



## 2022/23 Annual Plan June Report



## Introduction

Yarra City Council adopted its Council Plan 2021-25 on 19 October 2021. The Council Plan 2021-25 sets out the medium-term direction of Council and the outcomes sought by Councillors for their term. The Council Plan incorporates the Municipal Health and Wellbeing Plan. This financial year, 2022/23 is Year 2 of the Council Plan 2021-25.

Under the Local Government Act 2020 (the Act) each Council is required to produce a four-year Council Plan by 31 October in the year following a general election. The Council Plan must include Strategic Objectives, Strategies, Strategic Indicators and Initiatives. The Act requires that the Council Plan must be developed in accordance with the Strategic Planning Principles. One of these principles is that the Council Plan must address the Community Vision.

The Annual Plan and Budget operationalise the Council Plan. The Annual Plan identifies several initiatives under each Strategic Objective which are significant projects that Council will undertake towards achieving the Strategic Objectives. The Annual Budget and Annual Plan includes some, but not all initiatives from the Council Plan.

The Council Plan 2021-25 has six Strategic Objectives that respond to the Community Vision, which represent the Strategic Direction of Council for their four-year term, these are:

**Climate and environment:** Yarra urgently mitigates climate change while also adapting to its impacts and developing resilience in everything we do. The community, business and industry are supported and encouraged to do the same.

**Social equity and health:** Yarra's people have equitable access and opportunities to participate in community life. They are empowered, safe and included.

**Local economy:** Yarra's neighbourhoods and major activity centres, nightlife and employment precincts are thriving, accessible and connected. They support and inspire diverse creative communities, cultural activities, businesses, and local employment.

**Place and nature:** Yarra's public places, streets and green open spaces bring our community together. They are planned to manage growth, protect our unique character and focus on people and nature.

**Transport and movement:** Yarra's transport network is sustainable and recognises that streets are important shared public spaces. Transport and movement is accessible, safe and well connected.

**Democracy and governance:** Yarra is smart, innovative and sustainable. Our decisions and advocacy are built on evidence and meaningful engagement. Good governance is at the heart of our processes and decision-making.

Progress of these projects and actions will be reported in the 2022/23 Annual Plan Quarterly Progress Reports. Further information can be found in the published version of the Council Plan 2021-25 on the City of Yarra's website.

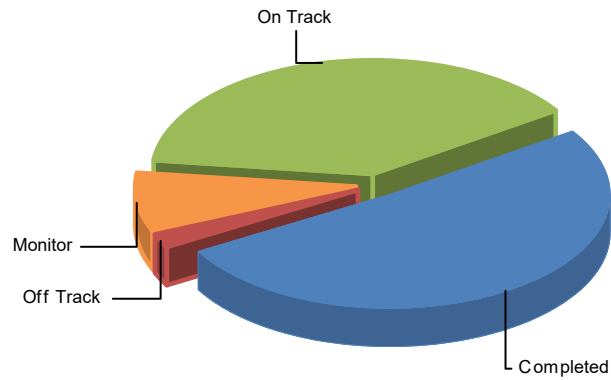
## Council Plan 2021-25 : Year 2

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### Quarter Summary

Council has committed to 49 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
Climate and environment	10	6	3	1	0	0
Social equity and health	11	5	6	0	0	0
Local economy	4	2	2	0	0	0
Place and nature	7	3	2	1	1	0
Transport and movement	6	1	4	1	0	0
Democracy and governance	11	8	2	1	0	0
	49 (100%)	25 (51.02%)	19 (38.78%)	4 (8.16%)	1 (2.04%)	0 (0.00%)

1. Climate and environment

Yarra urgently mitigates climate change while also adapting to its impacts and developing resilience in everything we do. The community, business and industry are supported and encouraged to do the same.

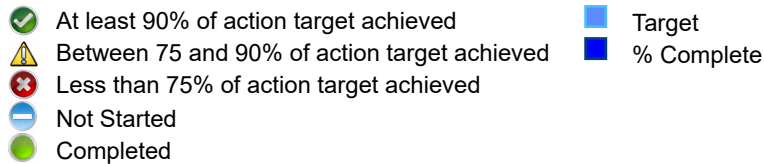
Strategies

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

1. Take urgent action to respond to the climate emergency and extend our impact through advocacy and partnerships
2. Lead and support the community, business and industry to take urgent climate action and transition towards net zero emissions and a circular economy
3. Enhance the resilience of our community to prepare for health-related and other impacts of climate change (MPHWP)
4. Lead, embed and promote the transition towards net zero carbon and a circular economy and extend our impact through advocacy and partnerships

The following actions are being undertaken in 2022/23 to work toward achieving Council's Strategic Objective; Climate and environment.

Action Progress Summary



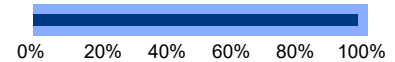
Action	Start Date / End Date	Progress	Status
1.01 Working towards zero emissions in the community	01/07/22 / 30/06/23		
1.02 Accelerating deployment of solar panels	01/07/22 / 30/06/23		
1.03 Community batteries	01/07/22 / 30/06/23		
1.04 Community engagement and mobilisation on climate emergency	01/07/22 / 30/06/23		
1.05 Zero carbon development	01/07/22 / 30/06/23		
1.06 Transition Council buildings off gas	01/07/22 / 30/06/23		
1.07 Sustainable fleet	01/07/22 / 30/06/23		
1.08 Reduce organic waste	01/07/22 / 30/06/23		
1.09 Proudly plastic free	01/07/22 / 30/06/23		
1.10 Circular economy	01/07/22 / 30/06/23		

# Council Plan 2021-25 : Year 2

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## 1.01 Working towards zero emissions in the community

Council is mid-way through implementation of the Climate Emergency Plan. The Roadmap to Zero Emissions in Yarra Advisory Report was received in early 2022. In 2022/23 Council will implement key initiatives. Council will also use the report as a key input for development of the next Climate Emergency Plan.



**Branch** Sustainability

### Quarterly Milestones

**September** Update Council on the progress of the Business Renewables Buying Group being led by Council

**December** Incorporate Roadmap to Zero recommendations into mid-plan review of Climate Emergency Plan actions.

Update Council on the success and lessons from supporting small businesses in Yarra to save energy, emissions, and money.

**March** Update Council on the progress of the Business Renewables Buying Group (BRBG) being led by Council.

**Quarterly Progress** Council has been updated on the progress of the Business Renewables Buyers Group as part of the Climate Emergency Plan mid-plan review and a further ebulletin in March 2023.

### Comments

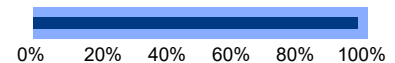
The BRBG is progressing well towards final group formation with 10 businesses having expressed interest.

The Roadmap to Zero Emissions Advisory Report developed by Ironbark Sustainability presented an analysis of opportunities to reduce carbon emissions towards zero-net emissions across the entire Yarra community by 2030. This was presented to Council in February 2022.

The recommendations within the Roadmap to Zero were incorporated into the mid-plan review of the Climate Emergency Plan ('Acting on our Climate Emergency Plan') within section 5 - The next two years and beyond: a review of key actions and pathways - outlining the areas of focus in implementing the Climate Emergency Plan over the next two years. This was presented to Council in October 2022, the update also included the actions undertaken to support small business, and a focus for the next two years and beyond.

## 1.02 Accelerating deployment of solar panels

Solar installations offer the opportunity for Yarra citizens to take charge of their 100% renewable future, however for many residents and businesses the solutions may not be simple. Council can help by focusing on specific audiences and removal of barriers.



**Branch** Sustainability

### Quarterly Milestones

**September** Provide a pathway for households and businesses looking to install solar, and promote this via usual channels.

**December** Provide programs to at least one residential and commercial target audience to provide specific support for solar.

**March** Brief Councillors on the opportunities to support further solar uptake.

**Quarterly Progress** Council continues to develop and provide pathways for households and businesses looking to install solar including:

- Updated webpage with useful tips, previous webinar recordings, and links for going solar,
- Supported Yarra Energy Foundation's (YEF) development of a Solar for Apartments guide,
- Hosted a 'Solar for Apartments' webinar information session,
- Provided targeted support for Small-Medium businesses to install solar,
- Hosted a webinar for small businesses to reduce emissions, including installing solar,
- Initiated a program with YEF to target installation of solar for larger businesses /those with larger roof spaces.

In partnership with Merri-bek Council and Hip v Hype, Council delivered the Unlocking Sustainable Strata project to support apartment residents to undertake sustainability retrofits including installing solar and

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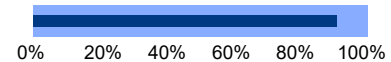
going all-electric. This project delivered 12 apartment building energy audits, trialled a methodology of working directly with strata management, and developed guides to sustainability retrofits and electrification for apartments across four building typologies.

We also commenced recruitment for the Better Business Better Energy project with YEF, targeting large businesses to support them in tailored all electric options including installation of large scale solar.

Updates have been provided to Council on progress and actions to increase the uptake of solar in Yarra, via eBulletin.

### 1.03 Community batteries

Community Batteries provide an opportunity to accelerate uptake of renewable energy in Yarra. Yarra Energy Foundation are launching Australia's first inner-urban community battery in North Fitzroy in June 2022.



**Branch** Sustainability

#### Quarterly Milestones

**December** Yarra Energy Foundation to brief Councillors on the performance of the first community battery installation.

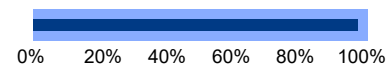
**March** Brief Councillors on the opportunities to support further community batteries.

**June** Brief Councillors on progress towards supporting additional community batteries in Yarra.

**Quarterly Progress Comments** The first community battery in Victoria was installed in North Fitzroy in June 2022. The battery was delivered by Yarra Energy Foundation with funding contributed to by the Victorian Government through its Neighbourhood Battery Initiative. YEF provided an update in their annual reporting to Councillors in November 2022. Council is currently working with Yarra Energy Foundation on a second location for a community battery.

### 1.04 Community engagement and mobilisation on climate emergency

Council will deliver targeted programs and activities to key sectors in our community to take climate action. This includes supporting our community to reduce individual and household carbon emissions; bringing people together to be active citizens pushing for change; and helping our community prepare for and cope with worsening climate impacts.



**Branch** Sustainability

#### Quarterly Milestones

**September** Commence delivery of a new Arts and Climate Action initiative

**December** Commence delivery of a new initiative to support CALD communities in Yarra take climate action. Work with Aged and Disability Services to embed outcomes of Health Homes project into ongoing service.

**March** Complete phase 1 of the Arts and Climate Action initiative, and evaluate outcomes. Deliver analysis and recommendations to accelerate renewable energy uptake in apartments in Yarra.

**June** Complete phase 1 of a new initiative to support CALD communities in Yarra to take climate action, and evaluate outcomes.

**Quarterly Progress Comments** The delivery of a new Arts and Climate Action initiative is well underway via the program titled Extraordinary Times Require Extraordinary Art. A three-part series was developed for delivery across October-November 2022, with 30 local Artists recruited to participate. Participating artists worked together to build further awareness, understanding and networks, towards creating accessible, visible art which engages our community in climate action.

The first session focused on understanding and articulating the cultural, political and social landscape we are in, and how artists responded to this, including guest speaker Chris Tamwoy who has supported the recent Our Islands, Our Home (Torres Strait 8) campaign. The second session focused on creating art with impact, and the third session focused on collaborations and partnerships. Based partly on the success of the project 'Climate Action Small Project Grants' that was established to support projects which engaged and

inspired our community to take climate action.

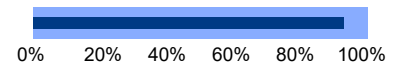
In partnership with Merri-bek Council and Democracy in Colour, we have developed the Climate Justice in Colour program which aims to develop a network of community connectors and influences whose purpose is to shift the narrative on climate justice and support and grow climate action within CALD communities. The first phase of the project was completed in June 2023. There was significant work undertaken and lessons learned from the project, but in its existing form it was decided by Yarra and Merri-bek Councils not to proceed. Further work will be undertaken in 2023/24 to review and roll out the next phase of work to support CALD communities in Yarra to take climate action.

The Healthy Homes project delivered 47 home energy efficiency assessments with more than half of the retrofits now complete. The Aged and Disability team will consider continuing draught proofing upgrades as part of their ongoing maintenance service, and annual promotion of this draught proofing service.

Significant work has been delivered in the space of accelerate renewable energy uptake in apartments in Yarra, with a key output being the development a key resource 'Unlocking Sustainable Strata – a guide to electrifying your apartment, building or townhouse' collaboratively with Merri-bek Council.

**1.05 Zero carbon development**

A key action in the Climate Emergency Plan, Council is pursuing a 'zero carbon development' planning scheme amendment and developing further environmentally sustainable development guidelines.



**Branch** *Statutory Planning*

**Quarterly Milestones**

**September** Brief Council on the final Planning Scheme Amendment proposed in partnership with the Council Alliance for a Sustainable Built Environment (CASBE).

**December** If authorisation is provided by the Minister, commence industry and community engagement, in conjunction with CASBE.  
Request Council consent for seeking 'authorisation' from Minister for Planning to place the Amendment on exhibition.

**March** Undertake advocacy and engagement activities with DELWP and the Minister for Planning to support the progression of the amendment, in conjunction with CASBE.

