



ANNUAL PLAN 2020/21

PROGRESS REPORT
SEPTEMBER 2020

Introduction

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, 2020/21 is Year 4 of the Council Plan 2017 – 21.

Under the Local Government Act 1989 (the Act under which the current Council Plan was adopted), 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 48 projects and activities from a broad cross-section of services in the 2020/21 Annual Plan.

Progress of these projects and actions will be reported in the 2020/21 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>).

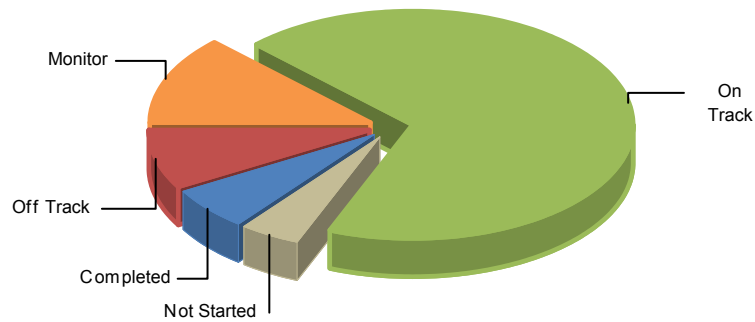
Council Plan 2017-2021 : Year 4

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Quarter Summary

Council has committed to 48 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	19	0	14	4	1	0
An inclusive Yarra	6	0	6	0	0	0
A sustainable Yarra	5	1	4	0	0	0
A liveable Yarra	5	0	2	2	1	0
A prosperous Yarra	2	0	2	0	0	0
A connected Yarra	3	0	3	0	0	0
A leading Yarra	8	2	2	0	2	2
	48 (100%)	3 (6.25%)	33 (68.75%)	6 (12.50%)	4 (8.33%)	2 (4.17%)

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

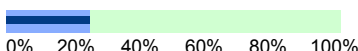





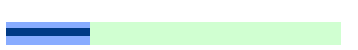

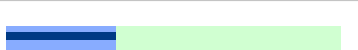

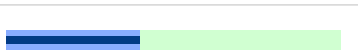



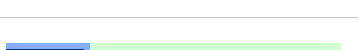

Council’s work to achieve this Strategic Objective includes the following strategies :

- 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 2020/21 to work toward achieving Council’s strategic objective of A healthy Yarra.

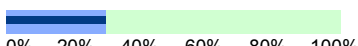

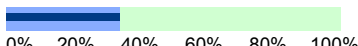

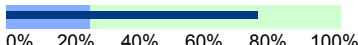

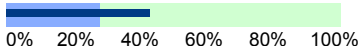

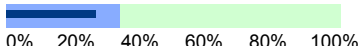

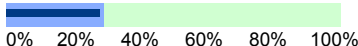

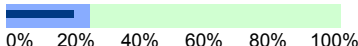

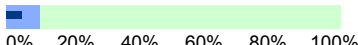

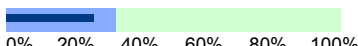

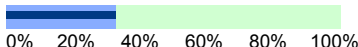

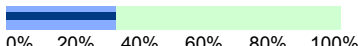

Action Progress Summary

-  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
1.01 Advocate for gambling reform	01/07/20 30/06/21		
1.02 Population Health Planning	01/07/20 30/06/21		
1.03 Yarra Food Network	01/07/20 30/06/21		
1.04 Yarra Homelessness Strategy	01/07/20 30/06/21		
1.05 Yarra's Community Grants	01/07/20 30/06/21		
1.06 Richmond and Collingwood Youth Program Grants 2020-2021	01/07/20 30/06/21		
1.07 Volunteering Strategy 2019-2023	01/07/20 30/06/21		
1.08 National Aged Care and Disability Reform	01/07/20 30/06/21		

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Action	Start Date / End Date		
1.09 Gender Equity Strategy	01/07/20 30/06/21		
1.10 Gender Equality Act 2020	01/07/20 30/06/21		
1.11 Yarra Open Space Strategy	01/07/20 30/06/21		
1.12 State Government suburban parks program	01/07/20 30/06/21		
1.13 Reid Street Park, North Fitzroy	01/07/20 30/06/21		
1.14 Open space improvements King William Street, Fitzroy	01/07/20 30/06/21		
1.15 New open space planning and design, Cremorne	01/07/20 30/06/21		
1.16 Panther Pavilion - clubhouse facility design and boat storage construction	01/07/20 30/06/21		
1.17 Ryan's Reserve Pavilion redevelopment	01/07/20 30/06/21		
1.18 Brunswick Street Oval Precinct Redevelopment	01/07/20 30/06/21		
1.19 Jack Dyer Pavilion Redevelopment	01/07/20 30/06/21		

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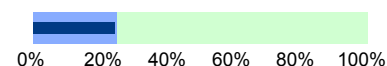
1.01 Advocate for gambling reform

Council Plan initiative

Participate in the Alliance for Gambling Reform and strive to be a pokie free municipality through advocacy to state government

Action

Council will undertake advocacy to Victorian and Federal governments for gambling reform.



Branch *Social Strategy and Community Development*

Quarterly Milestones

September Continue advocacy, particularly focused on cohorts vulnerable post-COVID-19

December Utilise the updated Health Status Report including focus on gambling impacts in Yarra, to inform Municipal Public Health and Wellbeing Plan (MPHWP) embedded in Council Plan 2021-25

March Continue gambling reform advocacy

June Continue gambling reform advocacy

Quarterly Progress Council staff attended the quarterly Victorian Commission for Gambling and Liquor Reform community gambling forum and prepared an advocacy letter to State Government calling for incentives to remove

Comments Electronic Gambling Machines from venues during the COVID-19 lockdown.

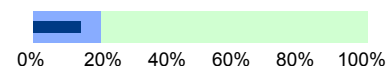
1.02 Population Health Planning

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

Action

Council will undertake research and produce reports to inform the next Health Plan which will be incorporated into the development of the Council Plan 2021-25



Branch *Social Strategy and Community Development*

Quarterly Milestones

September Prepare a Health Status Report to inform Municipal Public Health and Wellbeing Plan (MPHWP) embedded in Council Plan 2021-25

December Utilise the updated Health Status Report to inform Municipal Public Health and Wellbeing Plan (MPHWP) embedded in Council Plan 2021-25

Re-establish the Health and Wellbeing Advisory Committee to consult on the Municipal Public Health and Wellbeing Plan (MPHWP) embedded in Council Plan 2021-25

March Produce Discussion Paper: Community health and health promotion provisioning in the City of Yarra to inform MPHWP and integrate with local community health agencies' Integrated Health Promotion Plans)

June Continue to finalise and integrate the Municipal Public Health and Wellbeing Plan (MPHWP) into the Council Plan 2021-25

Quarterly Progress The Health and Wellbeing Profile is currently being drafted and will be completed in December 2020. We are also producing twelve one-page snapshots to act as communication pieces for the profile.

Comments

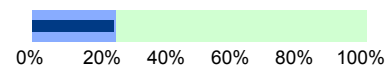
1.03 Yarra Food Network

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

Action

Council will support a coordinated Emergency Food Relief sector in Yarra in the short term, and create a sustainable food systems approach for Yarra in the long term.



Branch *Social Strategy and Community Development*

Quarterly Milestones

September Establish a YFN community of practice and focus initially on food relief coordination (COVID-19)

December Host YFN meeting

March Transition YFN to food systems approach and community of practice model

June Host YFN meeting

Quarterly Progress Comments The COVID-19 pandemic has left many individuals and families experiencing food insecurity, some for the first time, placing unprecedented demand on the current sector.

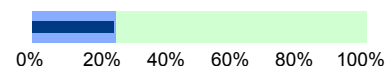
Building on existing partnerships in the Emergency First Response sector, officers responded to provide immediate support to address food insecurity establishing the Yarra Food Network, establishing guidelines to coordinate a whole of community partnership response to emergency food relief issues in the City of Yarra. The first meeting held in July had 32 attendees. The group continues to meet monthly working to share resources and better service coordination.

