



2023/24 Annual Plan



Introduction

Yarra City Council produces an Annual Plan alongside each year's Budget, setting out specific projects and activities that Council will undertake towards achieving the Council Plan Strategic Objectives. This includes priority projects, actions in response to initiatives in the Council Plan and other Council strategies and plans.

The Council Plan 2021-25 was adopted on 19 October 2021 and addresses the aspirations and priorities identified in the Yarra 2036 Community Vision. For information about how the Council Plan Strategic Objectives respond to the Community Vision Themes please see [Council Plan 2021-25](#).

The Council Plan 2021-25 is an important strategic document that guides all planning and decision making for Council over the Council Plan term as we work towards the Community Vision. It contains Strategic Objectives, Strategies, Initiatives and Indicators.

Council has committed to 60 projects and activities (Actions) in the 2023/24 Annual Plan, from a broad range of services, and contains some but not all Initiatives from the Council Plan 2021-25. The Annual Plan aligns these Actions with one of the six Strategic Objectives in the Council Plan 2021-25.

The following Strategic Objectives represent our Strategic Direction over the Council Plan term:

1. **Climate and environment** Yarra urgently mitigates climate change while also adapting to its impacts and developing resilience in everything we do.
2. **Social equity and health** Yarra's people have equitable access and opportunities to participate in community life. They are empowered, safe and included.
3. **Local economy** Yarra's neighborhoods 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.
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.
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.
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.

Progress of the Actions will be reported in the *2023/24 Annual Plan Quarterly Progress Reports*.

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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.

The climate emergency represents an unprecedented challenge – both globally and locally – with devastating consequences now and in the immediate future. Council is renowned for being at the forefront of Local Government action on the climate emergency.

Strategies to implement this Strategic Objective in the Council Plan 2021-25 are:

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 below Actions demonstrate what we will do over 2023-24 to support climate and environment.

We aspire to achieve zero-net emissions across the entire Yarra community by 2030 and ensure the city is resilient to future pressures. We are committed to mitigate the impacts of climate change and adapt to those impacts.

01 Development of the new Climate Emergency Plan

Develop a new climate emergency plan that builds on the success of the last plan, incorporates current best practice, and builds from a foundation of community engagement. Look to broaden the focus and reach of the Plan as needed and include the strong links to community well-being and strengthening.

Branch Sustainability

Quarterly Milestones

September	Complete an updated inventory review of the greenhouse emissions for the City of Yarra community, broken into key sections
December	Undertake community consultation to feed into the development of a new Climate Emergency Plan
March	Complete a draft new Climate Emergency Plan
June	Complete a final new Climate Emergency Plan

02 Community engagement and mobilisation on climate emergency

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	<p>Commence delivery of a program designed to support local sports clubs to support their communities to take climate action.</p> <p>Promote the Climate Action Grants to the Yarra community, seeking strong community-led projects which continue to build action across the municipality</p> <p>Review the lessons to date from Council work on sustainable apartments and electrify everything programs and commence a new targeted programs to improving pathways for increased solar uptake and electrification of all households in Yarra, including apartments and for renters.</p>
December	<p>Complete Neighbourhood House Climate Resilience project, and review opportunities to support Neighbourhood House's to build community resilience to climate impacts and resilience in the delivery of own services.</p> <p>Complete annual Climate Active submission, required for Council to remain a certified Carbon Neutral organisation</p>
March	<p>Deliver programs/campaigns which support people to reduce household emissions not related to energy</p>
June	<p>Complete delivery of a program focused specifically on better understanding the opportunities and needs related to climate action in Yarra, and to support these groups to take climate action <u>and spread the message in their communities</u></p>

03 Community batteries

Support opportunities to accelerate uptake of renewable energy in Yarra through community battery installations.

Branch Sustainability

Quarterly Milestones

September	<p>Brief Councillors on the status and direction of community batteries in Yarra</p>
December	<p>Complete the collaborative 'Fast Tracking Neighbourhood batteries' project being delivered with the Cities of Melbourne and Port Phillip</p>
March	<p>Present a draft Roadmap to Accelerate Community Batteries in Yarra as a cross organisation project to identify the drivers and potential locations for community batteries across the municipality</p>
June	<p>finalise the roadmap to accelerate community batteries</p>

04 Zero Carbon Business

Engage businesses and partners to transition towards zero-net carbon and develop circular economy approaches