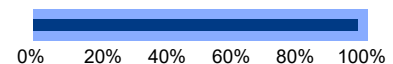
**Quarterly Progress Comments** A zero carbon development planning scheme amendment was lodged with the Minister of Planning in July in conjunction with identical amendments from 23 other Victorian Councils who have worked together with support from the Council Alliance for Sustainable Built Environment to share costs and to draft consistent proposed planning provisions. During November and December, the project team delivered information sessions providing an update on the project to all leading industry groups.

Ongoing engagement with Department of Environment Land Water and Planning indicates that authorisation to proceed to public exhibition will be received during 2023, however no authorisation has been received as at 30 June.

Yarra continues advocacy to the Planning Minister in conjunction with CASBE and Greenhouse Alliances. The authority to proceed to public exhibition and the ultimate success of the proposed amendment, rests entirely with the Minister for Planning. Ongoing meetings and written communication continue with the Minister for Planning and senior staff.

**1.06 Transition council buildings off gas**

Council will undertake design for the renewal of building services at Richmond Town Hall. A major component of this is Heating, Ventilation and Air-conditioning (HVAC), which will include full electrification to enable retirement of the use of gas at the facility, along with renewal of lighting, power/data cabling and fire systems.



**Branch** *Building and Asset Management*

**Quarterly Milestones**

**December** Complete preliminary design

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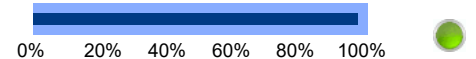
**June** Complete detailed specification ready for tender.

**Quarterly Progress Comments** The preliminary design for the upgrade of HVAC and building services at Richmond Town Hall was completed in December 2022.

The detailed design was completed in the second half of 2022/23. Further associated investigation will be undertaken in 2023/24 on architectural, structural and acoustic elements of the facility renewal. Council will support the State Government to deliver a project at the site to increase kindergarten places at the site.

### 1.07 Sustainable fleet

In line with the Climate Emergency Plan and the Corporate Zero Carbon 2030, Council will continue to transition its fleet to a low emissions option. This will include the development of a fleet transition plan that will identify challenges and opportunities.



**Branch** City Works

#### Quarterly Milestones

**September** Install a further three electric charging stations at 345 Bridge Road.

**December** Complete the development of a fleet transition plan that will document in detail the steps and opportunity to transition Council's fleet to low emissions options.

**March** Identify opportunities to transition plant to low emission options and commence the process to procure.

**June** Complete the purchase of an additional four electric cars and one electric truck subject to availability.

**Quarterly Progress Comments** Three additional electric car charging stations have been installed at 345 Bridge Road and are now operational. An additional 3 x dual charging stations have been installed at Collingwood under a funding agreement with DELWP and are now operational.

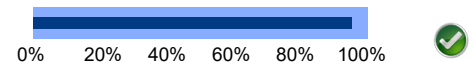
Council has in place an Electric Vehicle Transition plan to move Council's fleet to low emissions and to identify opportunities to transition plant to low emission options. Implementation of the plan has commenced with Council ordering two electric utility vehicles, three electric pool cars and eight Hybrid Yaris cars. Four of the Hybrid Yaris vehicles have been delivered, due to manufacturing delays the four remaining Yaris cars will not be available for delivery until after June. This year's targets have been met within the allocated budget.

Officers are investigating the purchase of an electric bus, while the order for the electric truck has been cancelled pending further analysis into these types of vehicles and their use.

### 1.08 Reduce organic waste

In 2020, the State Government announced that all Victorian Councils would be required to provide a glass service by 2027 and a food and garden organics (FOGO) service by 2030. Council introduced its glass service in November 2020. Local processors need time to develop and prepare for the changes introduced by the State Government. This includes increasing market capacity to meet growing demand. Council is assessing its options and taking time to engage, plan and design a FOGO system that will work long term.

This year, Council will continue to investigate options for the reduction of organics from the waste stream and opportunities for community drop off points for organic material. Council will further determine the best methods to remove waste and the best collection method to divert, organics material from landfill.



**Branch** City Works

#### Quarterly Milestones

**September** Commence a food waste avoidance education program

Deliver a report to Council for approval of the preferred service model to reduce organic material to landfill, with timeframes for implementation.

**December** Investigate opportunities and locations for community drop off points for organic material.

**March** Determine optimum collection methods to divert organics from household waste.

**June** Prepare a report and update on the roll out of new initiatives and the resultant reduction of organics to landfill.



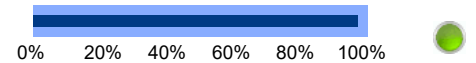
**Quarterly Progress Comments** The first stage of the food waste avoidance program, awareness raising, has commenced. This included Yarra News article and social media referring residents to Council's website for tips on how to reduce their household food waste.

Investigation of opportunities and locations for community drop off points for organic material was completed and a report on options, timeframe and budget presented to Management.

Officers have completed analysis of programs across other Councils as well as best practice and have determined optimum collection methods to divert organics from household waste. These have been presented to the Executive team and Councillors. A report is being developed for Council to approve the preferred service model and timelines. This should go to Council in August.

**1.09 Proudly plastic free**

The Proudly Plastic Free program is a behaviour change campaign aimed at reducing the use of single use plastic packaging in food traders and educating the community on plastic waste avoidance. The whole-of-community approach aims to reduce the use of single-use plastic packaging and reduce our plastic waste footprint.



**Branch** City Works

**Quarterly Milestones**

**December** Distribute communications and education materials through various mediums and channels including through Eco Dev Ambassadors, and small business officers.

**March** Promote materials at events hosted by Eco Dev/Sustainability and if resourcing permits, host events to highlight key businesses.

**June** Prepare evaluation report and look for ongoing opportunities to support businesses to reduce waste and engage with sustainability.

**Quarterly Progress Comments** Communication and education material on reducing single use plastics has been distributed to businesses and event organisers. This has been through business e-news, Business Advisory Group, face to face discussions with businesses and emails to event organisers promoting the reduction of single use plastics and the State Governments Single Use Plastics Ban.

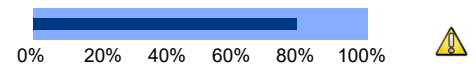
These include events such as Pride, Fiesta and Lunar Festivals. Key businesses have been promoted through Yarra's Zero Waste Map and the Sustainable Business e-newsletter.

Officers have reviewed the activities and outcomes to date and are developing the next stage of the Proudly Plastic Free program.

**1.10 Circular economy**

Council advocates and partners with the waste industry and all levels of government to develop circular economy solutions, encouraging innovative and new technologies.

Council will show leadership by developing an organisation wide Circular Economy Policy and Action Plan. This includes the procurement and management of Council's assets, goods, and services.



**Branch** City Works

**Quarterly Milestones**

**September** Trial the use of recycled computers, devices, and digital technologies to support the Smart Public Housing Project.

Develop actions as part the Circular Economy Strategy 2020-30, in consultation with the commercial sector.

Work with State Government to influence what is included in bin content standards.

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	Continue to advocate to the state government to get financial support for the delivery of kerbside reform.
<b>December</b>	Develop and deliver a 'lending library of things' program at the libraries e.g., cake tins, sewing machines etc.
<b>March</b>	Develop and deliver Circular Economy training for the Executive team and Councillors. Work with Yarra's processors and manufacturers to explore opportunities and technology to recycling problematic material.
<b>June</b>	Work with Arts Culture and Venues to develop circular catering guidelines. Deliver the year one actions from the Circular Economy Strategy 2020-30. Participate in advisory and reference groups to advance the transition to a Circular Economy.
<b>Quarterly Progress Comments</b>	Council has connected with multiple industry stakeholders around recycled device opportunities including Work Ventures (Australia's leading IT social enterprise), Reboot IT and Enable. In April 2022, Council supported the Enable Yarra Tram Device Collection Campaign through the Smart Public Housing Project Working Group - being Yarra CityLab, Yarra Libraries, Economic Development, NBN, Belgium Avenue Neighbourhood House (BAHN), Kangan Institute and Carringbush Adult Education. A device drop-off point was established at BAHN, with the incoming devices being sent to be data wiped and refurbished for on-sale to the community. The Working Group negotiated a 30% discount for public housing residents to purchase A-Grade refurbished laptops.

More recently, Yarra Libraries has been working with LiteHause International (digital learning NFP based in QLD) and Yarra's Information Services Branch around recycling of Council devices. A pilot has been established with LiteHaus for 100 Council devices to be data-cleansed at no charge, with the recycled devices being linked to Connected Programs at the new Richmond Community Hub. This pilot and case study will be used to advocate for funding and grants to support an ongoing partnership with LiteHaus.

As part of the development of the draft Circular Economy Strategy action plan, consultation with the commercial sector included a survey, pop up sessions and officers attending a Business Advisory Group meeting. Council has built relationships with relevant stakeholders across the industry to influence the State Governments standard bin content list. This has occurred through attending forums such as Department of Environment Land Water and Planning consultations, Food and Glossary Council industry supply chain tour, inviting industry representatives to present to Council's Technical Advisory Group.

Officers take every opportunity to advocate to the State Government, through the forums and committees we participate in, for increased financial support to deliver Kerbside reform.

Investigation into a 'lending library of things' program at the libraries e.g., cake tins, sewing machines etc, is currently in progress looking at format, content and locations.

Development of the Sustainable Events Guide and Toolkit is continuing, the guide will ensure the concepts of circularity are communicated in tangible and applicable ways. This will be completed in the second half of 2023.

Officers continue to participate in advisory and reference groups such as Waste Management Association of Australia, Cross Council Waste and Circular Economy Network, LGPro special interest group and DEECA Kerbside Reform Forum. The advocate has a focus on the designing waste out of the system, making better use of material through reuse and repair and implementing robust product stewardship.

Officers are exploring opportunities to fund training through a Circular Economy Grant in collaboration with four neighbouring Councils. An application has been submitted to State Government and if successful training will be delivered in Quarter 2 of 2023/24.

The draft Circular Economy Strategy and action plan was developed and went out for public consultation in 2022. Once review of the community feedback is completed the revised documents will be presented to Executive and Councillors for discussion and adoption later this year.

## 2. Social equity and health

Yarra's people have equitable access and opportunities to participate in community life . They are empowered, safe and included.

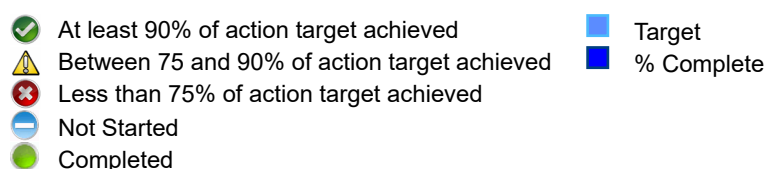
### Strategies

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

1. Celebrate, respect and embrace Wurundjeri Woi Wurrung, Aboriginal and Torres Strait Islander people and heritage, and reflect this in our decision-making, services and activities.
2. Build a more resilient, inclusive, safe and connected community, which promotes social, physical and mental wellbeing (MPHWP).
3. Support vulnerable communities and residents of public housing to thrive in the community.
4. Work to reduce the harms associated with the use of alcohol , illicit drugs, gambling and tobacco (MPHWP)
5. Celebrate and respect culturally vibrant and socially diverse communities.
6. Leverage opportunities and advocate for increased access to public, social and affordable housing stock in new and significant developments..
7. Work actively to prevent and respond to gendered violence and all forms of violence by addressing known contributors to violence and promoting a gender equitable, safe and respectful community (MPHWP)

The following actions are being undertaken in 2022/23 to work toward achieving Council's Strategic Objective; Social equity and health.





### Action Progress Summary



Action	Start Date / End Date	Progress	Status
2.01 Collingwood College early childhood centre build	01/07/22 / 30/06/23	0% 20% 40% 60% 80% 100%	✔
2.02 Collingwood Town Hall Precinct Community Hub Project	01/07/22 / 30/06/23	0% 20% 40% 60% 80% 100%	●
2.03 Delivering health and wellbeing activities	01/07/22 / 30/06/23	0% 20% 40% 60% 80% 100%	●
2.04 Supporting and engaging children and young people	01/07/22 / 30/06/23	0% 20% 40% 60% 80% 100%	✔
2.05 Active and Healthy Ageing Strategy and Action plan 2021-23	01/07/22 / 30/06/23	0% 20% 40% 60% 80% 100%	✔
2.06 National aged care reforms	01/07/22 / 30/06/23	0% 20% 40% 60% 80% 100%	✔
2.07 Supporting urban agriculture	01/07/22 / 30/06/23	0% 20% 40% 60% 80% 100%	●
2.08 Promote initiatives to celebrate Yarra's cultural diversity	01/07/22 / 30/06/23	0% 20% 40% 60% 80% 100%	✔
2.09 Supporting our LGBTIQ+ community	01/07/22 / 30/06/23	0% 20% 40% 60% 80% 100%	●

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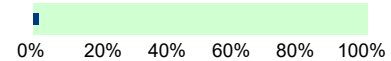
Action	Start Date / End Date		
2.10 Social and affordable housing	01/07/22 30/06/23	 0% 20% 40% 60% 80% 100%	
2.11 Supporting vulnerable communities with access to digital resources	01/07/22 30/06/23	 0% 20% 40% 60% 80% 100%	

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## 2.01 Collingwood College early childhood centre build

In partnership with the State Government and Collingwood College, Council will refurbish and re-purpose a set of dis-used buildings on the grounds of Collingwood College. This will provide two kindergarten rooms, playgroups space with occasional care; and an allied health and family service meeting rooms. This will offer greater capacity for the community to access early childhood education programs including 3 and 4 year old kindergarten, extended day care, occasional care and kinder vacation care. The building will offer a single integrated location for families to access integrated early childhood education, health and family services.