1.04 Yarra Homelessness Strategy

Council Plan initiative
Develop and adopt a Homelessness Strategy

Action

The Yarra Homelessness Strategy will look to confirm Council's commitment to social equity and justice, and aim to find practical and compassionate ways to address homelessness and foster a caring and healthy community. The strategies presented will build upon Council's current work in homelessness and be based on local governments' strengths, opportunities and capacities.



Branch *Social Strategy and Community Development*

Quarterly Milestones

September Present Homelessness Strategy to Council for adoption

December Promote and publicise Homelessness Strategy

March Commence implementation of Homelessness Strategy and provide update

June Continue implementation of Homelessness Strategy and provide update

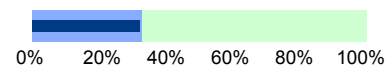
Quarterly Progress Comments The Yarra Homelessness Strategy was adopted by Council in August 2020.

1.05 Yarra's Community Grants

Council Plan initiative
Continue to support community led activities through the provision of community grants and in-kind support

Action

Yarra provides a range of community grants to support local groups and community initiatives. Each year we distribute more than \$2 million to strengthen our community and promote health and wellbeing. The grant program ranges across several areas including community development, arts and culture, environment, sport and recreation, youth and families.



Branch *Social Strategy and Community Development*

Quarterly Milestones

September Open Small Project Grants process

December Open Investing in Community Grants and Annual Grants processes

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- March** Award Investing in Community Grants and Annual Grants
- Quarterly Progress** The new round of Small Project Grants opened on 1 August 2020.
- Comments** The Investing in Community Grants annual program will open in October and close 29 November.

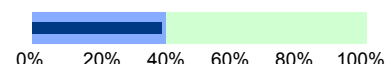
1.06 Richmond and Collingwood Youth Program Grants 2020-2021

Council Plan initiative

Continue to support community led activities through the provision of community grants and inkind support

Action

Council will provide 3 year's funding to Drummond Street Services Incorporated to deliver a range of programs and initiatives for young people aged 8 – 21 on the Collingwood and Richmond public housing estates.



Branch Family, Youth and Children's Services

Quarterly Milestones

- September** Sign Funding Agreement 2020-23, including agreed KPIs
Commence programs and activities as per Project Plan
- December** Deliver programs and activities as per Project Plan, and against agreed KPIs
- March** Submit six-monthly Progress Report (July – December 2020) submitted
- June** Deliver programs and activities as per Project Plan, and against agreed KPIs
- Quarterly Progress** The Drum youth services has continued to deliver programs remotely due to COVID-19 restrictions. This includes weekly online games night, monthly delivery of care packs to children, young people and families, and being available over the phone for 1-on-1 support. The Drum has also been active participants on local networking groups, including COVID-19 Response Network, and Vulnerable Youth Working Group.

Following meeting with The Drum, Yarra Youth Services and Council's Research and Evaluation Officer a funding agreement with agreed KPIs was signed.

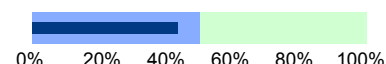
1.07 Volunteering Strategy 2019-2023

Council Plan initiative

Encourage volunteering through community organisations, council's libraries and other services

Action

The Volunteering Strategy is a framework to guide Council in promoting, supporting and celebrating the active involvement of volunteering across the City of Yarra.



Branch Social Strategy and Community Development

Quarterly Milestones

- September** Provide update on the Year 1 Action Plan and seek endorsement of Year 2 Action Plan for the Volunteer Strategy 2019-2023
- March** Report on interim findings from the Library Services Volunteer Trial – delivering community outreach to address social isolation, digital exclusion and promote access to library services
- Quarterly Progress** The Report is nearing completion having been delayed due to the second wave COVID-19 restrictions and impacts on volunteering sector activity. Councillors will receive the report at briefing in November after the close of caretaker and Council elections.

1.08 National Aged Care and Disability Reform

Council Plan initiative

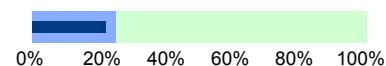
Continue to implement the National Aged and Disability Care reforms and develop new strategic directions for support of older people and people with disability

Action

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The Federal Government is making major changes to the aged and disability care service system and this requires Council to determine its role and implement changes already announced.



Branch *Aged and Disability Services*

Quarterly Milestones

- September** Finalise transition of residents in receipt of Linkages program support to Home Care Packages program
- December** Establish, subject to agreement with Department of Health, community transport as a service option available to older residents under the CHSP program
- March** Review progress on COVID19 CHSP meals support program with local agencies
- June** Subject to Federal Government policy decisions, determine Council role in Commonwealth Home Service Program (CHSP), Home and Community Care Program for Young People (HACCPYP) and Assessment Service
- Quarterly Progress Comments** Council has successfully transitioned 12 of our 13 clients in receipt of Linkages program support to appropriate long term support. Last client delayed due to availability of Home Care Package through the national waitlist. The transition should be complete by the end of October.

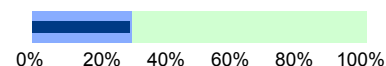
1.09 Gender Equity Strategy

Council Plan Initiative

Continue to take a leadership role by implementing Gender Equity Strategy 2016-2021

Action

Council is progressively implementing its Gender Equity Strategy 2016-2021 to achieve its vision for an organisation which positively and proactively demonstrates a gender-inclusive culture that encourages leadership, participation and contribution from a diverse workforce. Work will commence this year to develop the next Gender Equity Strategy 2021-2026.



Branch *Organisational Culture, Capability and Diversity*

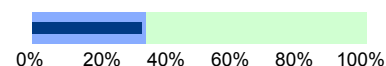
Quarterly Milestones

- September** Commence planning for development of the Gender Equity Strategy 2021-2026
Continue to implement actions from the Gender Equity Strategy 2016-2021
- December** Continue implementation of actions from the Gender Equity Strategy 2016-2021
Commence drafting Gender Equity Strategy 2021-2026
- March** Continue implementation of actions from the Gender Equity Strategy 2016-2021
Present draft Gender Equity Strategy 2021-2026 to council for endorsement for public exhibition
- June** Present final Gender Equity Strategy 2021-2026 to Council for adoption
- Quarterly Progress Comments** Gender Equity Strategy review planning session completed with Diversity and Inclusion team. High level working group established with Director Community Wellbeing, Group Manager People and Culture and Manager Organisational Culture, Capability and Diversity

Project work continuing on actions under Year 1 and 2 of the Gender Equity Action Plan. Business as usual work ongoing with focus on building capacity of Gender Equality Action Group and Family Violence response.

1.10 Gender Equality Act 2020

Council will undertake work to ensure compliance with the Gender Equality Act 2020 which aims to improve workplace gender equality across the Victoria public sector, universities and local councils.



Branch *Organisational Culture, Capability and Diversity*

Quarterly Milestones

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September	Present report to Council on obligations under the Gender Equality Act
December	Commence development of systems and processes to embed obligations under Gender Equality Act
March	Commence organisational obligations under the Gender Equality Act 2020
Quarterly Progress	Information on obligations around Gender Impact Assessments under the Gender Equality Act presented to Council as part of the report on safety in public space (Social Strategy Unit).
Comments	

1.11 Yarra Open Space Strategy

Council Plan initiatives

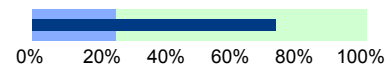
Develop an open space strategy to ensure Yarra's public open space is managed as a functional network that encourages shared use and active living, and

Prepare a Planning Scheme Amendment to introduce the open space strategy into the Yarra Planning Scheme and increase the rate of contribution towards open space (Strategic Objective 4: A liveable Yarra)

Action

The Yarra Open Space Strategy guides the future provision, planning, design and management of public open space in Yarra. The new Open Space Strategy is 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.