Branch Sustainability

Quarterly Milestones

September	Promote the <i>CitySwitch</i> program to Yarra office-based businesses, seeking to increase local recruitment and provide a new pathway to reduce emissions from this sector. Work with YEF review and deliver phase 2 of the <i>Better Energy Better Business</i> program
December	Develop a second phase Business Renewables Buying Group and promote to Yarra businesses to participate
March	Continue to deliver and grow the Sustainable Business Yarra Working Group of local businesses engaged in taking climate action and transition to a 'circular economy', as well as the Sustainable Business Newsletter
June	Support delivery of activities to engage local Small to Medium Enterprises to take climate action and transition to a 'circular economy'

05 Circular Economy

Circular economy is a new way of seeing products and materials, viewing them as valuable resources instead of 'waste'. Where possible Yarra will design products using circular principles, avoid the consumption of new materials and reuse, repair or recyclable all other products. Yarra City Council continue to support our community to do the same, be a leader in this space and drive change through our initiatives and services.

Branch City Works

Quarterly Milestones

September	Promote sustainable local food systems through an online Community Growing Spaces workshop for residents interested in applying for a planter box, productive tree, or laneway garden Advocate and partner with state government to influence the standards of our recycling system and rollout of Container Deposit Scheme Finalise and put on public exhibition Draft Circular Economy Strategy 2023-2030 Develop options for delivery of the preferred Food Organics and Green Organics (FOGO) service in line with State Legislation to reduce the level of organic waste going into landfill.
December	Finalise organisational wide Draft Circular Economy Policy and start implementation of action plan Complete final Yarra Circular Economy Strategy 2023-2030. Finalise organisational wide Draft Circular Economy Policy
March	Hold an Open Day at the Clifton Hill Operations Depot to engage the community on how we are incorporating a circular economy approach through the services we deliver (Sustainable Road Materials, integrated water management solutions, FOGO initiatives, cleansing and open space services, nature and biodiversity initiatives etc)

June Implement first 6 months of organisation wide draft Circular Economy Policy Action Plan=

06 Reduce the use of single use plastics

Engage with businesses and the community to reduce the use of single use plastics and phase out single use plastics across Council's operations.

Branch City Works

Quarterly Milestones

September	Reform 'Yarra Single Use Plastic Internal Working Group
December	The group will review and implement a Yarra Single Use Plastic Internal Policy and Action Plan
March	Use the learnings from the review of Proudly Plastic free Program to develop a Circular Single Use Products reduction program
June	Deliver circular single use plastics reduction program in collaboration with businesses

07 Collingwood Leisure Centre facility design to support the transition off gas

Council will undertake design for the renewal of building services at Collingwood Leisure Centre. A major component of this is Heating, Ventilation and Airconditioning (HVAC), which will include full electrification to enable retirement of the use of gas at the facility.

Branch Building and Asset Management

Milestones

September	
December	
March	Complete feasibility study, options paper and project concept brief for transitioning Collingwood Leisure Centre off gas <Is this already done>
June	

2. Social equity and health

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

Participation in community plays a big role in creating a healthy, socially connected and culturally rich Yarra. We value all ages, genders, sexualities, abilities and cultures and work to ensure that diversity and uniqueness are welcomed, respected, and celebrated.

Strategies to implement this Strategic Objective in the Council Plan 2021-25 are:

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 below Actions demonstrate what we will do over 2022-23 to support social equity and health.

Council delivers a wide range of inclusive and accessible services and programs. These range from childcare, recreation facilities, libraries, arts and cultural initiatives, services for older persons and people living with a disability. We recognise the broad scope of this important work to create safe, resilient, healthy, inclusive and socially well-connected communities where quality services are accessible to everyone. We will work to promote social, physical and mental wellbeing for our community, and create resilient, safe communities.

08 Yana Ngargna – Reflection and future directions

Work with Yana Ngargna Advisory Group, Aboriginal and Torres Strait Islander community and key stakeholders to reflect on the Yana Ngargna 2020-23 plan and its implementation and development of the next multi-year partnership plan.

Branch Equity and Community Development

Quarterly Milestones

September	Reactivate the Yana Ngargna Advisory Group
December	With members of the Advisory Group, local Aboriginal and Torres Strait Islander community and other stakeholders, define the purpose and scope of the next multi-year partnership plan
March	Undertake and conclude consultation and community engagement to guide the development of the plan

June Finalise the new multi-year partnership plan with Aboriginal and Torres Strait Islander peoples.