**Branch** *Building and Asset Management*

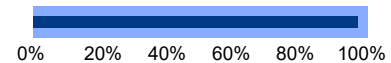
### Quarterly Milestones

**March** Commence construction - Removed by Council resolution 16 May

**Quarterly Progress Comments** This project has undergone a significant rescoping, with works originally to be undertaken by Council now to be undertaken by the Victorian Schools Building Alliance instead. Council will support the State Government to deliver the project.

## 2.02 Collingwood Town Hall Precinct Community Hub Project

Council has commenced investigations into the Collingwood Town Hall precinct to establish a people and services focused community hub.



**Branch** *Equity and Community Development*

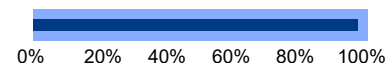
### Quarterly Milestones

**September** Present a report to Council proposing recommendations for next steps.

**Quarterly Progress Comments** A report on the initial investigation findings was presented to Executive in Quarter 1, after additional research a report was presented at the Councillor Workshop held in December 2022. Council officers will undertake community infrastructure mapping and planning to develop a new Community Infrastructure Plan. This will guide any further progress regarding this project.

## 2.03 Delivering health and wellbeing activities

The Operational supplement: Health and Wellbeing Activities details the actions Council will deliver towards achieving the Municipal Health and Wellbeing Plan strategies and initiatives as incorporated in the Council Plan 2021-25. Work includes harm minimisation for people who use illicit drugs, gambling harm reduction, research into alcohol-related cultures and harm, research and collaboration with stakeholders and promoting community safety and inclusion.



**Branch** *Equity and Community Development*

### Quarterly Milestones

**September** Support the State Government in the roll out of the public intoxication health-based response within the City of Yarra.

**December** Produce a new report related to syringe and cleansing data trends in Yarra to inform external advocacy to state government.

Utilise accessible data, including the 'Yourground' data collected in 2021, to inform projects and upgrades within Yarra and apply for funding to trial interventions in specific environments.

**March** Conduct an initial review into the first year of the local law around public street drinking.

Proactively scope and pursue relevant grant and partnership opportunities, particularly those provided by the State Government.

**Quarterly Progress Comments** Council supported the State Government roll out of the public intoxication health-based response within the City of Yarra trial, commencing in July 2022, providing information about local services and demographics.

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- Council has assisted the trial including local relationship brokering. Trial site partners have a series of presentations to advisory groups and sector-based networks (e.g. Yarra Liquor Forum and Yarra Housing and Homelessness Network).
- Council has also facilitated logistics such as parking permit applications (i.e., for outreach vehicles).
- The Centre for Evaluation and Research Evidence within the Department of Health is now overseeing evaluation of the trial, which will consider data collected from the trial commencement up to and including 30 April 2023. Data is still collected by service providers for ongoing service improvement purposes.
- Officers continue to attend fortnightly stakeholder and partner meetings convened by the Department of Health.
- It is anticipated that a similar model to the existing trial will be ongoing following the legislation change in November.

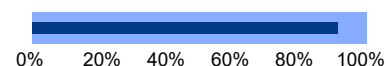
A new quarterly syringe and cleansing data report has been developed and provided to relevant officers to identify opportunities for continuous improvement. A Syringe Data report was submitted to independent Medically Supervised Injecting Room review panel and follow up meetings held with panel experts. Discussions with Department of Families Fairness and Housing and Department of Health representatives regarding syringe disposal and cleansing are ongoing.

YourGround data and other accessible data is used regularly to inform continuous improvement and identify public health and community safety issues in Yarra.

Council received funding from VicHealth for the development of an alcohol harm management plan. This project addresses a key health issue as identified in the most recent census data and Municipal Public Health and Wellbeing Plan.

### 2.04 Supporting and engaging children and young people

Activities delivered across Family, Youth and Children's Services for children and young people to participate in decision making and advocacy to promote positive connections in Yarra.



**Branch** *Family Youth and Childrens Services*

#### Quarterly Milestones

- September** Review and update of Council's Strategy for children and young people (0-25 Plan) reflects community aspirations to support promotion of positive social connections for children, young people and parents, and caregivers.
- December** Provide leadership and development opportunities to young people to help build their advocacy skills, confidence, knowledge, and networks.
- March** Form children's committees in all education and care centres managed by Council  
Implement the Phoenix Cups project in Children's Services to provide a positive psychology approach to working with children emphasising equity, child mental health and wellbeing and trauma informed practice.
- June** Strengthen the voice of the child in family support services through child friendly feedback tools in the service practice.
- Quarterly Progress Comments** Review of the 0-25 Plan is monitored through analysis of participation rate and feedback in the review of programs and activities delivered to ensure ongoing aligned with Council's Strategy for children and young people (0-25 Plan). To date these included:
- Supported Playgroups facilitated by staff – approximately 125 children participated.
  - Parent education: Smalltalk home visiting program, Tuning Into Kids and online parent information sessions (Healthier Masculinities, Nutrition, Sexuality and Health Education) – 120 parents
  - Kindergarten projects: 115 kindergarten children were engaged across 4 kindergartens:
    - Naming of rooms for Richmond Kindergarten upgrade
    - Indigenous planning project at Princess Hill Kindergarten
    - Sustainability challenge at Yarraberg Children's Centre
    - Wet weather inquiry for Keele St Nature Kinder.
  - Inclusion Support Partnerships with Community Childcare and Uniting to provide inclusion support resources to successfully engage with 75 children with complex/diverse needs across 7 sites.
  - School Readiness Funding intervention programs supported approximately 500 children across all Yarra

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managed funded kindergarten programs.

- Therapeutic intervention for approximately 150 children across 4 sites through community partnership with ACU speech pathology students and LaTrobe University art therapy students .
- Access to Early Learning Facilitator provided parenting and program interaction support for the families of 10 children.
- Pre School-Field Officer made 65 referrals to allied health services.
- Yarra Youth Services engaged 897 young people (9,565 contacts) through group programs at the Yarra Youth Centre, Richmond Youth Hub and Fitzroy Library .
- 107 young people were supported through the Youth Support program (3,034 contacts).
- Young people were also engaged via other one-off activities and events and through other organisations providing engagement activities at our facilities (2,625 contacts).
- A total of eight young people successfully passed their driving test and received their provisional licenses through Yarra L2P Learner Driver Mentor Program .
- Ten young people joined the new Yarra Youth Advocacy Group via EOI . The group meets fortnightly, and key outcomes this year included hosting a youth forum at the Yarra Youth Centre in December , as well as influencing the FY23/24 budget process following advocacy to the Mayor and Councillors .
- Yarra Community Awards were promoted to young people to encourage youth nominations . A record number of young people were nominated, and were well represented in the final awards, winning across several categories .
- Youth Services hosted several work experience students from local Yarra schools , as well as providing student placement opportunities for young people studying youth work degrees. Planning is underway to support improved community engagement with families including a draft Terms of Reference and a strategy to support recruitment for a parents committee. An Expression of Interest launch is planned for September 2023 and committee launch in 2024. Children's Committees will be launched as part of the 'Voice of the Child' Community Engagement Strategy. Research and networking is also supporting our approach via Council's involvement in the Child Friendly Cities initiative.

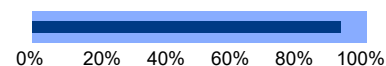
The Phoenix Cups project has progressed with:

- All educators have undertaken their educator certification training
- Education Leaders and Champions have completed advanced certification
- 2022 – Phoenix cups engaged to provide individual mentoring and coaching to leaders and champions
- 2023 – Phoenix cups engaged to provide on-site mentoring, supervision, and feedback for educators, training is now embedded in the staff induction program.

Council's Family Support service has continued to make progress towards further strengthening and embedding the Voice of the Child into their practice and direct service delivery. Officers are implementing recommendations that have been made following a research project that was undertaken to define contemporary best practice to inform frontline family service delivery practice and organisational development. This review established the need to create a 'Community of Practice' for practitioners, which is now in implementation in the Family Support Service, in order to promote ongoing peer-led professional development in youth and children's voices. Changes have also been made to 'Case Plan' templates which now requires relevant social work staff to engage with and document the personal goals of individual children as part of a family consultation. Further tools will be developed to enhance this practice in the future.

### 2.05 Active and Healthy Ageing Strategy and Action plan 2021-23

The Active and Healthy Ageing 2020-22 Action Plan provides strategic actions to ensure our residents aged 50+ remain engaged, active, and independent. The actions for 2022-23 will be revised, to align with new and emerging priorities and needs as we emerge from COVID-19 (in particular, supporting and enabling older residents to reconnect post Covid-19). With a specific focus on our most vulnerable community members (Seniors groups, including CALD), we will support people with dementia and their carers, and work with the community to implement initiatives that leverages resources and engages community to address social isolation.



**Branch**      *Aged and Disability Services*

#### Quarterly Milestones

**September**    Implement the Seniors Health and Wellbeing project- engaging community in café style conversations and community connectors  
Re-establish Dementia alliance group post Covid-19

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- Consult with service users to identify preferred option/s regarding annual Seniors Festive celebration  
Re-establish and coordinate the Companion Animal program utilising a volunteer support model
- December** Implement mapping of community assets and training of community connectors as part of the Seniors Health and Wellbeing project.  
Conduct annual aged and disability services sector planning forum.  
Deliver Seniors Festive Season celebration.
- Quarterly Progress Comments** The self-directed online training program for engaging community in café style conversations was completed by 20 participants. This included community mapping and through a partnership, established with Belgium Avenue Neighbourhood House, 275 older residents were engaged. Outreach activities included pet portraits, East Timorese Breakfast, Circus skills, and golden years conversations.

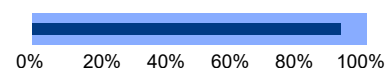
Council reached agreement with Dementia Australia to refocus on support of multicultural groups and provide support and information, enabling a 'Friends of Dementia' group and support network.

Service user consultation completed and annual gift giving continued. Gift packs (800) personally delivered to all service recipients across Yarra. Gifts were curated from a local social enterprise.

The Companion Animal program has been completed, volunteers have been recruited, inducted and matched with registered participants of the program. Positive feedback has been received, and work continues on promotion of the program. The annual aged and disability services sector planning forum did not proceed in 2022, due Covid-19 impacts in the sector. Council has re-established the Yarra Aged Care Services Forum and is meeting quarterly to support local engagement on aged care reforms and emerging local needs.

### 2.06 National aged care reforms

The Federal Government has announced a further delay in implementing the National Aged Care reforms. The Assessment Services will be re-designed and 1 July 2024 timeline established. Further work is being undertaken on the Support at Home program, and with 1 July 2025 timeline now in place. Across 2022-2023, Council will continue to define its role in the new Support at Home program and existing State based Home and Community Care program for Young People. This will include the range of services that Council provides directly and areas of potential reinvestment. A key focus will include ensuring residents and service users are supported across this transitional period.



**Branch** *Aged and Disability Services*

#### Quarterly Milestones

- September** Advocate for quality and accessible aged care services, inclusive of people at risk of isolation and homelessness, people from CALD backgrounds, people requiring mental health support, or otherwise vulnerable, as part of the final design of the national Support at Home program.  
Determine Council's position on service delivery under the new Support at Home program (home care and home maintenance; meals services; social support; community transport, assessment)  
Identify areas for re-investment and/or re-orientation of service focus
- December** Implement any short (to 30 June 2023) or long term (post 1 July 2023) changes resulting from Council decisions.  
Provide advice and information to residents and clients as the new Support at Home program roll-out occurs, including access to advice and service options.  
Work with the State Department on service options under the Home and Community Care Program for Young People.
- March** Provide transitional support to residents and clients as they move to the new program (as either users of Council services or in moving to another provider of choice).  
Implement changes required to deliver the Support at Home Program post 1 July 2023.
- June** Continue to support residents and clients, including offering transitional support, to assist in navigating and accessing services under the new national program.
- Quarterly Progress Comments** Council has actively participated in, and provided feedback and advocacy on the Aged Care reforms and proposed Support at Home Program. This has included attending webinars, participating in round-table discussions, and engaging with the Active Ageing Advisory Committee to ensure local and at risk groups needs are supported.



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Due to the Federal Government announcing a further review in August 2022, Council decision making was placed on hold. In May 2023 the Federal Government announced a revised timeline for implementation of the reform – now moved into 2024-2025. Council is continuing to provide services under the Commonwealth Home Support program.

Significant work has been undertaken to understand the current options available in the context of the external decisions, with regular briefings provided to Council on the progress including current service options that can be implemented in the interim. Interim steps undertaken by Council include the extension of existing service provider contracts until June 2024 following the announcement by the Federal Government that transition has been delayed.

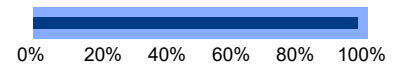
The Aged and Disability Service Branch continues to undertake regular planning workshops to explore and identify opportunities within the Yarra community and Aged Care sector that align with Council's Active & Healthy Ageing and Access and Inclusion strategies.