Following adoption of the new Open Space Strategy, Council will prepare a Planning Scheme amendment seeking an increase in the percentage of public open space contributions in the Yarra Planning Scheme.



Branch City Strategy

Quarterly Milestones

September	Present Open Space Strategy to Council for adoption
December	Formulate draft Planning Scheme amendment regarding proposed new open space contribution percentage
March	Report to Council to seek 'authorisation' from Minister for Planning for putting Planning Scheme Amendment on exhibition
June	If authorisation provided, exhibit planning scheme amendment
Quarterly Progress	Open Space Strategy was adopted by Council in September 2020.
Comments	Planning Scheme amendment C286 has been prepared to introduce proposed new open space contribution into the Planning Scheme. A report was presented to Council to seek 'authorisation' from Minister for Planning for putting Planning Scheme Amendment on exhibition in September 2020.

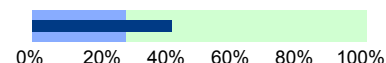
1.12 State Government suburban parks program

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

Action

Council will undertake consultation, planning and design of two new open spaces (Cambridge Street extension and Otter Street Park) within the electorate of Richmond. This project is part of the State Government's Suburban Parks Program.



Branch City Strategy

Quarterly Milestones

September	Commission relevant background investigations (eg. Feature & Levels Survey) Complete initial internal consultation
December	Complete 'Initial Ideas' community consultation Appoint landscape architectural consultant

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March	Complete traffic audits
June	Complete preliminary concept design
Quarterly Progress Comments	Complete road closure trial and associated community consultation
Quarterly Progress Comments	Preliminary Internal Consultation has been completed. The focus is to understand all existing constraints. Further internal consultation will occur once the preliminary concept design has been completed.
Quarterly Progress Comments	Feature and Levels Surveys and underground services proofing, heritage report for Otter Street and 'initial ideas' consultation have also been completed.
	Briefs are being drafted for the appointment of a landscape architectural consultant.

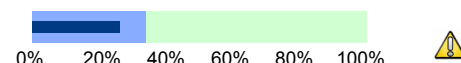
1.13 Reid Street Park, North Fitzroy

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

Action

Council will construct a small local park (300sqm) in Reid Street, Fitzroy North, providing additional open space for the local community.



Branch City Strategy

Quarterly Milestones

September Prepare preliminary concept design
Complete internal consultation

December Complete community consultation for concept design

March Engage contractor
Complete documentation

June Complete construction works

Quarterly Progress Comments Preliminary Internal Consultation completed. The preliminary concept design is in progress. Further internal consultation will occur once preliminary concept design is completed.

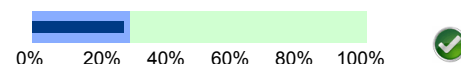
1.14 Open space improvements King William Street, Fitzroy

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

Action

Council will undertake a feasibility study for open space improvement at the Condell Street and Young Street Community Hub.



Branch City Strategy

Quarterly Milestones

September Complete internal stakeholder engagement
Establish key working group

December Complete workshops and engagement with key external stakeholders

March Progress community consultation
Prepare functional layouts

June Complete consultation
Agree functional layouts

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Quarterly Progress Comments The initial Internal stakeholder engagement has been extensive and is complete. Due to the complexity of the project, engagement will be ongoing throughout it's duration.
A key working group has been established and a schedule for meeting established .

1.15 New open space planning and design, Cremorne

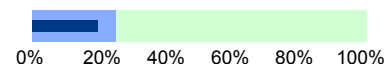
Council Plan initiative

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

Action

Council will prepare design documentation for park extension and redevelopment of the following sites:

- Gwynne Street, Cremorne – small public space on the corner of Gwynne and Stephenson Street
- Stephenson Reserve, Cremorne – small public space on the corner of Dover and Stephenson Street



Branch City Strategy

Quarterly Milestones

September Complete preliminary concept design and internal consultation (Gwynne Street)
Prepare preliminary concept design and complete internal consultation (Stephenson Reserve)

December Complete community consultation for concept design (Gwynne Street)
Complete community consultation for concept design (Stephenson Reserve)

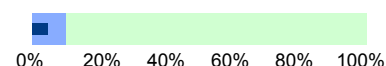
March Complete final design (Gwynne Street)
Complete documentation and engage contractor (Stephenson Reserve)

June Complete tender documentation (Gwynne Street)
Complete construction works (Stephenson Reserve)

Quarterly Progress Comments Concept design for Gwynne Street and Stephenson Reserve completed and internal consultation almost complete. Awaiting some traffic analysis input which is unable to be undertaken due to changed traffic activity resulting from COVID. This work is proposed to occur early in 2021.

1.16 Panther Pavilion - clubhouse facility design and boat storage construction

Design for a redevelopment of Panther Pavilion clubhouse facility (Fairfield Park), and construction of an adjacent the boat storage facility (subject to a determination from VCAT to allow the demolition of the existing steel gazebo structure).



Branch Building and Asset Management

Quarterly Milestones

December Report to Council on recommended concept design for redeveloped Panther Pavilion
Commence construction of the new boat storage facility (subject to a determination from VCAT to allow the demolition of the existing steel gazebo structure)

June Complete construction of the boat storage facility
Report to Council on outcomes from community consultation on design for redeveloped Panther Pavilion

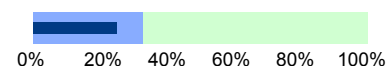
Quarterly Progress Comments Preliminary investigations (geotechnical engineering and heritage reports) undertaken for clubhouse facility. The boat storage project had been previously delayed by an appeal of Council's issuing of a permit for demolition of the steel gazebo structure, with the appeal being dismissed at VCAT. Subsequently, objectors applied to Heritage Victoria for heritage protection of the steel gazebo structure , and Heritage Victoria have (in Nov 2020) advised they have accepted the nomination and will now be making further assessment of this nomination to make a recommendation to the Heritage Council of Victoria to include it or not in the Victorian Heritage Register. This will prevent both the Boat storage from being constructed and the Panther Pavilion design from being completed in 2020/21. As such officers recommend the project be deferred from the 2020/21 Council Annual Plan.

1.17 Ryan's Reserve Pavilion redevelopment

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Redevelopment of the Ryan's Reserve netball and tennis centre pavilion including public toilet facilities , to complement the recently renewed courts.



Branch *Building and Asset Management*

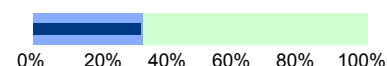
Quarterly Milestones

- September** Issue tender for design and construction
- December** Award tender for design and construction
- March** Submit town planning application for new pavilion

Quarterly Progress Comments The tender was not issued by the end of Quarter 1 as planned, but is expected to be advertised on 31 October 2020. The preparation of the detailed specification for the modular pavilion design and construct tender was well advanced by the end of the quarter including spatial requirements and a concept plan layout endorsed by all project stakeholders. The design & construct contract form to support the procurement of a modular pavilion is a new approach for Council and the assembly of tender documents including the standard form of agreement attached to the tender has taken a little longer than anticipated.

1.18 Brunswick Street Oval Precinct Redevelopment

Council will undertake a major redevelopment that addresses the grandstand, tennis club and courts (being the original and continuously operated sporting facilities in Edinburgh Gardens) along with the community rooms. The Edinburgh Gardens Sporting Community (EGSC) has secured \$6.5 million funding from the State government for the redevelopment of the buildings in this precinct, to be administered through Sport and Recreation Victoria (SRV). The EGSC comprises the Edinburgh Cricket Club, Fitzroy Football Club, Fitzroy Junior Football Club, and Fitzroy Tennis Club.