09 Richmond Youth Hub

Undertake a project evaluation of the Richmond Youth Hub and advocate to the State government for appropriate funding to continue activities to vulnerable young people living on the Nth Richmond Estate.

Branch Family Youth and Children's Services

Quarterly Milestones

September Complete a Project Evaluation Report for the Richmond Youth Hub to determine its effectiveness, future service model and service improvements for young people

December Use the outcomes of the evaluation report to develop Council's advocacy position in order to secure additional multi-year funding from the State Government, beyond June 2024 to support the Richmond Youth Hub operations

March

June

10 0-25 Plan

Implement initiatives within the 0-25 Plan to enhance the health and wellbeing of children, young people and families

Branch Family Youth and Children's Services

Quarterly Milestones

September Implementation of Voice of the Child project to support increased engagement and empowerment of children in our Family Services programs

December Update and finalise the 0–25-year plan to guide Council's strategic planning to support improved health and wellbeing outcomes for children, young people and families

March Establishment of parent engagement committee(s) to inform our early years precinct planning across the municipality

June Implement and plan the *Best Start Best Life* early years reforms including infrastructure opportunities for kindergarten expansion at Collingwood College and Atherton Gardens Estate and longer-term kindergarten and pre-prep planning across the municipality

11 Youth led engagement

Empower young people aged 12 – 25 to have a greater voice on the issues that affect them through Council's Youth Advocacy Group. With the support of a project steering committee, and Council, young people will co-design a series of youth-led activities, which build young people's skills and confidence and help them establish networks and opportunities to amplify their voices in local decision-making and inform advocacy priorities.

Branch Family Youth and Children's Services

Quarterly Milestones

September

December

March Establish a pilot youth traineeship program to provide employment pathways for at risk young people, to experience work activities across Council business units.

June Identify and deliver youth led engagement projects by Council's Youth Advocacy Group to address local priorities and needs raised by young people

12 Access and Inclusion Strategy and Action Plan

Implement the Access and Inclusion Strategy's strategic actions to ensure that Yarra is an inclusive and accessible community and is a place where everyone can live well. In addition to implementing the 2023-24 action plan, a new strategy (2024 – 2030) will be developed, to align with new and emerging priorities and needs.

Branch Aged and Disability Services

Quarterly Milestones

September Develop and support accessibility initiatives to increase access to small local businesses accessible parking, access to businesses and safe use of public spaces.

December Implement community consultation, undertake research, engage with key external stakeholders to identify key strategic directions and action areas for the Strategy 2024-2030

March

June Launch the new Access and Inclusion Strategy 2024-2030, including provision of accessible formats

13 Active and Healthy Ageing Strategy and Action Plan

Implement the Active and Healthy Ageing Strategy, action plan to ensure our residents aged 50+ remain engaged, active, and independent. Living well means feeling included and active in the community, being able to connect to other people and being able to participate in everyday life. In addition to implementing the 2023-24 action plan, a new strategy (2024 – 2030) will be developed, to align with new and emerging priorities and needs.

Branch Aged and Disability Services

Quarterly Milestones

September	Promote Yarra's Seniors Clubs Re-connect Project through the "Our Clubs, Our Stories" videos Establish and deliver Seniors Week 2023 program and activities in consultation with community partners
December	Support Active Ageing Advisory Committee in advocacy and advice to Council on national aged care reforms, social connections and early intervention to support wellbeing Implement community consultation, undertake research, engage with key external stakeholders to identify key strategic directions and action areas for the Strategy 2024-2030
June	Launch Strategy 2024-2030, including provision of accessible formats

14 National aged care reforms

Ensuring residents and clients are supported across the transitional period of the National Aged Care reforms, expected to commence in full by 1 July 2025. Across 2023-2024, Council will continue to review and assess its role in the new program and existing State based Home & Community Care program for Young People. This will include the range of services Council provides directly and areas of potential re-investment.

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
December	Undertake service reviews of Council's Support at Home services to identify community needs, service provision trends, priorities and changes to inform future Council decision-making based on a comprehensive assessment of the national changes. Determine Council's position on service delivery under the new program (home care and home maintenance; meals services; social support; community transport, assessment) and identify areas for re-investment and/or re-orientation of service. Work with the State Government on service options under the Home and Community Care Program for Young People
March	Provide advice and information to residents and clients as the new Support at Home program develops, including access to advice and service options
June	Implement changes required to deliver the Support at Home Program post 1 July 2025 Support residents and clients, including offering transitional support, to assist in navigating and accessing services under the new national program.