Council has developed an outreach model under the Home and Community Care Program for Young People . The model has been confirmed with State Department representatives and will be implemented in 2023-2024.

Council has fulfilled all transition tasks based on the current national program, including moving to monthly data reporting and ensuring client data is up-to-date. Due to the delay in full implementation of the national program until 1 July 2025, the support of transitioning clients to services under the new national program has been delayed. However at a one-to-one level, residents have been supported in transitioning to alternative care (home care packages) as needs increase.

### 2.07 Supporting urban agriculture

Deliver actions outlined in the Urban Agriculture Strategy 2019-2023 to support the community to grow, produce and share food as part of a healthy and resilient food system that is better for the climate.



**Branch** *City Works*

#### Quarterly Milestones

**September** Promote and run an online Community Growing Spaces workshop for residents interested in applying for a planter box, productive tree, or laneway garden.

**December** Promote and run an online Community Growing Spaces workshop for residents interested in applying for a planter box, productive tree, or laneway garden.

**March** Share and promote the 'stories' of community growing spaces via Yarra's communication channels to demonstrate the variety of growing spaces available to participate in.

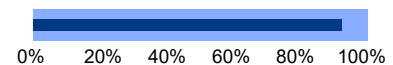
**June** Deliver three My Smart Garden Workshops that informs a holistic approach to 'smarter' and more sustainable home gardening across five elements, including food, shelter, waste, water, and habitat.

**Quarterly Progress Comments** Council has developed and delivered the second of community growing space workshops to residents interested in applying for a planter box, productive tree, or laneway garden.

Council promotes the 'stories' of community growing spaces via Yarra's communication channels including offering a My Smart Garden e-newsletter to subscribers to demonstrate the variety of growing spaces available to participate in.

### 2.08 Promote initiatives to celebrate Yarra's cultural diversity

Deliver initiatives that promote and celebrate the cultural richness of Yarra's community and are developed in direct response to the history of Yarra, the environmental conditions and respond to the aspirations and values of our community. There is a focus of Aboriginal and Torres Strait Islander arts, culture and community, on cultural diversity and on the unique creative community that works and lives in Yarra .



**Branch** *Libraries Arts and Events*

#### Quarterly Milestones

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<b>September</b>	Deliver a range of events including Leaps and Bounds Music Festival and Gertrude Projection Festival Support events via Council's arts grants program
<b>December</b>	Deliver Johnston Street Fiesta and Christmas Program Deliver Yarra Libraries programs/events celebrating cultural diversity Deliver Social Strategy and Community Development programs/events celebrating cultural diversity
<b>March</b>	Deliver New Year's Eve Program, Lunar Festival and Summer Music Program
<b>June</b>	Deliver Sorry Day event (26 May) Deliver Reconciliation Week events (May/June) Celebrate Smith Street Dreaming (June) Deliver Yarra Libraries programs/events celebrating cultural diversity Deliver Social Strategy and Community Development programs/events celebrating cultural diversity
<b>Quarterly Progress Comments</b>	A month-long music festival, Leaps and Bounds was back in 2022, showcasing home-grown artists and local hospitality venues. It featured performers from across Australia as well as overseas, spanning rock and electronica to jazz and classical. The 2022 event featured; 94 Gigs, over 500 local artists, 7 First Nations Events and 36 local venues.

The Gertrude Street Projection festival was successfully delivered in July 2023.

Yarra Libraries programs/events celebrating cultural diversity were attended by 1151 members of the community and included:

- BAHN twilight and community markets
- Movie Screenings
- Community Safety and Wellbeing Expo
- Orange Sky - Outreach
- Professional Migrant Women Book launch
- Julia Nishimura - around the table
- Recollection project - Story telling

Council partnered with cohealth in a program of anti-racism community workshops. Several sessions were delivered across the municipality with speakers from Victoria Police, Victorian Equal Opportunity and Human Rights Commission, Fitzroy Legal Service, Crimestoppers, Neighbourhood Justice Centre, and Carringbush Adult Education. The sessions were well attended, with more than 150 community participants.

Council supported the following arts and cultural events through its art grants program:

- Chinese Mandarin Community Friendship Association Inc event on 9 Dec 2022 at Florence Peels Centre celebrating Christmas and New Year.
- Somali Culture Club (classes in languages including Somali and Arabic, costumes and traditions, school support) with Collingwood Somali Community Association Incorporated.
- Fitzroy Chinese Association Birthday Party for Seniors aged over 80 years at Florence Peel Centre.
- Yarra Wild Beasts Program Cultural Celebration Day celebrating the African Community in Yarra involving the public housing estates.
- Yarra Family Christmas BBQ for the Irish Australian support and resource bureau.
- Comhaltas Hallow Celebration for the Irish Community.
- Chinese traditional Yue opera performance at Belgium Ave Richmond.

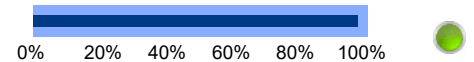
National Sorry Day (26 May) event was held at the Stolen Generations Marker in Atherton Gardens. Council partnered with Blak Pearl Studio to honor and commemorate the members of the Stolen Generations. Reconciliation Week Breakfast event was held on 31 May with an inspiring conversation with Professor the Honourable Kevin Bell AM KC from the ground-breaking Yoorrook Justice Commission; Laura Thompson, CEO and Co-Founder of Clothing the Gaps; and Peter Naughton, Director of KIN Fashion.

Support was provided to Belgium Ave Neighbourhood House for a cultural diversity week event in March 2023, however the event was postponed due to extreme weather conditions. The event was re-scheduled for a Winter Solstice event on 20 May at Perry Park Collingwood and involved a multicultural focus. Residents of the public housing estate at Collingwood were in attendance and participated in food, music and art.

A refugee week event was held on 20 June 2023 as part of the Twilight Market at Richmond Housing Estate. The event involved music, performances, food and speakers. It was well-attended and showcased the strengths and talents of the community.

**2.09 Supporting our LGBTIQ+ community**

Yarra is committed to creating an inclusive community and valuing the strength of our diversity . Council will continue to actively work to reduce barriers so that all residents can participate in the community and access services and information by facilitating the rainbow advisory committee, implementation of the LGBTIQ+ Strategy 2021-24, and coordinating/facilitating any activities or actions that arise as a result. We will also conduct an inclusive Gym and Swim event targeted to the LGBTIQ+ community and their allies to provide a safe and welcoming space to learn to swim, relax, and participate in aquatic, gym and group exercise activities.



**Branch** *Equity and Community Development*

**Quarterly Milestones**

- September** Establish cross-organisational event management planning team for swim event  
Report on the visibility campaign
- December** Undertake consultation with identified user groups and relevant committees to inform event planning
- March** Report on the Pride and MidSumma events
- June** Hold inclusive Gym and Swim event at a Yarra Leisure venue  
Report on the IDAHOBIT event
- Quarterly Progress Comments** Officers from the aquatic centre collaborated with the Inclusion and Diversity team on an annual basis on the Pride Night and other initiatives. Council scheduled the annual “Pride Night” at the Collingwood Leisure Centre for early 2023; an open event to celebrate the LGBTIQ+ communities engagement with our services.

Council's Sportsgrounds and Facilities Allocations Policy, endorsed in 2022, has a core objective to drive inclusive and diverse participation in community sport in Yarra .

The multi-phase Rainbow Yarra Visibility campaign successfully met efforts to increase visibility and support for the LGBTIQ+ community. The campaign produced a series of videos featuring members of the Yarra LGBTIQ+ community sharing their positive experiences, demonstrating the city's commitment to creating a safe and welcoming place for everyone.

Yarra updated its Civic Flag Policy to include the full spectrum of LGBTIQ+ Pride Flags. This saw Yarra fly the new flags on the key days of significance. The added flags were Non-Binary, Intersex, Pride Progress (intersex inclusive), Pansexual, Lesbian and Bisexual flags.

Yarra Youth Services held an event for Wear it Purple Day, to foster a safe, supportive, empowering, and inclusive environment for rainbow young people with purple-themed snacks and an art activity. Yarra Recycling Depot also hosted a morning tea for Wear it Purple Day.

Yarra Libraries marked Transgender Day of Remembrance with their annual vigil alongside Transgender Victoria, the Ewing Trust, and several LGBTIQ+ clothing swaps in collaboration with Queerspace.

Through a letter to the Minister for Equality, the Hon. Harriet Shing, the Mayor extended her gratitude to the state government, Midsumma and others. An additional three years of state government funding has been secured for this event.

Yarra marked Aromatic Awareness Week (last week of Feb), Trans Day of Visibility (31 March),

The following meetings took place from July 2022 to March 2023:

- Yarra LGBTIQ+ safety reference group VicPol meetings (2)
- Rainbow Advisory Committee meetings (3)

# Council Plan 2021-25 : Year 2

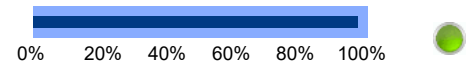
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- Yarra teams planning meetings for Victoria's Pride with Midsumma and stakeholder's meetings
- Northern Councils LGBTIQ+ alliance group meetings (4)

IDAHOBIT was marked by an event including a flag raising by the Mayor on 17 May 2023. Councillors, staff and the LGBTIQ+ community shared breakfast following the Pride Progress flag raising. Rainbow Yarra webpage was launched, which includes events, venues, resources, campaigns and plans.

## 2.10 Social and affordable housing

Council will progress the strategic directions of the Social and Affordable Housing Strategy, which includes providing an annual update on outcomes and actions for the year. Advocacy along with cooperation, coordination and communication with stakeholders is also a significant undertaking.



**Branch** *Equity and Community Development*

### Quarterly Milestones

- |                                    |  |
|------------------------------------|--|
| <b>September</b>                   | Facilitate the Yarra Housing and Homelessness Network meetings and report back on emerging issues and themes   |
| <b>December</b>                    | Provide annual update on activities associated with the progress of the Strategic Directions of the Social and Affordable Housing Strategy.  |
| <b>March</b>                       | Attend and participate in external meetings including the InterCouncil Affordable Housing network meeting and report back on emerging issues and themes.   |
| <b>Quarterly Progress Comments</b> | Council officers facilitated the quarterly meetings of the Yarra Housing and Homelessness Network as a networking and knowledge sharing platform for local health, homelessness and community service providers, and regularly attend the InterCouncil Affordable Housing Network. |

A report providing the annual update on the actions undertaken to progress the strategic directions of the Social and Affordable Housing Strategy was presented at the Councillor Workshop held in December 2022.

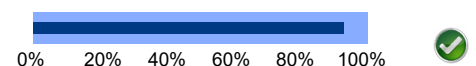
It is broadly agreed that networking and information exchange, and the opportunity to hear from guest speakers in the sector, were valuable to those attending. Throughout the past year guest speakers have presented and led discussions on topical themes, such as health outreach, the functional zero approach to homelessness, the Victorian public intoxication reforms, and legal support for people experiencing homelessness.

In June 2023, officers commenced the Yarra Zero initiative, a coordinated approach to addressing primary homelessness in partnership with Launch Housing and cohealth, supported by a network of specialist service providers. This project will replace the Yarra Housing and Homelessness Network as representatives from homelessness services will instead meet weekly to coordinate a response to each person who is sleeping rough in the municipality.

Yarra Zero aims to assist people sleeping rough in Yarra to secure and sustain housing by engaging them with local services and appropriate resources to ultimately achieve functional zero homelessness. Functional Zero is achieved when the number of people becoming homeless does not exceed the number of people exiting homelessness in the municipality. This model coordinates different services (i.e., outreach, housing, health, etc.) using a By Name List, which tracks each individual's situation, using data to provide a human-centred service response. The initiative aligns Council with similar Zero projects within Greater Melbourne including in Dandenong, Frankston, Melbourne, Merri-bek, Port Phillip, and Stonnington Councils. Yarra Zero's first stakeholder information session was held in early April 2023, governance groups and processes are being established, and the collection of data for the by-name list will begin in July 2023.

## 2.11 Supporting vulnerable communities with access to digital resources

Supporting the Yarra CALD Community, getting connected with services, wellbeing activities, job skills, resume help and bridging the Digital Divide for our vulnerable communities. Seek opportunities to bridge the digital divide by providing public housing residents with access to critical digital resources.



## Council Plan 2021-25 : Year 2

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**Branch** *Libraries Arts and Events*

### Quarterly Milestones

**September** Engage with stakeholders to inform library program activities

Work in partnership with the Department of Families, Fairness and Housing and Homes Victoria, to facilitate the installation of a smart bench at Collingwood Housing Estate - providing free device charging and Wi-Fi to enable everyone to access the internet and digital services

**December** Report on the number of library programs and participants

**March** Engage with key education providers around the potential for developing inclusive digital programs, and the provision of industry-led digital technician training for public housing communities

**June** Report on the number of library programs and participants.

Explore opportunities to establish a Community Connections Hub to link public housing communities with digital literacy programs and first-language training, fit-for-purpose hardware and devices, and pathways guidance to help individuals prepare for, find and create jobs in the digital economy.

**Quarterly Progress Comments** Council Library services have continued to provide extensive outreach with our more vulnerable community members by working closely with our partners, including monthly markets (Atherton Gardens, Collingwood Neighbourhood House, Richmond Housing Estate). We have developed weekly digital outreach programs being held in partnership with Carringbush Adult education and Belgium Avenue Neighbourhood House, which includes a combination of staff and library volunteers, delivering access to one-on-one digital help, portable wifi, portable devices and train the train programs. We also promote and online library resources where applicable. These programs continue to be run receiving strong support and participation from the community.