Branch *Building and Asset Management*

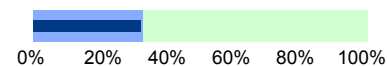
Quarterly Milestones

- September** Submit heritage permit and town planning applications
- March** Commence detailed design documentation (subject to heritage and town planning outcomes)
- June** Finalise detailed design and documentation

Quarterly Progress Comments Heritage registration extent change and updated draft of Conservation Management Plan for Edinburgh Gardens has been completed. Development of design for heritage and town planning permit applications are in progress.

1.19 Jack Dyer Pavilion Redevelopment

Construction of a new replacement Jack Dyer Pavilion (in Citizens Park, Richmond) to provide modern and fit-for-purpose facilities and amenities for sporting clubs and the general community.



Branch *Building and Asset Management*

Quarterly Milestones

- September** Award tender for construction
- December** Commence contractor on-site and demolition
- March** Commence construction

Quarterly Progress Comments Tender for redevelopment of pavilion was awarded on 15 September 2020.

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

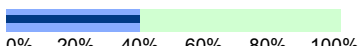

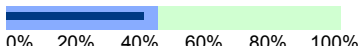

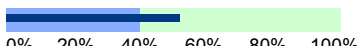

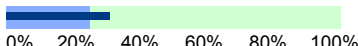

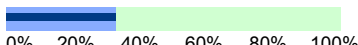

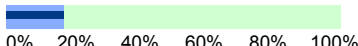

Council's work to achieve this Strategic Objective will include the following strategies :

- 2.1 Build resilience by providing opportunities and places for people to meet, be involved in and connect with their community
- 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
- 2.3 Continue to be a local government leader and innovator in acknowledging and celebrating Aboriginal history and culture in partnership with Traditional Owners
- 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 2020/21 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 LGBTIQ+ Strategy	01/07/20 30/06/21		
2.02 Community support, resilience and recovery	01/07/20 30/06/21		
2.03 Yarra Physical Activity Plan	01/07/20 30/06/21		
2.04 Active and Healthy Ageing Strategy and Action Plan	01/07/20 30/06/21		
2.05 Access and Inclusion Plan	01/07/20 30/06/21		
2.06 Yana Ngargna Plan 2020-2023	01/07/20 30/06/21		

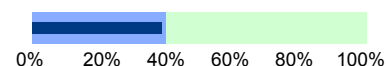
2.01 LGBTIQ+ Strategy

Council Plan initiative

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

Action

Council will seek community feedback on and adopt a whole-of-Council LGBTIQ+ strategy.



Branch *Organisational Culture, Capability and Diversity*

Quarterly Milestones

September Complete public exhibition of draft LGBTIQ+ Strategy

Present draft LGBTIQ+ Strategy to Council for endorsement

December Present final LGBTIQ+ Strategy to Council for endorsement

March Commence implementation of Year 1 Action Plan

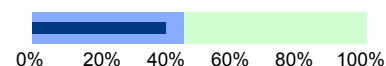
June Continue implementation of Year 1 Action Plan

Quarterly Progress The Draft Strategy went on public exhibition in July. Community submissions are being considered in the preparation of the final Strategy.

Comments

2.02 Community support, resilience and recovery

Council adopted the City of Yarra COVID-19 Community and Economic Support Package on 2 April 2020. The package entails a mix of new Council initiatives or enhanced services, foregoing of income in various forms, and the granting of funds to community organisations and local businesses. A total of \$688k was distributed to the local community through grants in 2019/20. In 2020/21, there is \$1.1167M remaining in the Emergency Community Support Fund and \$340k remaining to deliver co-produced initiatives to promote local economic recovery



Branch *Social Strategy and Community Development*

Quarterly Milestones

September Award Bridging the digital divide – small and medium-sized grants

Award Recovery For Our Creative Community – small-sized grants

Award Addressing Family Violence grants

Award Material Aid Grants – Round 1

December Award Tackle social isolation and promoting community connection – small-sized grants

Award Recovery For Our Creative Community – medium-sized grants

Award Material Aid Grants – Round 2

Award Tackle Social Isolation And Promoting Community Connection – medium-sized grants

Quarterly Progress Officers in Social Strategy and Community Development, with support from subject matter experts from other business units, have been producing guidelines, application forms and assessment processes for the next tranche of COVID-19 Quick Response Grants.

Comments

A total of \$50,000 was directed to Supporting People Seeking Asylum and Other Temporary Visa Holders (i.e. with limited access to social security) to access material aid. The grants opened and closed in August, with funding being awarded to the Asylum Seeker Resource Centre (\$35k) and Belgium Avenue Neighbourhood House Inc. (\$15k). The funding provides food aid, as well as material and basic needs support in the form of nappies, other baby items, material or financial aid for essential items (e.g. household goods for cooking and heating/cooling, clothing, myki top-ups etc.) and financial aid for utilities and medication for people on temporary visas with limited financial support.

A second round of Food Security Grants was instigated to help support not-for-profit organisations to help address local food insecurity. The Grants opened in quarter one on 2 September 2020 and closed on 16 September 2020, with a funding pool of \$200,000. There were eighteen applications submitted and the total requested funding was \$440,500. In November (quarter 2) eleven organisations were funded, with eight just

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receiving grant moneys and four, which service specific population cohorts, allocated a further \$72,736 from CHSP funding (including cohealth who didn't receive a grant).

The STIMULATE Creative Grant Program is a \$200,000 commitment to promote recover for our creative community through investing in a creative-led re-imagination of our community. Applications for this program opened in the first quarter (1 September) and closed on 4 October. A total of 201 applications were received, requesting \$2,094,720 in funding. Given the extraordinary level of request for this extraordinary round, 28 applications to the total of \$220,000 have been recommended for funding.

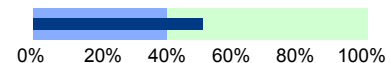
The Local Business and Precinct Support Fund, which is valued at \$320k, will be drawn upon for two rounds of Precinct Business Recovery Grants. These grants support groups of businesses or community members with businesses to deliver projects which aim to activate, promote, or enhance our retail and services precincts. The first of two rounds was instigated in quarter one, with Expressions of Interest (EOIs) sought from 24 September and closed on 4 October. The funding pool was \$160,000 with 76 EOIS received with a total funding request of \$1,308,975. Eight projects have been awarded funding in November (quarter two), these are: Experience Japan in Yarra (Brunswick and Smith Streets), The Smith Street Artisan Christmas Market, Yarra Beer Trail across Collingwood, Creative Corner on Brunswick Street, Queens Parade Christmas Shopping Day, North Fitzroy Village - Your Hood with the Good and Gertrude Saturdays, People of Gertrude Street. One application related to Bridge Road Precinct was sent to the Traders Association for assessment and potential funding of \$20,000

At the start of 2020/21, there was \$1.1167M remaining in the Emergency Community Support Fund (ECSF). There are considerable funds remaining in the ECSF to either promote the social, cultural and economic recovery of the Yarra community or respond to community need if there was to be another wave of COVID-19 in Melbourne.

There has not been grantmaking in relation to bridging the digital divide (i.e. access to internet for under resourced communities). This can still occur, however, it is worth noting the Victorian Department of Education and Training has been providing laptops and other hardware to local state secondary school pupils in need of devices; and, officers are also working with NBN Co on the means by which broadband internet could be made more accessible and affordable for public housing residents within the City of Yarra.

2.03 Yarra Physical Activity Plan

Develop a physical activity action plan to support the lifelong mental and physical health of all people who live, work, learn and play in Yarra, to combat inadequate levels of physical activity.



Branch *Recreation and Leisure Services*

Quarterly Milestones

September Undertake research and collaboration with key stakeholders.
Draft Yarra physical activity plan

December Brief Council on the Yarra physical activity plan

March Launch the Yarra physical activity plan internally to build awareness and a One Yarra approach

June Implement Yarra physical activity plan, including promotion to the Yarra community

Quarterly Progress Comments Physical Activity plan is being drafted including extensive research and internal stakeholder consultation. A report is being prepared for presentation to Councillors' Briefing in the next quarter.