15 Supporting the community

Engage with community, local organisations and other key stakeholders to identify, develop and leverage the strengths and passions of the community in responding to identified support need, including for harder to reach/vulnerable people in the community.

Branch Aged and Disability Services

Quarterly Milestones

September

December Increase utilisation of the Djerring Centre at Collingwood to support older residents and people with disability to engage in social wellbeing and cultural connection programs

March Provide workshops to strengthen the governance and sustainability of Senior Clubs and including alternative sources of funding and resourcing.

 Establish an additional support program under the Home & Community Care program, to provide a flexible service response for young people with disability

June Provide digital technology support (up to 30 residents) as part of the Support for Carers program, with a focus on 'hard to reach' carers.

 Provide a community education workshop and community information to support and increase awareness of people living or at risk of hoarding & squalor.

 Complete an evaluation of the Companion Animal Program to assess effectiveness in addressing social wellbeing, volunteer engagement and animal welfare, and make recommendations on future directions.

We value our LGBTIQ+ community and culture, and work to ensure everyone is welcomed, engaged and included equitably. Cultural diversity and our public housing residents are fundamental to our unique social fabric. Feeling connected to the community, having social networks and being able to participate and contribute to community life are important factors that promote physical health, mental wellbeing and social inclusion. There is a real and critical need to support our vulnerable and marginalised communities to thrive in the digital age, which in turn supports the attainment of positive health and wellbeing. Council works in close collaboration with our various partners at the local, state and national level to support, facilitate and advocate for increased digital literacy in our community.

16 Promote initiatives to celebrate Yarra's cultural diversity

Host events that bring Yarra's artists, communities and generations together, provide skills- and resource-sharing opportunities, and build connections between artists and representatives from other sectors.

Branch Arts Culture and Venues

Quarterly Milestones

September Plan and conduct Smith Street Dreaming, an event celebrating Aboriginal and Torres Strait Islander Community arts, culture and resilience.

 Implement the Leaps and Bounds Music Festival, a live music festival celebrating Yarra's live music sector, especially supporting a diversity agenda

Support the annual Gertrude Projection Festival with the Centre for Projection Art.

December	<p>Develop the purpose and scope of a Cultural Events Plan to ensure Council meaningfully recognises, celebrates and partners with others in relation to dates of significance for our community.</p> <p>Review the purpose and scope of Council's Public Policy Art Policy to increase public and private art opportunities within public spaces and private developments/spaces</p> <p>Plan and hold the Remembrance Day in Barkly Gardens</p> <p>Plan and hold Christmas celebrations, a Christmas decorations program and community event at changing locations across Yarra</p> <p>Plan and conduct the New Year's Eve family friendly event at Edinburgh Gardens and active monitoring of public safety across Yarra</p>
March	<p>Finalise and implement the Cultural Events Plan</p> <p>Finalise and implement the review of Council's Public Art Strategy and refresh the strategy</p> <p>Support the e Pride event, proudly supporting Midsumma, a street party event in Gertrude and Smith Streets in Fitzroy</p> <p>Support the annual Johnston Street Fiesta in Johnston Street celebrating Hispanic Latin Culture</p> <p>Support the annual Victoria Street Lunar Festival in Victoria Street Richmond celebrating the Lunar New Year</p>

June

17 Promote access and inclusion for Culturally and Linguistically Diverse (CALD) communities

Address discrimination and tackle systemic barriers to participation in social and economic life for CALD communities and promote access and inclusion to the policies and services of the Council, other levels of government, and relevant agencies.

Branch Equity and Community Development

Quarterly Milestones

September	Establish the scope and intent of the next Multicultural Partnerships Plan, informed by stakeholder engagement and review of policy and practice
December	Deliver another anti-racism workshop with local partners, to coincide with International Human Rights Day
March	Finalise the draft Multicultural Partnerships Plan for public exhibition
June	Adopt the new Multicultural Partnerships Plan to address discrimination and systemic barriers to participation in social and economic life for CALD communities and promote access and inclusion

18 Celebrate LGBTIQ+ community, enhance visibility and promote inclusion

Support the LGBTIQ+ community through inclusive Council policy and programs, strategic advocacy, local visibility campaigns and cultural events

