a solid Council/community partnership in future decisions for service provision.

Due to the need to seek external expertise, and to ensure both perceived and actual independence in the process, Officers have estimated the cost of implementing this approach to be in the order of \$120,000, excluding significant officer time. As this project has not been budgeted for in 2017/18, Officers believe this process should be considered as part of the 2018/19 budget consideration.

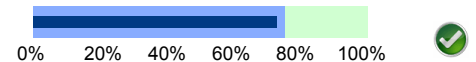
Council endorsed the option to implement the proposed approach of a Deliberative Poll in 2018/19, subject to an endorsed 2018/19 budget bid for additional resources. Officers will work to implement the proposed approach of a Deliberative Poll in the first half of 2018/19.

**7.07 Develop Information Services Strategy**

Council Plan initiative:

Continue to implement strategies that enhance customer and community experiences with Council across all services.

Council is developing an Information Services Strategy to identify the strengths and weaknesses of current practices and the future ICT needs required to deliver effective and efficient services to the community and internal stakeholders.



**Branch** *Information Services*

**Quarterly Milestones**

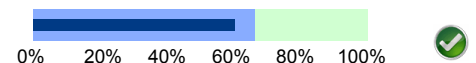
<b>September</b>	Q1. Complete development of the new three year Information Services Strategy
<b>December</b>	Q2. Commence implementation and reporting on first year actions within the Information Services Strategy
<b>March</b>	Q3. Continue implementation and reporting on first year actions within the Information Services Strategy
<b>June</b>	Q4. Continue implementation and reporting on first year actions within the Information Services Strategy
<b>Quarterly Progress Comments</b>	Final Information Services policy 2018-2021 is complete and a report was presented to Executive in December 2017 for endorsement.

**7.08 Focus on customer responsiveness**

Council Plan Initiative:

Continue to implement strategies that enhance customer and community experience with Council across services.

Council's customer responsiveness is focussed on providing exceptional customer service , delivering seamless experiences and resolving enquiries at the first point of contact.



**Branch** *Customer Service*

**Quarterly Milestones**

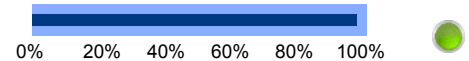
- September** Q1. Establish the Customer Experience core group to drive business and process improvements
- March** Q3. Develop a reporting framework for customer feedback and complaints
- June** Q4. Streamline complaint resolution process

**Quarterly Progress Comments** A streamlined option for customer feedback and complaints is now available on Council's website which previously did not exist. This is currently relayed to business units for action.  
 A uniform reporting framework in the form of dashboards is currently underway.

**7.09 Transmission of Council meetings**

Council Plan initiative:  
 Implement a cost effective system to broadcast Council meetings

Council will implement a twelve month trial of recording and publication of Council meetings on Council's website .



**Branch** Governance and Support

**Quarterly Milestones**

- September** Q1. Develop a proposal for digital transmission of meeting proceedings and submit to Council for endorsement
- December** Q2. Commence recording and transmission of Council meetings

**Quarterly Progress Comments** A proposal for digital transmission of meeting proceedings has been submitted and was endorsed by Council in August 2017. Since September 2017, Council meetings have been recorded and published as an audio stream from Council's website.

## Highlights and Achievements

**Branch** *CEO Office*  
**Unit** *Property Services*

The Property Strategy was adopted by Council on 6 March 2018 and will now be implemented.