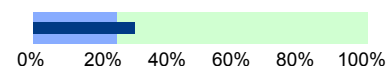
2.04 Active and Healthy Ageing Strategy and Action Plan

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

Description

Council will work with key stakeholders to develop the 2020-2022 Active and Healthy Ageing action plan.



Branch *Aged and Disability Services*

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Quarterly Milestones

September	Undertake consultations with key stakeholders on the 2020-2022 Active and Healthy Ageing Action Plan
December	Complete the 2020-2022 Active and Healthy Ageing Action Plan
March	Work with the Dementia Alliance to continue developing a dementia friendly community
June	Complete recruitment and training of community connectors as part of the Healthy Ageing project
Quarterly Progress Comments	Stakeholder consultation via Council's Your Say Yarra portal has been completed. Internal engagement to assist planning to commence shortly.

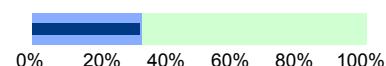
2.05 Access and Inclusion Plan

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

Action

Council will work with key stakeholders to develop the 2020-2022 Access and Inclusion Plan.



Branch *Aged and Disability Services*

Quarterly Milestones

September	Undertake consultations with key stakeholders on the 2020-2022 Access and Inclusion Action Plan
December	Complete the 2020-2022 Access and Inclusion Action Plan
March	Implement HACCPYP funded project to identify and support residents who are eligible but not accessing home based services.
Quarterly Progress Comments	Stakeholder consultation via Council's Your Say Yarra portal has been completed. Internal engagement to assist planning to commence shortly.

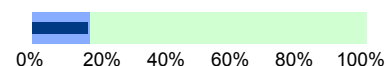
2.06 Yana Ngargna Plan 2020-2023

Council Plan initiative

Implement the Aboriginal Partnerships Plan [renamed Yana Ngargna* Plan (*meaning Continuing Connection)]

Action

The Yana Ngargna Plan 2020-2023, developed through extensive consultation, lays the foundation for Council's partnerships and collaborative projects with the local Woi Wurrung, Aboriginal and Torres Strait Islander community. Council adopted the Yana Ngargna Plan in 2019/20 and will continue to implement the Year 1 action plan and adopt the Year 2 action plan.



Branch *Organisational Culture, Capability and Diversity*

Quarterly Milestones

September	Continue implementation of the 52 actions in the 2020 Yana Ngargna Year 1 Action Plan (calendar year) ensuring adaptations are made, where possible to meet Covid-19 restrictions
December	Commence report to Council on implementation of the actions in the 2020 Yana Ngargna Year 1 Action Plan (calendar year) Commence planning for the 2021 Yana Ngargna Year 2 Action Plan
March	Present 2021 Yana Ngargna Year 2 Action Plan to Council for adoption Present report to Council on the 2020 Yana Ngargna Year 1 Action Plan Present 2021 Yana Ngargna Year 2 Action Plan to Council for adoption
June	Continue implementation of the 2021 Yana Ngargna Year 2 Action Plan

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Quarterly Progress Implementation of the 2020 Yana Ngargna Action Plan continued, most notable achievements included:

Comments Yarra's Aboriginal Support Network collaborated with Charcoal Lane and Yarra Libraries to support Co-health and the Billabong BBQ program supporting Yarra's disadvantaged Aboriginal people. Charcoal Lane produce culturally appropriate pre-cooked meals, fresh fruit and vegetables and activity packs for families with children.

KULIN-BULOK NANGA-GU QEEAP (COMMUNITY COOKING) was a four-part series available to watch on the Yarra City Arts YouTube Channel. Local community members were asked to share a story about a dish that was special to them. An interpretation of the dish was then prepared by Charcoal Lane restaurant and accompanied by a musical performance from some of Victoria's leading Aboriginal musicians.

SMITH STREET DREAMING RETROSPECTIVE - The Smith Street Working Group and City of Yarra partnered with 3CR to bring a retrospective of the past 7 years of the Smith Street Dreaming Festival during NAIDOC week on Saturday 18 July, The broadcast featured music from past festival performers and interviews with some of the key figures.

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



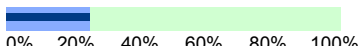

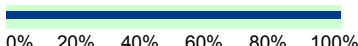

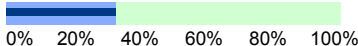

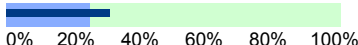

Council’s work to achieve this Strategic Objective will include the following strategies :

- 3.1 Investigate strategies and initiatives to better manage the long term effects of climate change
- 3.2 Support and empower a more sustainable Council and Community
- 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 organisation.
- 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 2020/21 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 Climate Emergency	01/07/20 30/06/21		
3.02 Embedding Sustainability	01/07/20 30/06/21		
3.03 Integrated Water Management Plan	01/07/20 30/06/21		
3.04 Stormwater Harvesting Schemes feasibility study and concept design	01/07/20 30/06/21		
3.05 Glass Bin Service	01/07/20 30/06/21		

3.01 Climate Emergency

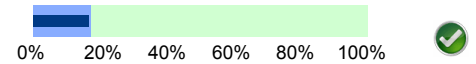
Council Plan Initiatives

Promote programs that monitor and reduce emissions across the municipality and strive to achieve carbon neutral status, and

Continue to invest in initiatives to reduce energy use and emissions from Council operations

Action

Council adopted its first Climate Emergency Plan in 2019/20. This year, Council will mobilise and enable our community to take effective climate action



Branch Sustainability

Quarterly Milestones

- September** Commence development of a ‘100% Renewable Yarra’ campaign which supports renewable energy uptake in the community
- December** Submit documentation for Council to remain a certified carbon neutral Council
Provide status report on progress against the adopted Climate Emergency Plan actions
Brief Councillors on a draft climate action program designed to enable and support the community to lead and participate in climate action
- March** Continue with implementation of CEP programs as budget allows
- June** Update Council on the status of implementation of the Climate Emergency Plan actions
- Quarterly Progress Comments** Following adoption of the Climate Emergency Plan in June 2020, Officers have begun developing the key ‘100% Renewable Yarra’ campaign, designed to accelerate the uptake of renewable energy across the community. Through this campaign we will support residents and businesses to increase installation of solar PV and switch to 100% renewable electricity.

There are a range of activities that will roll out to support this, including:

Information sharing: such as information on our website, webinars etc

Normalising 100% renewable activities in the community: such as via case studies and other communications

Developing programs to make the switch easier: such as the Yarra Solar Program with the Yarra Energy Foundation

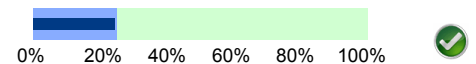
3.02 Embedding Sustainability

Council Plan Initiative

Embed adaptation sustainability across Council decision making processes

Action

Council will continue to embed sustainability and adaptation across its strategies, policies, and decision making processes.



Branch Sustainability

Quarterly Milestones

- September** Update QBL tool, training, and Climate Adaptation Guidance Tool to align with Climate Emergency Plan commitments
- December** Further integrate sustainability into Council’s corporate planning processes
- March** Engage Councillors in future strategic work for managing improved sustainability
Embed climate adaptation considerations into all new budget bids (discretionary projects and strategies)

Council Plan 2017-2021 : Year 4

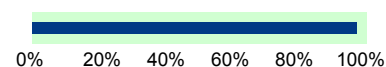
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Quarterly Progress Comments The QBL Tool, 'Climate Adaptation in Local Government' training module and the Climate Adaptation Guidance Tool have all been updated to align with the Climate Emergency Plan commitments. This involved updating the language and images to reflect the speed and scale required to avoid catastrophic climate change. The questions in the 'environment' and 'climate adaptation' pillars of the QBL Tool were modified to closely align with the strategic priorities of the plan. As part of the process the subject matter experts for the 'social' and 'economic' pillars were consulted for updates to reflect new strategies or policies. The updated tools are available on the Yarra intranet and training has been integrated into the new online training platform - OWL. The QBL Tool has been applied to recent new strategies and policies. Internal discussion have been held around further use of the QBL Tool as a way to integrate policies/concepts across the organisation, such as the Social Justice Charter and Gender Equality Act.