Branch Equity and Community Development & Property and Leisure Services

Quarterly Milestones

September	Implement the LGBTIQ+ visibility campaign
December	Support Council's the Rainbow Advisory Committee to continue to provide guidance of Council's work in supporting the LGBTIQ+ community through inclusive Council policy and programs, strategic advocacy, local visibility campaigns and cultural events Undertake planning and consultation with identified user groups and relevant committees for assistance with planning an inclusive gym and swim event at a Yarra Leisure venue to support diversity and inclusion, specifically targeting LGBTIQ+ community and their allies.
March	Market and promote activities for the inclusive gym and swim event at a Yarra Leisure venue
June	Actively support IDAHOBIT and all key activities and initiatives that address transphobia and promote inclusion for gender diverse communities Deliver an inclusive Gym and Swim event at a Yarra Leisure venue by June 2024

19 Strategic activities to advance the Yarra Homelessness Strategy

Work to deliver an enhanced coordinated and compassionate crisis response to people experiencing homelessness and connecting with secure housing working with local partners, particularly Launch and cohealth.

Branch Equity and Community Development

Quarterly Milestones

September	Launch and provide backbone support for the Yarra Towards Zero project, as a collective impact initiative with key partner agencies, to address issues of homelessness in Yarra.
December	Implement and monitor progress against Council's Homelessness Strategy in reducing homelessness and its impacts in Yarra.
March	Implement and monitor the progress of the Yarra Zero project, including assessing/measuring the impact of homelessness in Yarra.
June	

20 Alcohol and other drugs harm minimisation

Through a program of action research, investigate and develop strategies to reduce alcohol-related and other drug harm in the community through a multi-faceted approach (e.g., education, enforcement, support, harm reduction, and responsible drinking promotion). Branch

Equity and Community Development

Quarterly Milestones

September	Seek funding from VicHealth to support the development of Council's Alcohol Harm Minimisation Plan Develop the scope of a Council "Alcohol and other Drugs Policy" that provides a framework to address alcohol and other drug issue within the community.
December	Continue engagement and event planning for summer events with Liquor Forum members in order to reduce the impacts of alcohol relation harm
March	
June	Finalise and launch the Draft Alcohol Harm Minimisation Plan and the Alcohol and Other Drugs Policy to reduce harm and promote safety and ensure fairness and consistency in how drug and alcohol-related issues are handled and create awareness, understanding, and support for healthier and more productive city

21 Supporting the National Alliance for Gambling Reform (MPHWP)

Minimise the social and economic harms caused by gambling via the Yarra Gambling Policy, which outlines how Council works to reduce gambling through i.e., advocacy, planning controls, community education and supporting gambling-free initiatives). Our membership of the Alliance is a critical means to advance Council objectives to reduce gambling-related harm.

Branch Equity and Community Development

Quarterly Milestones

September	
December	Support education campaign for Gambling Harm Awareness Week, in conjunction with partners, through a mix of social marketing and in-person events within the municipality
March	
June	

22 Access for all and community connections

Access for all, Council's Library Strategic Plan 2022-2026 outlines the direction for library services over 4 years. Library services will support our community to access spaces and services, build skills and knowledge, connect and discover learning opportunities that enables our community to thrive. Our goal is to ensure access for all by reducing barriers for our community.

Branch Library Services

Quarterly Milestones

September	Deliver digital training programs to North Richmond community, including for community members who face barriers in accessing digital channels, via the Learning Bank hub, in partnership with local agencies and business
December	
March	Investigate options with community agencies to support Libraries in meeting the needs of users with complex needs
June	Achieve SCOPE accreditation for accessible communication for people with disabilities at all Council libraries. Review and update the Yarra Library Policy related to service access, usage and memberships to ensure at risk community members are accessing our libraries.

23 Sport Club development workshop

Develop and host three club development workshops across the 2023/24 financial year, specifically designed for Yarra's community sports clubs. The workshops aim to support local sports clubs to develop and improve the sustainability and capacity of their organisation, the capability of their people/volunteers and connect them with specific tools and resources to inform the direction and priority of activities and investment, as well as deliver quality, inclusive and accessible sport and recreation programs that are aligned with Yarra's Sports Ground and Facilities Allocations Policy 2022.

Branch Property and Leisure Services

Quarterly Milestones

September	Undertake workshop planning, marketing and promotional activities for the workshop and conduct one workshop
December	Undertake workshop planning; Complete marketing and promotional activities for the workshop; and conduct another workshop
March	Undertake workshop planning; Complete marketing and promotional activities for the workshop; and conduct another workshop
June	Review and assess club development workshop series and gauge the need and focus for future club development workshop

24 Sustainable food systems

Promote sustainable local food systems and building community resilience in the Yarra community.