Council's new Learning Bank hub was launched in late April 2023. The Learning Bank is dedicated to fostering community and business learning for the North Richmond community. In collaboration with Belgium Avenue Neighbourhood House (BANH), the BeConnected, a digital literacy program in Mandarin has been delivered. Over the course of eight weeks, participants gained essential skills and were rewarded with a second-hand laptop upon completion, empowering them to continue their digital journey.

Our partner, NBN Co, has provided digital information sessions on scams, phishing and other online safety tips and support.

We have also continued our partnership program and Yarra's Aged and Disability Services branch with a carer/device program; this is a government funded program that provides devices to carers free of charge and the library team do one on one digital setup and support for the carer to be able to access and personalise the clients device.

Council has worked closely with Homes Victoria to establish a smart bench installation at the Collingwood Housing Estate, at the Harmsworth Reserve basketball court. Homes Victoria have recognised Council as one of their delivery partners for the basketball court upgrade, including client's in a permanent plaque being fixed at the site.

### 3 . Local economy

Yarra’s neighbourhoods and major activity centres, nightlife and employment precincts are thriving, accessible and connected. They support and inspire diverse creative communities, cultural activities, businesses, and local employment.

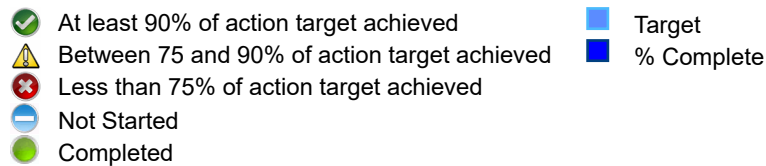
#### Strategies

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

1. Support Yarra’s employment precincts and drive economic development opportunities
2. Revitalise local retail, arts and culture and night-time economy to enhance Yarra as an economic destination and extend our reach through partnerships and advocacy
3. Support and encourage innovative and entrepreneurial activities across Yarra’s employment precincts
4. Facilitate local partnerships which create and promote a range of learning, employment and other pathway opportunities for businesses, workers, and residents
5. Manage access, safety and amenity to enhance people’s experience when visiting Yarra (MPHWP)

The following actions are being undertaken in 2022/23 to work toward achieving Council’s Strategic Objective; Local economy.

#### Action Progress Summary



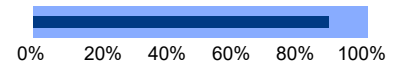
Action	Start Date / End Date	Progress	Status
3.01 Promote arts and culture within Yarra	01/07/22 / 30/06/23	<div style="width: 95%;"><div style="width: 95%;"></div></div> 0% 20% 40% 60% 80% 100%	✔
3.02 Commercial vacancy project	01/07/22 / 30/06/23	<div style="width: 100%;"><div style="width: 100%;"></div></div> 0% 20% 40% 60% 80% 100%	●
3.03 Supporting new business	01/07/22 / 30/06/23	<div style="width: 100%;"><div style="width: 100%;"></div></div> 0% 20% 40% 60% 80% 100%	●
3.04 Understanding community perception of safety	01/07/22 / 30/06/23	<div style="width: 95%;"><div style="width: 95%;"></div></div> 0% 20% 40% 60% 80% 100%	✔

## Council Plan 2021-25 : Year 2

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### 3.01 Promote arts and culture within Yarra

Council will work to safeguard Yarra's artists' future by providing access to affordable creative spaces, more public art opportunities and supporting artists to develop new skills, build connections and increase innovations through a community of practice. We will continue to provide a range of creative spaces for artistic practice that responds to the needs of the arts community, to ensure that Yarra remains an accessible home for artists.



**Branch** Arts, Culture and Venues

#### Quarterly Milestones

- September** Complete the public artwork for the Jack Dyer Pavilion  
Complete the Edinburgh Gardens plinth installation (2 year temporary work)
- December** Complete the public artwork for the Mary Rogers Pavilion  
Complete the public artwork for the Cambridge Street reserve expansion  
Complete a review of the Events in Public Spaces policy  
Deliver a fundraising and awareness raising event for the Room to Create Fund
- March** Complete the trial of a discounted use scheme for community facilities to creative practitioners  
Determine the future of the artist studios at the Collingwood Yards, a partnership with the Lord Mayors Charitable Foundation
- June** Progress report on the Creative Neighbourhoods Partnerships Pilot project funded by the Victorian Government  
Complete the public artwork for the new Otter Street Park

**Quarterly Progress** The public artwork for the Mary Rogers Pavilion was completed and installed.

**Comments** An artist for the public artwork at Cambridge Street reserve has been commissioned with artwork 90% complete.

Works for public art at Otter Street Park are progressing with artist commissioned and design work approved. Artwork elements are part of the integrated building works with estimated completion in December 2023.

The Events in Public Spaces Policy review was completed, and a revised policy endorsed by Council.

In partnership with the Lord Mayor's Charitable Fund, agreement has been reached on the future continuation of the artist studio at the Collingwood Yards.

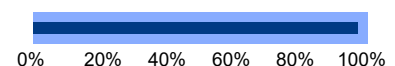
A promotion and fundraising event was held in June 2023 at the Room to Create studios at the Collingwood Yards.

The Creative Neighbourhood's Partnership project was funded by a Creative Victoria grant (\$100k) with additional support from Council. Funding was used to deliver an affordable, creative workspace in an underutilised Council asset for low-income creative industry workers. The premise at 12-16 Peel Street was refurbished including provision of disability access and toilet facilities.

Through an open EOI process, Kin Fashion, a First Nations fashion accelerator project was selected for a two-year term. The site has become a working studio for First Nations designers, makers and artists.

### 3.02 Commercial vacancy project

Develop an accessible information platform to enable potential business operators to locate vacant properties that may suit their business needs by providing information on the current overlays, required licenses and approvals for the property.



**Branch** City Strategy

#### Quarterly Milestones

- September** Develop an example of an accessible information platform that can be shared amongst stakeholders

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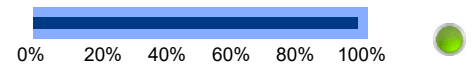
<b>December</b>	Finalise the design of the platform, complete user testing, and deliver a fully functioning site Provide updates to the funding agency
<b>March</b>	Commence a three month marketing campaign to promote the platform Partner with the City of Port Phillip to jointly launch the platform
<b>June</b>	Present platform to Department of Treasury and Finance and Department of Jobs Precincts and Regions, and suggest roll out to inner metro Councils
<b>Quarterly Progress Comments</b>	Development of two accessible information platforms was completed and the marketing campaign undertaken. The joint launch of the platform happened via a news item across the corporate channels, and features on the corporate website and Yarra News commenced. The platform assist new businesses to identify suitable vacant premises that are fit for purpose.

Data shows that both sites are being accessed successfully and utilized by the community.

The Department of Treasury and Finance (funding agency) have been kept informed throughout the process.

### 3.03 Supporting new business

Develop opportunities for improving support and assistance to businesses through improvement in the development approvals process.



**Branch** *City Strategy*

#### Quarterly Milestones

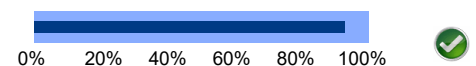
<b>September</b>	Commence discussion with the business community to better understand frustrations with current planning processes and other approval processes
<b>December</b>	Develop Information Sheets on appropriate locations for signage placement on heritage buildings and paint colours
<b>March</b>	Integrate the 'Better Approvals Process' with the Property and Rating system to allow more streamlined referral processes to occur and enable better and clearer advice to potential new businesses. Draft review of improvements that could be made to the current process to facilitate business approvals.
<b>June</b>	Implement new processes
<b>Quarterly Progress Comments</b>	The business community were engaged around the Planning and Permit process inviting feedback from all businesses subscribed to the business newsletter (17,000) on their own personal experiences with acquiring permits.

The integration of the 'Better Approvals Process' with the Property and Rating system has been completed and went live on-line in December 2022, it allows for a more streamlined referral processes to occur and enables better and clearer advice to potential new businesses.

The statutory planning team has worked alongside the Economic Development unit to develop a more streamlined business application process. This is now running at full capacity with improvements to both the processing time and customer experience.

### 3.04 Understanding community perception of safety

Activities include internal research and cooperation with stakeholders to investigate localised data and recognise new opportunities to partner on interventions which seek to improve community safety (particularly perceptions of safety) within our community, especially to avoid the exclusion of members of our community.



**Branch** *Equity and Community Development*



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### Quarterly Milestones

- September** Collaborate with local stakeholders and attend/facilitate relevant networks including Local Safety Reference Group, Yarra Drug and Health Forum, Edinburgh Gardens and Smith Street working groups, and the Engage North Richmond reference groups  
Support Department of Health and Department of Families, Fairness and Housing in an education and awareness campaign in relation to appropriate responses to illicit drug use impacts
- December** Produce a report related to public amenity and cleansing (including syringes) to assist the State Government with the MSIR evaluation
- June** Deliver the Safe and Liveable Victoria Street project by conducting an evaluation of the intervention  
Investigate and analyse Annual Customer Satisfaction Survey results related to perceptions of safety in Yarra including locations of interest and themes of concern

### Quarterly Progress Comments

- Council continues to collaborate with local stakeholders on local safety including:
- Local Safety Reference Group convenes quarterly, in September the Manager Commissioning and Engagement, Public Intoxication Reforms from the Department of Health presented to the group on the public intoxication reform health-model trial.
  - The Yarra Liquor Forum was last held in September and continues to show a high level of engagement from the sector, with good feedback and attendance rates.
  - Senior officers attend the Engage North Richmond group and an associated subgroup
  - Officers attend the Smith Street Working Group as relevant to provide updates on homelessness engagement.

Stakeholder consultations have been completed for development of a community resource to provide information on immediate outreach support available for people who are alcohol or drug affected, or who are having a mental health episode.

- A downloadable, double-sided A4 PDF resource will be designed that service providers can print as needed and for a quick reference fridge magnet that would have a QR Code that points to the PDF (in multiple languages).
- The resource will be translated into key community languages.
- Officers continue to liaise with Department of Health and Department of Families Fairness and Housing on this project.

Council provided a report to the Medical Safe Injecting Room Evaluation Panel in September 2022 on data related to public amenity and cleansing (including appropriately and inappropriately disposed syringes as well as human waste). In October 2022 a meeting was held with a member of the evaluation team to discuss the data provided in the report. Quarterly a report on syringe and cleansing data is prepared for Council on current status and identifying opportunities for continuous improvement. Ongoing discussions are being held with Department of Families Fairness and Housing representatives regarding syringe disposal and cleansing.

In March 2023, the Mayor wrote to the Minister for Mental Health regarding the Victorian Government's announcement that the MSIR would become a permanent service. The letter communicated that Council remained an advocate for this facility and included a meeting request to discuss service delivery.

In September 2022 a survey was undertaken on the Safe and Liveable Victoria Street Project to establish baseline safety data. The findings were that respondents rated their feeling of safety as moderate during the day and mild at night in the study area. A second survey is scheduled to be undertaken after 12 months, in September 2023 to gauge change over time resulting from the project.

**4 . Place and nature**

Yarra's public places, streets and green open spaces bring our community together. They are planned to manage growth, protect our unique character and focus on people and nature.

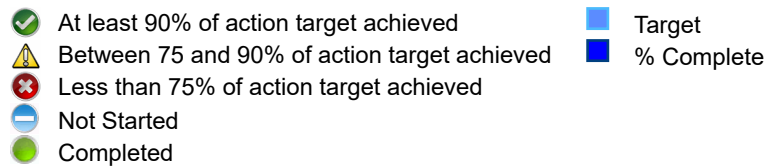
Strategies

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

1. Create safe, accessible active spaces that provide diverse physical activity opportunities for the whole community (MPHWP)
2. Plan and manage community infrastructure that responds to growth and changing needs
3. Protect and enhance the biodiversity values, connectivity and resilience of Yarra's natural environment
4. Protect, promote and maintain our unique heritage and ensure development is sustainable
5. Encourage people to connect with Yarra's natural and cultural heritage and prioritise the voices of traditional owners

The following actions are being undertaken in 2022/23 to work toward achieving Council's Strategic Objective; Place and nature.

**Action Progress Summary**



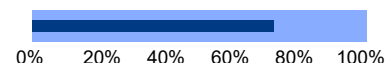
Action	Start Date / End Date	Progress	Status
4.01 Cremorne Urban Design Framework	01/07/22 / 30/06/23	~75% (Target 100%)	✘
4.02 Cambridge Street reserve expansion and new Otter Street park	01/07/22 / 30/06/23	~85% (Target 100%)	⚠
4.03 Brunswick Street oval precinct redevelopment – Edinburgh Gardens	01/07/22 / 30/06/23	100%	✔
4.04 Yambla Steet Pavilion and public toilets renewal – Quarries Park	01/07/22 / 30/06/23	100%	●
4.05 Direct seeding and cultural burning	01/07/22 / 30/06/23	100%	✔
4.06 Community based education, awareness and nature engagement program	01/07/22 / 30/06/23	100%	●
4.07 Greening Yarra to support biodiversity and increase tree canopy	01/07/22 / 30/06/23	100%	●

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## 4.01 Cremorne Urban Design Framework

This framework aims to support redevelopment that contributes to Cremorne as a mixed-use area, while supporting strategic aims to develop employment opportunities in the area. It will assist in identifying physical improvements to public transport, roads, footpaths and parks.