3.03 Integrated Water Management Plan

Council Plan Initiative
Continue to implement and promote evidence based water conservation initiatives

Action
Council will consult the community to develop an Integrated Water Management Plan.



Branch *Infrastructure Traffic and Civil Engineering*

Quarterly Milestones

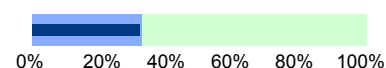
December Undertake public consultation to capture the community's priorities and feedback
June Report to Council on the findings of the public consultation and the final Integrated Water Management Plan for endorsement

Quarterly Progress Comments Council adopted the Water Management Plan in September 2020.

3.04 Stormwater Harvesting Schemes feasibility study and concept design

Council Plan Initiative
Continue to implement and promote evidence based water conservation initiatives

Action
Council will investigate the feasibility of introducing storm water harvesting schemes at Council operated open spaces and venues.



Branch *Infrastructure Traffic and Civil Engineering*

Quarterly Milestones

September Prepare a project brief to investigate the feasibility of introducing stormwater harvesting schemes at Council-operated open spaces and venues
December Report to Council on the results of the investigation and nominate 3 sites to proceed
June Finalise the concept designs for the 3 nominated sites

Quarterly Progress Comments Investigation into the feasibility of introducing stormwater harvesting schemes at Council operated open spaces was completed with a number of options identified. Ramsden Street Reserve was identified for the next stormwater harvesting scheme.

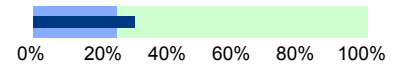
3.05 Glass Bin Service

Council Plan Initiative
Reduce volume of kerbside waste collection per capita by behaviour change programs and increase of recycling

Action
Roll out of a glass-only bin across Yarra to provide a kerbside recycling system that will allow the separation of recycled glass out of the recycling bin.

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Branch *City Works*

Quarterly Milestones

September Deliver the Community Engagement Program to inform the community about the roll out

December Complete implementation of the glass-only bin across Yarra

March Audit the recycling bin material and the glass bin material

June Provide a status report to Council on the new service and outcomes to date

Quarterly Progress Comments Community engagement program delivered and roll out of glass recycle bins has commenced. The completion of the roll out and commencement of collections is expected late November 2020.

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.

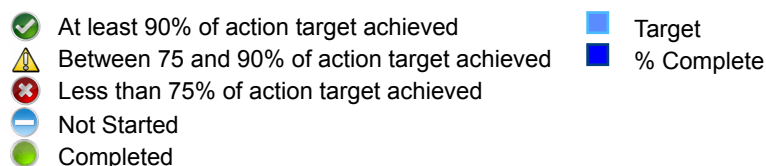
Strategies

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 that is 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 2020/21 to work toward achieving Council's strategic objective of A liveable Yarra.

Action Progress Summary



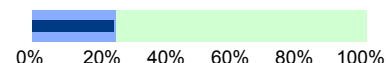
Action	Start Date / End Date	Progress	Status
4.01 Progress the Yarra Planning Scheme rewrite	01/07/20 30/06/21		
4.02 Built Form Analysis for Major Activity Centres	01/07/20 30/06/21		
4.03 Structure Planning for Major Activity Centres	01/07/20 30/06/21		
4.04 Built Form Analysis for Heidelberg Road, Alphington	01/07/20 30/06/21		
4.05 Develop a framework for management of Council's own heritage assets	01/07/20 30/06/21		

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4.01 Progress the Yarra Planning Scheme rewrite

The Planning Scheme sets out how land can be used, developed and protected. Council has been working on a major rewrite of the Planning Scheme to update areas of local policy that needed to be strengthened. This year Council will finalise the draft Planning Scheme



Branch City Strategy

Quarterly Milestones

September Exhibit Planning Scheme Amendment (if 'authorisation' provided)

December Brief Councillors on submissions received (if authorisation provided)

March Consider and prepare response to submissions

June Report back to Council post-exhibition regarding submissions and recommend final planning scheme provisions

Quarterly Progress Exhibition commenced in August 2020 and will continue until 4 December 2020.

Comments

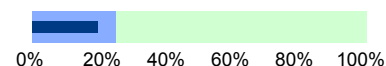
4.02 Built Form Analysis for Major Activity Centres

Council Plan Initiative

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

Action

Council will prepare Built Form Analysis for Alexandra Parade, Fitzroy West and Victoria Parade to inform Structure Plans for the Brunswick Street/Smith Street Major Activity Centres in Yarra and to support the future preparation of Design and Development Overlays in the Yarra Planning Scheme.



Branch City Strategy

Quarterly Milestones

September Complete Built Form Framework for Alexandra Parade, Fitzroy West and Victoria Parade

December Finalise amendment documentation for interim planning controls

March Report to Council to seek Council resolution to request interim controls from the Minister for Planning

June Provide an update to Councillors on the status of the request to the Minister

Quarterly Progress The Built Form Framework for Alexandra Parade, Fitzroy West and Victoria Parade is in progress and scheduled to be presented to Council with interim controls in February 2021.

Comments

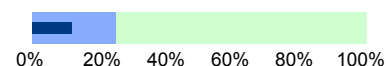
4.03 Structure Planning for Major Activity Centres

Council Plan Initiative

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

Action

Council will prepare Built Form Analysis and Structure Plans for Major Activity Centres in Yarra to support the future preparation of Design and Development Overlays in the Yarra Planning Scheme.



Branch City Strategy

Quarterly Milestones

September Complete background analysis report for Victoria Street and Bridge Road

December Complete outline of draft structure plans

March Brief Council on consultation with the community to inform the draft structure plans

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June Complete draft Structure Plan

Quarterly Progress Comments The initial research on the background analysis is being completed while officers review approach to structure plans.

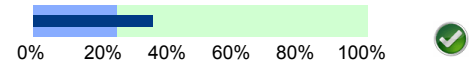
4.04 Built Form Analysis for Heidelberg Road, Alphington

Council Plan initiative

Develop planning controls for Heidelberg Road, Alphington in conjunction with Darebin Council

Action

Council will preparation and exhibit a Local Area Plan and permanent planning controls for Heidelberg Road , Alphington.



Branch City Strategy

Quarterly Milestones

September Liaise with Darebin Council officers on a draft Local Area Plan

December Work with Darebin Council officers to complete the draft Local Area Plan

March Commence preparation of permanent planning scheme provisions

June Report to Council on draft Planning Scheme provisions recommending a preferred option to seek permanent controls

Quarterly Progress Comments Council completed the draft Local Area Plan as it relates to Yarra and Darebin Council is working its part of the project.

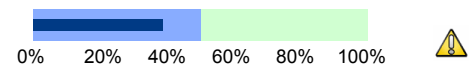
4.05 Develop a framework for management of Council's own heritage assets

Council Plan initiative

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

Action

Council will identify and list its heritage assets and understand their heritage attributes so that their management can be integrated with Council's asset management framework and processes .



Branch CEO Office

Quarterly Milestones

September Present a draft framework to Executive

December Present a draft framework to Council

Quarterly Progress Comments A draft framework has been prepared and will be presented to Executive in October . The project has experienced delays due to engaged consultancy being impacted by COVID-19.