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

March

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

Maintain productive on-street growing spaces by replacing damaged and deteriorated planter boxes (ongoing, but a minimum of 15 boxes replaced) with recycled plastic boxes installed with water efficient wicking systems.

3. Local economy

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

Economic development is a primary focus for Council. We foster economic vitality and creativity, supporting our local businesses who form an integral part of our community. From artists and craftspeople to the traders on our shopping strips, through to the increasing number of creative enterprises and technology businesses - the economic capacity of Yarra is diverse and growing.

We deliver a range of enabling infrastructure and work to improve the amenity of the city and build our economic capacity and prosperity. This includes work around community safety such as promoting public amenity and constantly striving to improve feelings of safety in our streets and public spaces.

Strategies to implement this Strategic Objective in the Council Plan 2021-25 are:

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 below Actions demonstrate what we will do over 2023-24 to support our local economy.

Council is committed to achieve a Yarra where local businesses prosper, and creative and knowledge industries thrive. Over the next year, we will leverage our economic potential to further grow our economy.

25 Promote arts and culture within Yarra

Ensure the integration of Arts and Culture into Yarra's built form and public realm design

Branch Arts Culture and Venues

Quarterly Milestones

September Deliver integrated public art as part of the Chas Farquhar Complex development, an integrated community hub offering services for children and families.

Support the realisation of the William Eicholtz and Reko Rennie artworks as part of Otter Street and Cambridge Street Reserve redevelopments

December

March

June Deliver integrated public art as part of the following projects. Edinburgh Gardens Sports facility upgrade (Brunswick Street Oval), Alphington Bowls Club, Yambla Pavilion

26 Enable opportunities in the planning development process for spaces for artists to work to enhance the arts sector and everyday creative experiences

Facilitate and encourage landowners and planning permit applicants to provide affordable spaces for creatives in support of Council's Room to Create scheme.

Branch Arts Culture and Venues

Quarterly Milestones

September Work with private property owners to facilitate the access to affordable creative spaces by artists and arts organisations in the City of Yarra to increase the availability and affordability of spaces for creative production and presentation.

December Activate the Wellington and Vine Arts and Craft space for the benefit of the local community.

March

June

27 Precinct Activation Program

The economic Development unit will work with trader groups and associations to co-design and deliver 4 projects/campaigns within Yarra's retail and services precincts. The purpose is to create awareness, drive visitation, increase spend and revitalise our main streets.

Branch City Strategy – Economic Development

Quarterly Milestones

September Delivery of Program 1 – Victoria Street East

December Delivery of Program 2 – Brunswick Street

March Delivery of Program 3 – Nicholson Street/Fitzroy North

June Delivery of Program 4 – Gertrude Street

28 Night Time Economy Action Plan

The economic benefit of Night Time Economy to the city is largely unknown, so a gap analysis is required to be carried out, which can then lead to a short term action plan, followed by a draft Night Time Economy strategy.

Branch City Strategy – Economic Development

Quarterly Milestones

September Complete brief for consultant regarding the Night Time Economy. Ideally look to partner with neighbouring council areas in order to widen the understanding and impact across multiple regions.

December Procurement completed and consultant selected

March	Analysis and draft action plan completed. Budget bids completed in order to fund actions in upcoming financial year.
June	Initial implementation of plan started – advocacy to State Government to seek support in delivery of action plan.

29 Joined-up response to promote local safety and wellbeing

Promote community safety through interagency partnerships including the Local Safety Reference Group, Yarra Liquor Forum, and supporting initiatives with VicPol, Department of Justice and Community Safety, Department of Families, Fairness and Housing, Department of Housing and agencies commissioned locally to promote health and wellbeing.

Branch Equity and Community Development

Quarterly Milestones

September

December Implement, monitor and report on public intoxication health model working in partnership with key agencies

March Assess and adjust Yarra's Liquor Forum activities, including the effectiveness of interagency coordination over the summer event period

June

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.

Council recognises the pressures and opportunities associated with growth and inner-city life. We are committed to expanding and improving public space and building a network of green spaces that contribute to a liveable and sustainable Yarra.

Strategies to implement this Strategic Objective in the Council Plan 2021-25 are:

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 below Actions demonstrate what we will do over 2023-24 to support place and nature.