**Branch** *City Strategy*

### Quarterly Milestones

**September** Present draft UDF to Council to be considered for consultation

**December** Develop draft Design and Development Overlay planning scheme provisions

**March** Brief Councillors on a program to implement the adopted UDF actions

Report back to Council on submissions on UDF and seeking adoption of UDF

Seek Council resolution to request the Minister for Planning approve interim controls and authorise the preparation of permanent controls

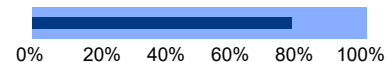
**June** Brief Councillors on progress

**Quarterly Progress Comments** Council considered the draft Urban Design Framework (UDF) and endorsed it for consultation in October 2022. The Draft UDF was released on 7 November 2022, feedback closed on 12 December, over 165 pieces of written feedback were received, and 20 meetings held with State Government departments and agencies, landowners, community members and Council's advisory committees as well as three pop-up sessions.

In response to community feedback officers have commissioned more transport work and are undertaking further built form testing. Councillors were briefed on this approach in late March. Further briefings took place on proposed updates to the UDF, in late May (general update on timing) and in late June (focused on transport options).

## 4.02 Cambridge Street reserve expansion and new Otter Street park

Council will continue work to expand the Cambridge Street Reserve and build a new park at Otter Street. This project is part of the State Government's Suburban Parks Program.



**Branch** *City Strategy*

### Quarterly Milestones

**December** Commence Cambridge Street construction

Complete Cambridge Street construction - Removed by Council resolution 16 May

**March** Commence Otter Street construction - Removed by Council resolution 16 May

**June** Commence Otter Street construction

Complete Cambridge Street construction

Complete Otter Street construction - Removed by Council resolution 16 May

**Quarterly Progress Comments** Revised dates have been negotiated with the Department of Environment, Land, Water and Planning who are funding the project. Delays in the design and permit approvals and corresponding nearby public works has delayed progress on both parks.

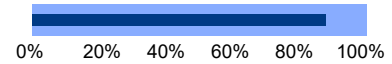
The tender for Cambridge was awarded in December following Council approval and construction has commenced and is expected to be completed in September 2023 having been impacted by adjoining construction site delays.

The tender for Otter Street was advertised late January and the contract has been awarded. Construction is scheduled to commence early July with work expected to be completed December 2023.

## 4.03 Brunswick Street oval precinct redevelopment – Edinburgh Gardens

This project will redevelop the sporting and community facilities in the immediate vicinity of the Brunswick Street Oval (WT Peterson Community Oval) within Edinburgh Gardens, North Fitzroy, along with improvements to the landscaping and civil infrastructure in the area. Subject to Council approval of the revised design and provision of a funding agreement by the State, in 2022/23 Council will commence Stage 1 of the project for the construction of a

new Sports Pavilion.



**Branch** *Building and Asset Management*

**Quarterly Milestones**

**September** Lodge planning and heritage approval applications

**March** Award Stage 1 tender

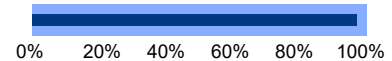
**June** Commence Stage 1 contractor on site

**Quarterly Progress Comments** Planning and Heritage approvals for the project were granted early April 2023, the tender for the construction work was developed and advertised during quarter 4. Tender evaluation will occur in July 2023, followed by a report to Council to recommend award of the construction contract.

**4.04 Yambla Steet Pavilion and public toilets renewal – Quarries Park**

This project will renew the Yambla Street Pavilion and public toilets at Quarries Park , with a modern, accessible and environmentally sustainable facility supporting increased sports participation in particular by females and juniors, as well as providing a venue suitable for general community uses. This project has \$500K of funding provided by the State Government World Game Facilities Fund.

In 2022/23 Council will commence construction of the replacement facility, with completion due in the second half of 2023.



**Branch** *Building and Asset Management*

**Quarterly Milestones**

**March** Award tender

**June** Commence contractor on site - Removed by Council resolution 16 May

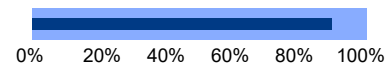
**Quarterly Progress Comments** A pre-tender update of the project cost estimate showed an increase in costs to \$5.9m (compared to the previous cost estimate of \$3.7m), and therefore the construction of the proposed design cannot proceed without additional funds being allocated. The 2023/24 budget includes an allocation for exploring alternative lower-cost designs that could provide for the renewal of the pavilion with a fit-for-purpose facility, along with an allocation for providing three temporary change rooms at the site to support the immediate needs of the sporting clubs that utilise the facility.

**4.05 Direct seeding and cultural burning**

Partner with Yarra’s Bushland Contractor and Wurrundjeri Woi Wurrung Narrap Team to adopt innovative integrated bushland management approaches to achieve cost effective and efficient bushland management and site -specific targets including:

- reduction in weed cover,
- improvement in overall resilience, functionality, and sustainability,
- increase in a sites Ecological Vegetation Class (EVC) structure and species richness (aka. habitat hectarecondition rating).

Novel management approaches will align with the Yarra Nature Strategy's goal to increase the diversity , connectivityand resilience of Yarra’s natural environment. Two such approaches include broad scale direct seeding and culturalburning to heal country.



**Branch** *City Works*

**Quarterly Milestones**

**September** Undertake a pre-burn habitat hectare assessment of the spring ecological cultural burn site.

**December** Deliver a spring ecological cultural burn in the endangered Plains Grassy Woodland EVC in Burnley Park to heal country, in conjunction with the Wurrundjeri Woi Wurrung Narrap Team  
Implement 2000m2 of spring direct seeding in Halls Reserve to reinstate endangered Plain Grassy Woodland and Escarpment Shrubland EVCs.

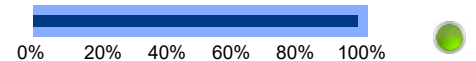
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<b>March</b>	Undertake a post-burn habitat hectare assessment of the spring ecological cultural burn site
<b>June</b>	Implement 2000m2 of autumn direct seeding in Halls Reserve to reinstate endangered Plain Grassy Woodland and Escarpment Shrubland EVCs
<b>Quarterly Progress</b>	The pre-burn habitat assessment was completed by Ecological Australia in December 2022.
<b>Comments</b>	<p>The ecological cultural burn in the endangered Plains Grassy Woodland EVC in Burnley Park has been delayed until Autumn 2024. Rain events of Spring 2022 halted fuel reduction and cultural/ecological burning across Victoria. The City of Yarra is not in a fire protected area, therefore is a low priority for delivery of cultural burns in collaboration with fire authorities.</p> <p>The post-burn habitat hectare assessment of the spring ecological cultural burn site will be undertaken once the cultural burn is completed.</p> <p>2500m2 of direct seeding has been completed in Kevin Bartlett Reserve (South Side), Hall Reserve (Nth of Rotunda Wetland).</p> <p>2000m2 autumn seeding in Hall Reserve to reinstate endangered Plain Grassy Woodland and Escarpment Shrubland was completed.</p>

### 4.06 Community based education, awareness and nature engagement program

Deliver actions outlined in the Yarra Nature Strategy Action Plan 2020-2024. The aim is to plant 2500 local indigenous plants to reinstate the endangered Plains Grass Woodland Ecological Vegetarian Classes . A key action in the plan Waterwatch which is a citizen science program that aims to raise knowledge in the community about catchments, aquatic biodiversity and waterway pollution issues.



**Branch** City Works

#### Quarterly Milestones

<b>September</b>	Assist Fitzroy North Primary School to deliver their successful Urban Microbats Grant Deliver the 2022 National Tree Day Community Event at Hardy Gallagher Reserve on 31 July 2022
<b>December</b>	Design an online communication program for nature-focused news, initiatives and interactions
<b>March</b>	Deliver two Microbat evenings to connect the community with nocturnal native mammals and record Microbat species richness during summer
<b>June</b>	Compile results of community frog watch observations held throughout the year Expand Yarra's Gardens for Wildlife Program to include 100 households in 2022/23
<b>Quarterly Progress Comments</b>	Council delivered a presentation on Microbats to the Fitzroy North Primary School to assist them in the delivery of their community grant. A further 2 Microbat education awareness evening sessions were delivered aimed at connecting the community with nocturnal native mammals.

National Tree Day community event was held at Hardy Gallagher Reserve with 4000 plants installed by volunteers.

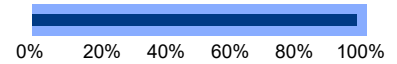
The design of an online communication program for nature-focused news, initiatives and interactions was delayed initially, but the design of the program is now complete.

The results of community frog watch observations held throughout the year have been compiled for analysis of the results.

The Yarra's Gardens for Wildlife Program was expanded to include 100 households.

### 4.07 Greening Yarra to support biodiversity and increase tree canopy

The Greening Yarra Program aims to reduce the urban heat island effect through the planting of trees , shrubs and grasses to increase the tree canopy cover to improve liveability, and overall biodiversity values within Yarra . Council will undertake a 5-year measure and map of tree canopy cover to determine progress on the Urban Forest Strategy targets.



**Branch** City Strategy

**Quarterly Milestones**

**September** Plant 60 advanced local provenance trees species of 6 different species in open space park and reserves areas  
Complete main planting season for new trees

**December** Plant 40 advanced local provenance trees species of 6 different species in open space park and reserves areas  
Commence tree cover canopy measurement

**March** Complete tree cover measurement and brief Councillors

**June** Plant a minimum of 10,000 locally indigenous plant species  
Consolidate and reinstate areas of strategic biodiversity  
Complete mapping of the tree canopy coverage and infrared imaging

**Quarterly Progress Comments** Council planted 108 advanced local provenance trees species in open space parks and reserves, there were only 5 of the 6 species available at the time for planting. All street tree planting for the 2022 Autumn/winter season was completed.

The reinstatement of areas of strategic biodiversity exceeded the 5000m2 target by 2486m2

- Burnley Park, Park Grove 1,330m2
- Loys Paddock, embankment 1480m2
- Merri Labyrinth, Community Grant 250m2
- Coate Park, Yerrin Chase entrance 580m2
- Monash Fwy Yarra Blvd Exit - 3700m2

A total of 24,760 local indigenous plants of three different strata (groundstorey, understorey and canopy) were planted during 2022/23.

The tree canopy cover measurement and mapping was completed in June, a report to Council on the results is scheduled in August 2023.

## 5 . Transport and movement

Yarra's transport network is sustainable and recognises that streets are important shared public spaces. Transport and movement is accessible, safe and well connected.

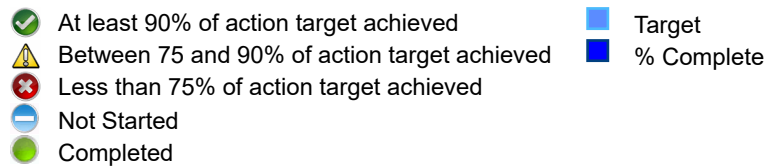
### Strategies

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

1. Lead, promote and facilitate the transition to active transport modes for people living and working in Yarra , as well as people moving through Yarra (MPHWP)
2. Advance the transition towards zero-carbon transport by 2030 throughout the municipality
3. Foster strategic partnerships and advocate to improve sustainable and active transport options, integration and accessibility
4. Create a safe, well-connected and accessible local transport network including pedestrian and bike routes through Yarra (MPHWP)

The following actions are being undertaken in 2022/23 to work toward achieving Council's Strategic Objective; Transport and movement.

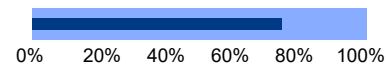
### Action Progress Summary



Action	Start Date / End Date	Progress	Status
5.01 Transport Action Plan	01/07/22 / 30/06/23		
5.02 Active transport	01/07/22 / 30/06/23		
5.03 Road safety studies and implementation program	01/07/22 / 30/06/23		
5.04 Advocate for improved public transport	01/07/22 / 30/06/23		
5.05 Support shared micro-mobility, car share and ride share schemes	01/07/22 / 30/06/23		
5.06 Parking technology improvements	01/07/22 / 30/06/23		

## 5.01 Transport Action Plan

The Transport Strategy once adopted by Council will provide the key principles to drive an action plan. The Action Plan will provide a list of projects over a 10 year period that will deliver improvements to active transport and sustainable transport in the municipality.



**Branch** *Strategic Transport*

### Quarterly Milestones

**September** Report to Council recommending adoption of the Policy section having regard to community submissions  
Subject to Council consent, exhibit the draft Actions section seeking community feedback

**December** Report to Council post exhibition stage seeking adoption of the Actions Section having regard to community submissions  
Brief Councillors on anticipated program for next 2 years

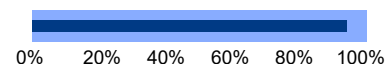
**Quarterly Progress Comments** The Yarra Transport Strategy (YTS) was adopted by Council in July 2022. A later report to Council saw the adoption of the Policy section of the strategy in October.

Officers are preparing three detailed Implementation Plans for the three new deal policies in the Yarra Transport Strategy (walking, cycling and schools). Work on all these documents is being moved forward by the Strategic Transport team, the implementation plans are internally focused and consider governance, process and operational aspects. They are a key support for the Transport Action Plan and the intention is for Council to have a suite of effective documents that support the delivery of the YTS over the next 10 years.