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

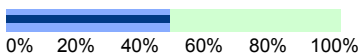

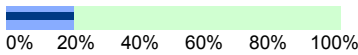

Council’s work to achieve this Strategic Objective include the following strategies :

- 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 2020/21 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 Economic Development Strategy	01/07/20 30/06/21		
5.02 Develop Yarra as a Smart City	01/07/20 30/06/21		

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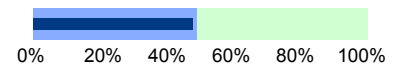
5.01 Economic Development Strategy

Council Plan Initiative

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

Action

Council will adopt a new Economic Development Strategy outlining how Council can best support economic development by fostering greater investment and jobs growth in the municipality. Council is also providing assistance to the business community through its COVID-19 support package.



Branch City Strategy

Quarterly Milestones

September Undertake consultation on draft Economic Development strategy

Continue to support local business through COVID-19 period and assist where Council has the ability in recovery period

Report to Council on outcomes of community consultation process

December Finalise draft strategy and report back to Council seeking adoption of new Economic Development Strategy

March Commence implementation of Economic Development Strategy action plan

June Continue implementation of Economic Development action plan and report progress to Council

Quarterly Progress Comments Council has supported the State Government's request for extended outdoor dining by offering multiple ways to increase their outdoor trading space. In conjunction, \$160,000 in precinct support grants was made available to help revitalise our mainstreets.

A report was presented to Council on outcomes of community consultation process and adopted the Economic Development Strategy 2020-2025 in September.

5.02 Develop Yarra as a Smart City

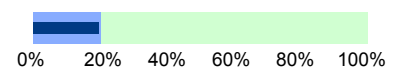
Council Plan Initiative

Implement an innovation hub to bring people together to focus on creative solutions, enabling a culture of continuous improvement, innovation and collaboration, and

Develop innovative Smart City solutions in collaboration with government, industry and community which will use open data technology (Strategic Objective 7: A leading Yarra)

Action

Collaborate with the local community and relevant stakeholders to ensure Yarra becomes a Smart City which delivers a connected, informed and sustainable future.



Branch Office of the Director City Works and Assets

Quarterly Milestones

September Commence the Public Safety Infrastructure Grant project in Victoria Street, Richmond

December Host a City Works and Assets Data Strategy Workshop to explore the use of data to inform decision making and create value

March Establish the IMAP Smart City Working Group

June Develop a data roadmap for City Works and Assets that will enable data to be utilised to progress and inform decision making

Implement Yarra Science Play within the Yarra Libraries program

Quarterly Progress Comments The Public Safety Infrastructure Grant project commenced in July and is on track. Upcoming activities include completion of procurement and baseline data processes, internal stakeholder engagement and implementation of a community nighttime lighting survey and co-design workshop.

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

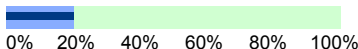



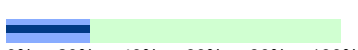

Council’s work to achieve this Strategic Objective includes the following strategies :

- 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 2020/21 to work toward achieving Council’s strategic objective of A connected 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
6.01 Review parking practices and options throughout the municipality	01/07/20 30/06/21		
6.02 Public Transport Advocacy	01/07/20 30/06/21		
6.03 LAPM Policy review	01/07/20 30/06/21		

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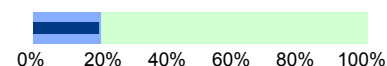
6.01 Review parking practices and options throughout the municipality

Council Plan Initiative

Continue to utilise data, technology and community consultation to inform the management of parking

Action

Council will continue to promote and educate the community on the complexity and requirements of parking within Yarra and assess the use of appropriate data in decision making.



Branch *Compliance and Parking Services*

Quarterly Milestones

September Review parking guidelines and enforcement practices in line with demand, occupancy rates, safety and the needs of businesses in commercial zone

December Investigate and utilise technology options to evaluate available data to streamline enforcement practices and variable pricing options

March Extend the roll-out of in-ground sensors and report to Council on actions taken to implement Council's policy of there being on 4 ways of legally parking in Yarra
Examine and implement communication opportunities to educate the community in correct parking behaviour and Council policies

June Examine and implement as appropriate consistent restrictions within identified commercial shopping strips

Quarterly Progress Comments The parking guidelines and the parking enforcement policies and procedures have been reviewed and updated. This includes a new Blitz process to enforce identified areas with ongoing parking issues.

Investigation and evaluation of data and technology options has commenced.

6.02 Public Transport Advocacy

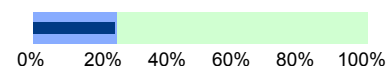
Council Plan Initiative

Advocate to the State Government for improved accessibility to public transport services

Action

Advocate for improved public transport services to meet the needs of significant population growth in Yarra and advocate for:

- DDA (Disability Discrimination Act) tram stops in Bridge Road (east of Church St) and Swan Street,
- increased rollout of electric buses in routes through Yarra,
- improved interchanges amongst modes to better service users,
- trialling changed tram stop locations in Brunswick Street to assist in improved public spaces and safer cycling opportunities,
- Melbourne Metro 2 (MM2) linking the Clifton Hill rail group lines with the central city,
- NEL-Eastern Freeway busway remedying the gap east-west along Alexandra Parade, and
- bus or other public transport services for the AMCOR development and linking Victoria Street East with Richmond/Burnley.



Branch *Strategic Transport*

Quarterly Milestones

September Continue to advocate to the State Government to require providers to increase electric buses on routes in Yarra

Continue to advocate for DDA tram stops in Bridge Road east

December Continue to advocate for east west public transport improvements along Alexandra Parade

Actively advocate for changes to tram stops in Brunswick Street to enable improved public spaces and safer cycling

Continue to advocate for a bus route from Burnley Station to the northern suburbs via Chandler Highway past the former AMCOR site

March Continue to actively assist Department of Transport on any proposed improvement projects to the public transport system in Yarra

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June	Advocate to the State Government for MM2 to connect to the Clifton Hill group of lines Continue to advocate for improved DDA compliance at train stations in Yarra
Quarterly Progress Comments	A meeting was held with the CEO of Yarra trams to discuss the roll out of DDA trams throughout Yarra including on Bridge Road. Council continue to advocate to the State Government to require providers to increase electric buses on routes in Yarra. This is raised with PTV regularly as part of on going discussions about bus network planning.

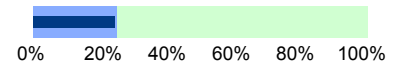
6.03 LAPM Policy review

Council Plan Initiative
Transition Local Area Traffic Management program to Local Area Place Making programs

Action

Council will review the LAPM Policy and determine an approach which will supersede the 2017 Local Area Place Making Policy. The proposed approach:

- Aims to ensure a proactive, consistent, fair and comprehensive approach to the investigation, consultation, design, implementation and monitoring of road safety
- Establishes clearly defined road safety/traffic management objectives to allow for a robust, focused approach to addressing safety issues
- Ensures the Council's responsibility as road manager focuses on road safety and the provision of safe and accessible streets, particularly for more vulnerable road uses as the primary objective
- Demonstrates a commitment to reduce the adverse impact of motor vehicles in the local street network, to improve road safety, prioritise active transport and enhance community amenity
- Looks to gain a strategic understanding of the value of place to the community (i.e. schools, libraries, cafes, parks, shopping strips etc.) and seeks opportunities to provide safe and accessible connections and/or improved infrastructure to these places for all road users
- Allows for the majority of traffic safety treatments to be funded via external channels such as Department of Transport (DoT) and Transport Accident Commission (TAC)



Branch *Infrastructure Traffic and Civil Engineering*

Quarterly Milestones

September	Develop draft LAPM Policy following internal consultation
December	Present draft LAPM Policy to Council
March	Present final LAPM policy to Council for endorsement
June	Commence implementation of LAPM Policy

Quarterly Progress Comments Internal consultation has been completed and a draft LAPM Policy developed.