We plan, manage and advocate for development, planning and urban design that is shaped by and meets our community's future needs

30 Permeable pavement study

Commence a study into the optimised use of permeable pavement in partnership with the University of Melbourne and the Australian Research Council.

Branch Infrastructure Traffic and Civil Engineering

Quarterly Milestones

September

December Council to confirm the terms of the partnership for the permeable pavement study
Finalise and sign the MOU with Melbourne University and Australian Research

March

June Finalise the locations assessment and identification process

31 Direct Seeding and Cultural Burning

Adopt innovative integrated bushland management approaches to achieve cost effective and efficient bushland management and site-specific targets in partnership with Yarra's Bushland Contractor and Wurrundjeri Woi Wurrung Narrap Team.

Branch City Works

Quarterly Milestones

September

December Undertake a pre-burn habitat hectare assessment of the Autumn ecological cultural burn site.

March

June Implement 1000m² of autumn direct seeding adjacent to the Merri Creek to reinstate endangered Plain Grassy Woodland and Escarpment Shrubland EVCs.
Deliver an Autumn ecological cultural burn in conjunction with the Wurrundjeri Woi Wurrung Narrap Team, in the endangered Plains Grassy Woodland EVC in Burnley Park to heal country.

32 Education and awareness program

Deliver Yarra's community based education, awareness, and nature engagement program as outlined in the Yarra Nature Strategy Action Plan 2020-2024.

Branch City Works

Quarterly Milestones

September Deliver the 2023 National tree day in conjunction with Merri Creek planting 3000 local indigenous tube stock to reinstate the endangered Plains Grass Woodland ecological vegetation classes at Kevin Bartlett Reserve

December

March Continue to partner with the Merri Creek Management Committee to host the City of Yarra Waterwatch Program, targets for 2023/24 are:

- Engage a minimum of 200 students over 10 education sessions,
- Conduct 1x Community Waterwatch Training Days
- Conduct 3 x Litter Clean Ups, education and data collection in the City of Yarra

June Implement and expand Yarra's Gardens for Wildlife Program to include 50 households in 2023/24

Shared use of public space and flexible community infrastructure is a means to manage community needs whilst the city grows and thrives. Welcoming environments that are planned to enable and promote physical activity and active living are beneficial to health and wellbeing and support community connectedness. We are committed to expanding and improving public space and building a network of green spaces that contribute to a liveable and sustainable Yarra.

33 Yarra citizen's science program

Encourage Yarra's community to further appreciate and actively enhance Yarra's natural landscape by offering engagement and education opportunities.

Branch City Works

Quarterly Milestones

September	Conduct a National Biodiversity Month grassland walk and talk with local indigenous grass expert at Burnley Park
December	Encourage Yarra's community to contribute to the Aussie Backyard Bird Count Conduct one community Frog Watch during spring and record all observations on the Melbourne Water Frog Census App
March	
June	Encourage Yarra's community to contribute to the Greater Melbourne City Nature Challenge Event. Yarra's community can help us compete with cities around the world by recording observations (photos or sounds) of wild plants, animals and fungi on iNaturalist Conduct a Bat Appreciation Day bat explorer tour with the Friends of Bats and Bushcare to GHHF colony.

34 Greening Yarra

Reduce the urban heat island effect, enhance amenity, improve wildlife corridor connections and overall biodiversity values across the community through the planting of trees, shrubs and grasses, and increasing canopy cover.

Branch City Works and City Strategy

Quarterly Milestones

September	Commence planning for additional street tree locations to accelerate the annual street tree planting programme by 100%,
December	Commence feasibility study of street tree locations and species selection as part of our accelerated tree planting program and infill planting program
March	Confirm locations of tree planting and tree species orders as part of our accelerated tree planting program and infill planting program
June	Plant a minimum of 10,000 locally indigenous plant species to improve habitat hectare condition score and reinstate endangered Ecological Vegetation Classes (EVC) including riparian woodland, escarpment shrubland, plains grassy woodland EVCs within Yarra's bushland areas Plant 100 advanced local provenance trees of 2 different species in open space park and reserves areas to provide habitat, canopy connections with waterway corridors, fauna stepping-stones to other vegetation patches and ongoing foraging opportunities for the Grey-headed Flying-fox Consolidate and reinstate areas of strategic biodiversity value by increasing indigenous vegetation extent within Open Space by 5000m ² Complete accelerated tree planting program

35 Opportunities for new and expanded open space in Yarra

Construction of Otter Street new pocket park and expansion of Cambridge Street Park by converting road space into park to increase open space provision in Collingwood.