A table has been produced showing the anticipated program for the next three years based on known commitments. This has been issued to Executive. A further table has been produced summarising all new initiative bids some of which have a three year time frame. The draft Transport Action Plan is being developed. The report to Council has been delayed due to more work being required in order to finalise details of the Plan, this has delayed the community exhibition of the plan which is now scheduled for November/December 2023.

## 5.02 Active transport

Yarra prioritises sustainable and active transport, to help people move safely and sustainably through and within our municipality. Planning, designing, delivering and maintaining a range of high-quality active and sustainable transport infrastructure makes walking and cycling possible as a part of everyday life.



**Branch** *Strategic Transport*

### Quarterly Milestones

**September** Provide Councillors with a timetable for delivery of active transport projects approved in 22/23 budget allocation

**December** Update Councillors on program

**March** Update Councillors on program

**June** Complete Year 1 actions approved in 22/23 budget and provide update to Councillors

**Quarterly Progress Comments** The Transport Action Plan is currently being developed and will include details for projects to deliver. The Transport Strategy. Projects underway this year include Somerset Street/Davison Street modal filter (complete), Scotchmer Street priority crossing lighting upgrade has been delayed due to ongoing negotiations with Department of Transport and Planning.

Bicycle parking corrals at Moor Street are currently being redesigned with aim to deliver next financial year and plans for Easy Street are under review.

Works for the remaining year 1 projects have been completed. Councillors have been regularly updated on progress via bulletins, with a final eBulletin for Councillors scheduled for July 2023.

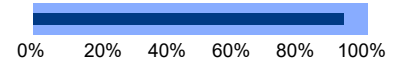


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### 5.03 Road safety studies and implementation program

Road Safety Studies (RSS) identify and prioritise road safety projects to make Yarra's streets safer. RSS is our approach to manage our road infrastructure responsibly and safely; continuing work previously referred to as Local Area Place Making (LAPM). Studies and reviews will be undertaken to identify projects to address key road safety issues in Richmond and Alphington. Projects from previous LAPMS will progress to the next stage of infrastructure design and delivery in the following precincts/corridor: Carlton North (LAPM 2), Scotchmer (LAPM 3), Rose (LAPM 9), Abbotsford (LAPM 13), Clifton Hill and North Abbotsford (RSS).



**Branch** *Infrastructure Traffic and Civil Engineering*

#### Quarterly Milestones

**September** Commence Alphington precinct/corridor study - Removed by Council resolution 16 May  
Commence LAPM and RSS design packages

**December** Commence next stage of LAPM infrastructure delivery across each precinct  
Commence Richmond precinct/corridor study

**March** Complete Alphington precinct/corridor study Removed by Council resolution 16 May

**June** Complete LAPM and RSS design packages  
Complete next stage of LAPM infrastructure delivery across each precinct  
Complete Richmond precinct/corridor study

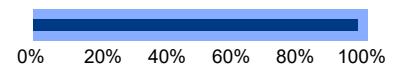
**Quarterly Progress Comments** The Alphington precinct/corridor study has not commenced. Council negotiated a co-funding agreement with Victorian School Building Authority (VSBA) and are currently finalising the details of the agreement. The study will be commenced in partnership and co-funded by the VSBA. This study will commence in July 2023 having been deferred from 2022/23.

An internal Road Safety review was undertaken for The Vaucluse as a corridor study for Richmond. This identified that The Vaucluse would benefit from a painted Shared Zone. Design, approvals, and delivery of a Shared Zone will be progressed during 2023/24.

Designs for LAPM treatments have been completed for 10 sites across LAPM 2 (Carlton North), LAPM 3 (Scotchmer) and LAPM 13 (Abbotsford). A range of treatments were delivered including raised pedestrian crossings on Gipps Street, Langridge Street, Stanton Street and Victoria Street; intersection improvements on Albert Street, Langridge Street, Otter Street and Rae Street; speed reduction treatments on Drummond Street, George Street and Station Street.

### 5.04 Advocate for improved public transport

Advocate to State Government and agencies for increased and well-connected public transport options including DDA tram upgrades and safer cycling facilities.



**Branch** *Strategic Transport*

#### Quarterly Milestones

**September** Update Councillors on advocacy planned and undertaken in the lead up to the State election regarding DDA tram stop implementation and safer cycling facilities

**December** Following State election, meet with senior DoT officials to discuss opportunities

**March** Develop further advocacy for lead up to State budget  
Meet with State Government officials to advocate and discuss opportunities

**June** Update Councillors on advocacy undertaken

**Quarterly Progress Comments** A program of advocacy initiatives regarding Disability Discrimination Act standards for tram stop implementation and safer cycling facilities has been developed and discussion are taking place with Council's Advocacy and Partnerships unit on branding and promotion that links back to the Transport Action Plan.

Ongoing advocacy program includes regular discussions with Yarra Trams, Department of Transport and Planning and other statutory and non statutory bodies. Recent success includes the State Government

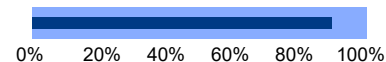
## Council Plan 2021-25 : Year 2

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announcement of planning and design for accessible tram stop upgrades on Smith Street and Gertrude Street following many years of community and Council advocacy.

### 5.05 Support shared micro-mobility, car share and ride share schemes

Council is committed to supporting shared micro-mobility, car share and ride share schemes to help people get around when other sustainable and active modes of transport are not available or preferred. For the times when a car is necessary, car sharing is a cost-effective alternative to owning a car and reduces car usage. E-scooter trials are an important step in making E-scooters more readily available as an affordable, convenient and low-emissions alternative form of transport.



**Branch** *Strategic Transport*

#### Quarterly Milestones

- September** Brief Councillors on E-scooter trial  
Monitor shared micro-mobility schemes and work with operators to identify and manage issues
- December** Brief Councillors on car share scheme spaces allocated  
Brief Councillors on opportunities for ride share schemes
- March** Complete assessment of the E-scooter trial in partnership with State Government and other participating Councils  
Monitor shared micro-mobility schemes and work with operators to identify and manage issues
- June** Continue to implement these schemes in accordance with the trial findings including any decisions by State regarding E-scooters

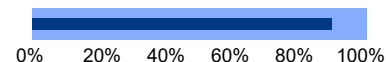
**Quarterly Progress Comments** Councillors were briefed on the current status of the State Government's E-scooter trial in which Yarra is participating.

Officers are continuing to meet with State Government, operators and other Councils to monitor the E-scooter trial progress. Officers are working closely with shared E-scooter and E-bike scheme operators to identify opportunities and manage issues arising. These include implementing geofencing technology, trialling designated e-scooter parking bays and improving reporting mechanisms for footpath riding and parking. A report was presented to Council in May 2023 to provide an update on progress. The State Government announced an extension of the trial to October 2023. A final report will be provided to Councillors once the trial has ended and evaluation is completed.

Car share operators have only recently approached Council seeking to increase their available spaces. We are currently meeting with operators together with other departments at Council to finalise next steps.

### 5.06 Parking technology improvements

Improve parking technology with focus on optimising processes and assets to create efficiency and better customer experience. Better utilise data to enable more strategic and considered short and long term decision making relating to parking throughout the municipality.



**Branch** *Parking and Compliance*

#### Quarterly Milestones

- September** Install and implement new meter technology – cashless meters/paid-parking
- December** Commence review of parking strategy  
Benchmark with neighbouring Councils in relation to joint procurement and efficiency options
- March** Implement e-permit system for all Council Parking Permits  
Investigate and increase ability for data collection of on street parking assets such as disabled bays and loading bays
- June** Brief Councillors on evaluation report on paid parking and e-permit projects

**Quarterly Progress Comments** The new parking cashless meter technology and equipment has been installed and in operation, including extensive promotion to traders and community members.

A series of meetings are currently taking place with Melbourne, Port Phillip and Stonnington Councils

relating to benchmarking services, joint procurement opportunities and efficiency initiative.

Responsibility for the review of the Parking Strategy rests with the Strategic Transport Branch. Funds have been allocated in the 2023/24 Budget to commence work on the review. A Parking Strategy is a large and very complex piece of work that will be of great interest to the community. Timeframes for completing the Parking Strategy are dependent on various factors including scope, level of ambition and budget. Officers will liaise with Councillors on these aspects prior to commencing the review.

Officers are currently working with Council's Digital Technology Branch investigating available options and associated costs to enable us to capture data from all of our on-street parking assets. A Project submission has been submitted and Digital Technology are currently working on a solution which could entail an in-house application solution.

The briefing report on the review and evaluation of paid parking and e-permit projects is being developed and is scheduled for August 2023 so it can include all the relevant end of financial year figures.

## 6 . Democracy and governance

Yarra is smart, innovative and sustainable. Our decisions and advocacy are built on evidence and meaningful engagement. Good governance is at the heart of our processes and decision-making.

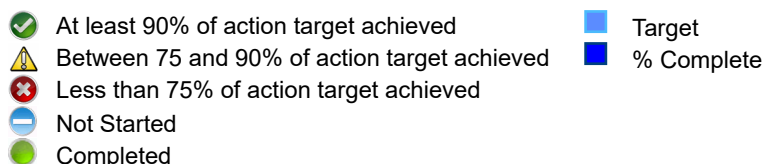
### Strategies

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

1. Provide opportunities for meaningful, informed and representative community engagement to inform Council's decision-making
2. Manage our finances responsibly and improve long-term financial management planning
3. Maximise value for our community through efficient service delivery , innovation, strategic partnerships and advocacy
4. Practice good governance, transparency and accountable planning and decision-making
5. Progress and embed our culture of organisational continuous improvement and build resilience to adapt to changing requirements in the future

The following actions are being undertaken in 2022/23 to work toward achieving Council's Strategic Objective; Democracy and governance.



### Action Progress Summary



Action	Start Date / End Date	Progress	Status
6.01 Council strategic documents	01/07/22 30/06/23		
6.02 Investigate the Sustainable Development Goals	01/07/22 30/06/23		
6.03 Review of finance quarterly reporting format	01/07/22 30/06/23		
6.04 CX Program 2020-2022	01/07/22 30/06/23		
6.05 Communications campaign	01/07/22 30/06/23		
6.06 Establish a youth-based forum	01/07/22 30/06/23		
6.07 Building strategic partnerships to support Yarra's advocacy priorities	01/07/22 30/06/23		
6.08 Investigate innovative and emerging digital tools	01/07/22 30/06/23		
6.09 Risk and safety workplace culture	01/07/22 30/06/23		
6.10 Gender Equality Action Plan 2021 - 2025	01/07/22 30/06/23		

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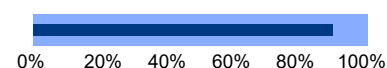
Action	Start Date / End Date		
6.11 Governance Rules Review	01/07/22 30/06/23	 0% 20% 40% 60% 80% 100%	

## Council Plan 2021-25 : Year 2

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### 6.01 Council strategic documents

Council's Strategies, Plans, Policies and Frameworks have developed over time without a standardised approach. Work is to be undertaken to better understand the current strategic document landscape and transition to a more holistic and consistent approach that will support integrated planning and reporting. This includes how strategic documents are developed, implemented, reviewed and retired. This is a long-term project that will take a number of years to achieve the desired outcome.



**Branch** *Finance*

#### Quarterly Milestones

**September** Report to Executive on proposed project approach

Engage Councillors in proposed project approach

**December** Commence internal engagement on proposed project approach and desired outcomes

**March** Commence implementation of 'quick wins'

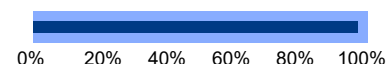
**June** Report to Councillor Briefing on progress

**Quarterly Progress Comments** An initial report outlining the proposed project scope and focus areas was provided to Executive for consideration and feedback. Councillors have been provided with an update on the proposed project approach via internal memo.

All current strategic documents and plans have been identified and copies sourced and a central storage of all strategic documents is being created. A cross-organisational group have been formed, and work is underway to establish a more holistic and consistent approach.

### 6.02 Investigate the Sustainable Development Goals

The United Nations Sustainable Development Goals (SDGs) provide a global framework for sustainable development to 2030. Council's work towards sustainability is well established and work to align and measure our contribution to sustainable development using the SDGs as a reference point will be investigated.



**Branch** *Finance*

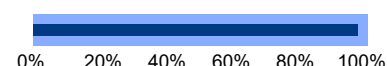
#### Quarterly Milestones

**December** Report to Councillor Briefing on outcome of initial investigation

**Quarterly Progress Comments** Initial investigation of the Sustainable Development Goals has been undertaken, including high level mapping of current services and strategies to each of the SDGs. A working group has been formed and relationships have been established with other Local Governments engaged in similar activity. Reference of Council's alignment to the SDGs will be reflected in the new Council Plan.

### 6.03 Review of finance quarterly reporting format

Review and improve the format for quarterly finance report to enable greater community understanding of Yarra's Financial performance and situation.



**Branch** *Finance*

#### Quarterly Milestones

**December** Utilise new format report and share with public for September Finance report and forecast in October

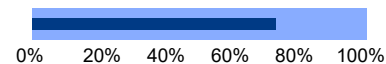
**March** Share summary of December Finance report and mid-year budget review in February graphically on Yarra's website as easy to read news item

**Quarterly Progress Comments** A review of the finance quarterly reporting format was undertaken, and the revised quarterly financial report format is now in place having been trialled in September and December for finance reporting.