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

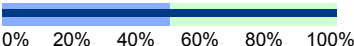

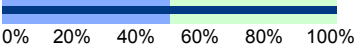

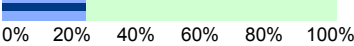

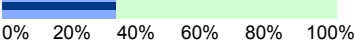

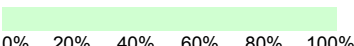

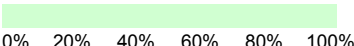

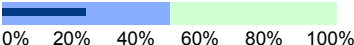

Council's work to achieve this Strategic Objective includes the following strategies :

- 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 Develop innovative Smart City solutions in collaboration with Government, Industry and Community which will use open data technology
- 7.8 Continue a 'customer centric' approach to all service planning and delivery
- 7.9 Advocate for the best interests of our community

The following actions are being undertaken in 2020/21 to work toward achieving Council's strategic objective of A leading Yarra.

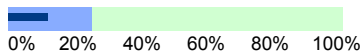

Action Progress Summary

-  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 Develop Governance Rules	01/07/20 30/06/21		
7.02 Develop a Public Transparency Policy	01/07/20 30/06/21		
7.03 Develop a Community Vision	01/07/20 30/06/21		
7.04 Our Voice, Our Actions, Our Customer Experience (CX): CX Program 2020-2022	01/07/20 30/06/21		
7.05 Mid-Year Budget Review	01/07/20 30/06/21		
7.06 Business Improvement	01/07/20 30/06/21		
7.07 Your Say Yarra Youth Forums	01/07/20 30/06/21		

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Action	Start Date / End Date		
7.08 Develop and implement the Risk Management Framework	01/07/20 30/06/21		

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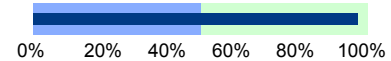
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7.01 Develop Governance Rules

Council Plan Initiative
Provide training and re-enforcement of good governance practices

Action

Council will develop Governance Rules to, among other things, guide the conduct of Council meetings, the disclosure of conflicts of interest, and the requirements during an election period.



Branch CEO Office

Quarterly Milestones

September Continue development of Governance Rules

December Present Governance Rules to Council for adoption

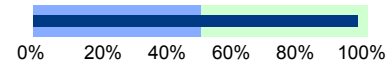
Quarterly Progress Comments The revised Governance Rules were adopted by Council in August 2020 after a period of public consultation.

7.02 Develop a Public Transparency Policy

Council Plan Initiative
Provide training and re-enforcement of good governance practices

Action

Council will develop a policy to give effect to the public transparency principles in the Local Government Act 2020, that sets out which information is freely available and how a member of the public may request further information.



Branch CEO Office

Quarterly Milestones

September Continue development of the Public Transparency Policy

December Present Public Transparency Policy to Council for Adoption

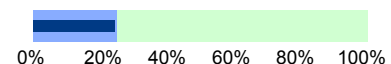
Quarterly Progress Comments The Public Transparency Policy was adopted by Council in August 2020.

7.03 Develop a Community Vision

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

Action

Work with the community through a deliberative engagement model to develop a Community Vision that captures the future aspirations of our community. Our community's Vision will provide direction and guidance for all of Council's future strategic planning and demonstrate our compliance with the Victorian Local Government Act 2020 (Act).



Branch Corporate Planning and Performance

Quarterly Milestones

September Commence engagement with internal stakeholders on future issues and opportunities

June Commence targeted, deliberative engagement with community to develop a Community Vision

Commence preparation of the Community Vision for presentation to Council

January Commence engagement with broad community on future issues and opportunities

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Quarterly Progress Comments A workshop with the Executive group was undertaken to establish the Community Vision guiding parameters. Two visioning workshops were held with the senior management team to identify future issues that may impact the municipality. Reports on the results from these workshops will help inform other engagement processes across the Community Vision Project.

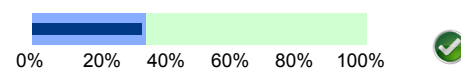
7.04 Our Voice, Our Actions, Our Customer Experience (CX): CX Program 2020-2022

Council Plan Initiative

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

Action

Our CX Program frames a three year program of internal and external service experience improvements to build our vision of 'working together to build a better experience for all' into a reality .



Branch *Customer Service*

Quarterly Milestones

September Develop Organisation wide CX competencies

December Define and select business improvement projects to demonstrate value of CX

June Define and build a business partnering model

Quarterly Progress Comments Council has developed an organisational competency framework that includes Customer experience (CX) as a key segment.

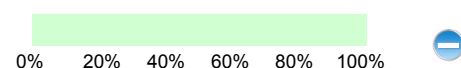
7.05 Mid-Year Budget Review

Council Plan Initiative

Regularly review and update long-term financial planning to guide our budget decisions to ensure they are responsible and sustainable

Action

Council will undertake a detailed review of its mid-year financial performance compared to budget to ensure achievement of financial sustainability measures across Council and appropriate allocation of financial resources toward achievement of the Council Plan.



Branch *Finance*

Quarterly Milestones

March Review half-yearly financial actuals against budget and identify any adjustments that are required to Council's full year forecast result to be reported in the half yearly finance report to Council

Quarterly Progress Comments No milestones to report on this quarter.

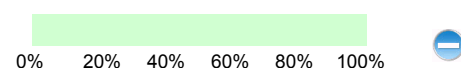
7.06 Business Improvement

Council Plan Initiative

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

Action

Council's Business Improvement Framework identifies the operating context, goals, key activities, outputs and outcomes to be delivered. It incorporates a stronger and more consistent approach to continuous quality improvement. Implementation of the framework and staff training in continuous improvement methodologies will ensure that Yarra's business improvement priorities are driven by a stronger customer-focussed approach.



Branch *Corporate Planning and Performance*

Quarterly Milestones

- December** Design and deliver the Business Improvement Program
Define, prioritise and action business improvement projects and activities
Support Post Covid-19 recovery and business continuity improvement planning
- June** Support Post Covid-19 Recovery and business continuity improvement planning
Define, prioritise and action business improvement projects and activities
Design and deliver the Business Improvement Program

Quarterly Progress No milestones to report on this quarter.

Comments

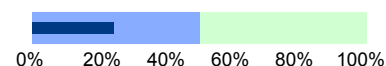
7.07 Your Say Yarra Youth Forums

Council Plan Initiative

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

Action

Council will develop an advisory and engagement platform for young people to engage with Council and Councillors.



Branch Family, Youth and Children's Services

Quarterly Milestones

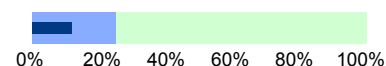
- September** Host opportunities for young people to meet with Councillors
Establish online platform for young people to have their say on issues affecting them in Yarra , and contribute to community consultations (via Your say Yarra website)
- December** Provide advocacy and media training for young people
- June** Support young people to meet with Councillors via Your Say Yarra Youth Forums (min. 4 per year)

Quarterly Progress Young people have had several online opportunities to raise and discuss issues facing them during COVID-19 pandemic. These have included Instagram Live! forums, and the Yarra Youth Ambassadors hosting community conversations on COVID-19, policing and mental health. Community consultations are also available via Your Say Yarra and prompted to young people via Yarra Youth Service's Facebook and Instagram platforms.

The hosting of opportunities for young people to meet with Councillors has been deferred due to COVID-19 and the disruption to school programs and remote learning. As such officers recommend the milestone be deferred from the 2020/21 Annual Plan.

7.08 Develop and implement the Risk Management Framework

Council will develop and implement a Risk Management Framework.



Branch Risk and Safety

Quarterly Milestones

- March** Develop Risk Management training program
- June** Review effectiveness of Risk Management Framework
Complete Risk Management training program
- January** Present Risk Management Framework to Executive for approval

Quarterly Progress A Draft Risk Management Framework continues to be developed with on-going discussions with Group Manager People and Culture. The completed draft Risk Management Framework is scheduled to be circulated for consultation with Executive mid-December.

18/11/2020 - Risk Matrix to be consulted with key stakeholders prior to finalisation of new draft for

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presentation to Executive in December.

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