Mid-year budget review outcomes and Council September and December financial reporting included graphical content. Documents are available on Council's website.

## 6.04 CX Program 2020-2022

The CX Strategy is a three-year program of initiatives to realise and deliver the best service value for Yarra's customers, community and internal teams. This is delivered through four strategic objectives Mindset | Systems Discipline | Collaboration | Empathy. This year Council will deliver service experience improvements with the implementation of additional digital channels, service centre enhancements for in person experiences and the evaluation of the CX strategy.



**Branch** *Customer Experience*

### Quarterly Milestones

**September** Implement actions of service centre model review

**December** Implement live chat and digital assistance channels

**June** Evaluate CX Strategy

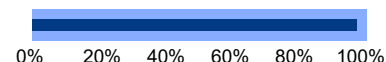
**Quarterly Progress** The service centre model review identified two new customer channels that have now been launched to support customers/community with additional digital options. The new channels are:

- Comments**
- Digital Assistant - a 'chat bot', which helps guide customers to complete requests or applications via Council's website/online options.
  - Live Chat – real time, online conversations between customers and Council's Customer Service team to support enquiries and requests.

The transition of the Connie Benn Centre to a community hub has been completed with the closure of the centres customer service function. Council now has two customer service centres operating at Collingwood Town Hall and Richmond Town Hall.

## 6.05 Communications campaign

Undertake a coordinated communications campaign to promote the work of Council and the ways people can engage in the decision-making process. Actively provide content to the bi-cultural liaison officers so they can disseminate information to their channels and ensure under- represented and hard to reach audiences have opportunities to participate in decision making.



**Branch** *Strategic Communications and Engagement*

### Quarterly Milestones

**September** Plan for and launch a dedicated membership campaign for Your Say Yarra to bring new users to the platform and encourage greater participation in decision making

**December** Implement Your Say Yarra digital campaign targeting under-represented groups within the municipality

**March** Implement Your Say Yarra digital campaign targeting under-represented groups within the municipality

**June** Engage bicultural liaison officers in person consultations and work with them on a program of disseminating key Council information and consultation opportunities through their networks and channels

**Quarterly Progress** The Your Say Yarra subscription campaign has continued to develop this quarter after a growth in subscribers last quarter. We have used the updated branding to promote the monthly dedicated email newsletter through other Council e-newsletters, corporate social media ads, a dedicated space in Yarra News, corporate and sub brand social media feeds and across the Yarra Council website. We have embedded the branding across the Your Say Yarra site, including on the homepage and made the subscription to the e-newsletter one of the key constant calls to action. Collateral has been available at all in-person consultations including the new Councillor Conversations with Community sessions, which were launched in September 2022.

The Your Say Yarra subscription campaign has been targeted to underrepresented groups via culturally and linguistically diverse (CALD) newspaper advertisements such as Vietnamese, Chinese, Greek and Arabic. We have also completed some outreach through our Bicultural Liaison Officers who provide support for

## Council Plan 2021-25 : Year 2

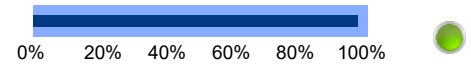
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Vietnamese, Chinese, Somali, Greek and Arabic languages. Our Bicultural Liaison Officers also attend our engagement activities where it is identified and required.

From a base of zero we currently have 529 subscribers. This has created an active engagement channel with an average open rate of 77.266% and an average click through rate of 12.283% across the 7 editions of the EDM disseminated to date. For a comparison average Government email newsletters typically have an open rate of 19.5% and a click through rate of only 2.8%.

### 6.06 Establish a youth-based forum

Establish a new youth-based forum focused on targeted engagement with young people from across Yarra.



**Branch** *Strategic Communications and Engagement*

#### Quarterly Milestones

<b>September</b>	Develop the project plan/format/structure for a youth forum
<b>December</b>	Work with Yarra's Youth team to identify participants for the youth forum
<b>March</b>	Host a youth forum with a broad cross section of young people from across Yarra
<b>June</b>	Evaluate the forum and develop recommendations for future forums in conjunction with Youth Services
<b>Quarterly Progress Comments</b>	The Strategic Communications and Engagement branch has worked closely with the Youth Services team to form a Youth Advocacy Group with diverse representation from across Yarra. This was undertaken through a competitive Expression of Interest process.

Yarra held its first Youth Forum in December 2022, this was attended by approximately 25 young people. Their contributions during this forum have helped inform a formal Budget submission by the Yarra Youth Advocacy Group to Council in February 2023.

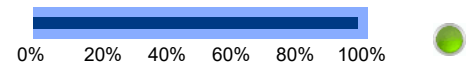
During the draft Budget public exhibition period in April, we held another engagement session with young people at the Yarra Youth Centre to check in on their priorities and ensure they were reflected within the 2023/24 Budget. In total, we had nearly 30 young people in attendance where the participants were able to speak to their budget submission and advocate for an accredited mental health first aid program for young people from culturally and linguistically diverse backgrounds living in Yarra's Public Housing Estates. This was adopted within the 2023/24 Budget, alongside a program to promote young people's voices and enhance youth engagement and participation in decision-making and employment opportunities.

Plans are currently underway for future youth forums. These will not only guide the future direction and priorities of Yarra's Youth Advocacy Group but also allow Council to glean valuable information and insights about what priorities are important to young people living in the City of Yarra.

A guide to engaging with children is also in its early stages of development and preliminary discussions have also been undertaken around the formation of a children's jury for primary school aged children so they can feed into and influence Council decision making processes on projects relevant to them.

### 6.07 Building strategic partnerships to support Yarra's advocacy priorities

Build strategic partnerships with critical stakeholders, including other councils, peak bodies and industry, that supports Yarra's advocacy agenda and aligns to endorsed priorities and projects.



**Branch** *Strategic Advocacy*

#### Quarterly Milestones

<b>September</b>	Brief partnership stakeholders, including M9 and the Inner Metropolitan Partnership, on Council's 2022 Budget and key priorities for the Victorian Election
<b>December</b>	Share Yarra City Council's 2023 Victorian Budget submission with partnership stakeholders, including M9 and the Inner Metropolitan Partnership, to support greater collaboration of common projects and priorities
<b>March</b>	Participate in forums such as M9 and the Inner Metropolitan Partnership and foster greater alignment between the work and activities of these groups and that of Council



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**June** Participate in forums such as M9 and the Inner Metropolitan Partnership and foster greater alignment between the work and activities of these groups and that of Council

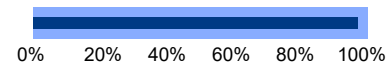
**Quarterly Progress Comments** Council continued its participation in forums such as M9 and Inner Metropolitan Partnership fostering greater alignment and sharing knowledge. Yarra led on the topics of e-scooters and the circular economy throughout 2023.

In the lead up to the November 2022 State Election, Council developed a 'pitch' of Victorian Election Advocacy Priorities which set out an ambitious list of commitments across a broad range of topics including infrastructure, transport, sustainability, jobs, the economy and the arts. Meetings and correspondence with every candidate in each electorate occurred.

Regular (quarterly) meetings were scheduled with Yarra's Local MPs, stakeholders, State Government Ministers, Federal MPs and department executives to discuss local issues, explore opportunities for collaboration and engagement, and promote the City of Yarra. A particular focus has been advocacy on the Medically Supervised Injecting Room, state planning controls, planning amendments, public transport and circular economy, housing affordability and aged care.

## 6.08 Investigate innovative and emerging digital tools

Investigate innovative and emerging digital tools that are currently available that will promote better accessibility and encourage broader participation in decision making to ensure Council achieves best practice in this space.



**Branch** *Digital Communications and Marketing*

### Quarterly Milestones

**September** Review the Page Assist accessibility tool and the benefits of introducing this tool through our corporate website

**December** Investigate opportunities for the creation of digital reports to assist with enhancing accessibility requirements for key council documents

**March** Develop a guide for creating accessible communications materials and provide training to staff

**June** Implement accessible communications guide and build capacity through staff capacity building

**Quarterly Progress Comments** The PageAssist tool has been successfully implemented on Council's website in 2022. The benefits include:

- Increased compliance with accessibility standards set out by Web Content Accessibility Guidelines (WCAG).
- Provides digital accessibility for people with accessibility needs including people with visual, hearing, cognitive or motor impairments.

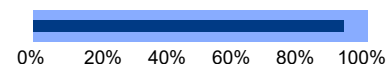
The tool will continue to be reviewed until the new website is built and launched in 2024 to comply with WCAG Level AA accessibility standards.

An accessibility visual and written communications guide was also developed and launched to staff in May 2023.

## 6.09 Risk and safety workplace culture

Continue to embed a proactive risk and safety culture across the organisation through:

- implementation of the OHS Management System
- socialisation and promotion of the OHS and Risk Management Roadmaps and Project Plans
- psychological and physical wellbeing practices
- early intervention injury management practices



**Branch** *Risk and Safety*

### Quarterly Milestones

**September** Establish an annual health and wellbeing program to address the current psychological and physical challenges across the organisation

**December** Present Injury Management Plan for adoption to embed an early intervention program

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**June** Implement milestones as outlined in the OHS and Risk Management Roadmaps and Project Plans and communicate and celebrate the success

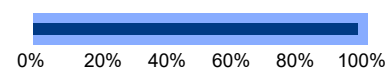
**Quarterly Progress Comments** Council has established a range of effective, evidence-based health and wellbeing initiatives across mental health and wellbeing including workshops, learning sessions, activity resources and guides for people leaders on how to support their staff as well as promotion of annual community and government health and wellbeing events. Significantly, Council has built a very high standard Mental Health First Aid Program that has now achieved Skilled Employer Award through the Mental Health First Aid group due to our development of the program across the past two years.

Council Occupational Health and Safety and Risk Management Roadmaps and Project Plans are continually reviewed and are on track for completion in 2024. A review of Council's Injury Management processes and actions was undertaken by WorkSafe in November 2022 and January 2023. Both visits by WorkSafe showed compliance to the relevant legislative provisions (Workplace Injury Rehabilitation and Compensation Act 2013) and Council's established processes. Further enhancements to the early intervention program have also been identified for implementation.

The Risk and OHS roadmap milestones have been achieved to date with further refinement and enhancement identified as part of continuous improvement to be embedded in Year 3 and to meet overall project timelines and objectives.

### 6.10 Gender Equality Action Plan 2021 - 2025

Ensure Yarra City Council meets its obligations under the requirements of the Gender Equality Act (2020) and builds on its previous achievements under the Gender Equity Strategy.



**Branch** *People and Culture*

#### Quarterly Milestones

**September** Report to Executive on Year 1 Action Plan  
Seek endorsement of Year 2 Action Plan  
Commence implementation of Year 2 Action Plan  
Commence preparation of first progress report to Commissioner

**December** Continue implementation of Year 2 Action Plan

**March** Continue implementation of Year 2 Action Plan

**June** Finalise implementation of Year 2 Action Plan  
Commence development of Year 3 Action Plan

**Quarterly Progress Comments** Year 1 Progress Report presented to Council's Executive team in September 2022. Additionally, quarterly Gender Equality Scorecard presented at Executive meeting in July 2022 and October.

Due to revised submission date for GEAP (30 March), the Plan implementation cycle does not align to internal reporting cycle, consequently we are continuing to implement remaining Year 1 actions and have concurrently commenced implementation of Year 2 actions to bring activities/reporting into better alignment. 13 actions that are in progress will be carried over to Year 3 of the GEAP. Some highlights include:

- Roll out of People Mattes Survey, 25% response rate
- GIA Divisional Roadshow 4/5 complete
- GIA Toolkit endorsed by Executive on 1 May 2023
- Utilisation of Family Violence Contact Officer Program by three employees (woman)
- Gender markers updated with appropriate options in Chris21 and PageUp
- Add new codes into Chris21 and PageUp to capture requirements of the Victorian Gender Equality Act 2020

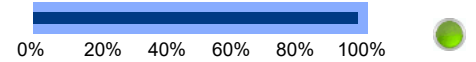
Year 2 actions have been included in the endorsed 4-year Gender Equality Action Plan as set out under the Act. The Plan was reviewed by the Commission for Gender Equality and in July we were notified we reached the status of 'meets the requirements under the Act'. The Plan has now been published on the Commission's website – Insights and Research Portal.

The Year 3 Action Plan has been developed and will be aligned to the newly updated reporting cycle to the Commission and Yarra's reporting cycle (financial year).

The first progress report to the Commissioner is due by 31 October 2023, however the GEAP is continually being monitored and evidence of compliance is being documented/compiled in preparation for first report.

### 6.11 Governance Rules Review

Undertake a review of the City of Yarra Governance Rules to foster a decision-making environment that is conducive to transparent evidence-based governance and provides an opportunity for community participation that is consistent with the Community Engagement Framework.



**Branch** *Governance and Integrity*

#### Quarterly Milestones

**September** Council endorse Discussion Papers and proposed rule amendments for consultation purposes  
Adopt revised Governance Rules

**Quarterly Progress Comments** Council endorsed thirteen Governance Rules Directions Papers at the Council Meeting in May 2022, these formed the basis of the subsequent community engagement process. At the close of the consultation period, Council had received 70 items of feedback across 17 community submissions.

The revised Governance Rules were adopted at the Council meeting in August 2022 following the conclusion of the community engagement process. The new Governance Rules were fully implemented and became effective on 1 September 2022.