Branch City Strategy – Open Space

Quarterly Milestones

September Otter Street Park commencement of construction

December Completion of Cambridge Street Park Expansion

March Completion of Otter Street Park

June

36 Opportunities for new open space in Yarra

Roads to Parks programme to increase open space in areas identified as deficient in the Open Space Strategy.

Branch City Strategy – Open Space

Quarterly Milestones

September Feasibility studies underway to identify new opportunities to convert road space into open space.

December Identification of possible sites for conversion

March Implementation of trial short term road closure for pop up park to test feasibility

June Review of the sites identified and proposed way forward.

37 Cremorne implementation

Continue work to implement built form controls for Cremorne and implement the Cremorne Implementation Plan

Branch City Strategy – Strategic Planning

Quarterly Milestones

September Present updated UDF to Council and seek interim DDOs. Request consent /authorisation to exhibit permanent DDO provisions.
Advocate to State Government to reconvene the Cremorne Place Implementation Plan working group.

December Prepare exhibition of permanent DDO.

March Exhibit permanent DDO and consider submissions.
Update on CPIP working group progress.

June Depending on exhibition outcomes, request referral to the Standing Advisory Committee / Panel for independent hearings post exhibition.

38 Permanent built form provisions

Continue work to implement permanent Built form controls

Branch City Strategy – Strategic Planning

Quarterly Milestones

September C273 Heidelberg Road: Exhibit and analyse submissions.
C271 Fitzroy-Collingwood: Exhibit (timing is dependent on consent from State Government).

December C273 Heidelberg Road: Consider submissions and request referral to the Standing Advisory Committee and prepare for hearings.
C271 Fitzroy-Collingwood: Analyse submissions.

March C273: Standing Advisory Committee hearings (timing is dependent on State Government referral).
C271: Consider submissions and request referral to the Standing Advisory Committee

June C273: Consider Standing Advisory Committee report and present at Council workshop.
C271: Prepare for Standing Advisory Committee hearings in July/August (timing is dependent on State Government referral).

39 C286 Open Space Contribution Rate

Continue to pursue Open Space Contribution Rate changes

Branch City Strategy – Strategic Planning

Quarterly Milestones

September Workshop with Councillors on outcome of the peer review process.

December Reconvene Panel Hearing process – subject to DTP approval.

March Consider final Panel report.

June Advocate position to the Minister for Planning.

40 Gipps Street Employment Precinct Local Area Plan

Preliminary investigation into the Gipps Street Employment Area

Branch City Strategy – Strategic Planning

Quarterly Milestones

September	Seek Streamlining for Growth funding from Victorian Planning Authority to support strategic background work that would underpin a future local area plan, start-up and creative enterprises, identify potential transport and public realm improvements, interim and permanent built form provisions.
December	Subject to external funding support, procure strategic background work to support start-up and creative enterprises, identify potential transport and public realm improvements, prepare interim and permanent built form provisions.
March	Prepare strategic background work to support a local area plan and prepare interim and permanent built form provisions. Undertake consultation.
June	Prepare strategic background work to support a local area plan and prepare interim and permanent built form provisions. Commence drafting of a local area plan.

41 Special Building Overlay update

Review provisions within the Yarra Planning Scheme as they relate the Special Building Overlay in Yarra

Branch Engineering and City Strategy – Strategic Planning

Quarterly Milestones

September

December Consider outcomes of community consultation (undertaken by Civil Engineering) and request authorisation to exhibit an amendment to the Special Building Overlay.

March Await decision from Minister for Planning.

June Exhibit amendment.

42 LGBTIQ+ Cultural Heritage

Branch City Strategy – Heritage

Quarterly Milestones

September Completion of the LGBTIQ+ Heritage Study Part 1 (Thematic Statement and a comprehensive list of places of significance to community)

December Initiate Part 2 - Preparation of place citations and statements of significance

March Finalise LGBTIQ+ Heritage Study for Yarra with place citations and statements of significance.

June Council report to adopt the LGBTIQ+ Heritage Study

43 Charlotte Street New Public Space

Continue to consult and prepare designs to convert road space in Charlotte Street into public open space.

Branch City Strategy

Quarterly Milestones

September	Consultation on concept design complete
December	Consultation findings on concept design completed and posted on Your Say Yarra Detailed design underway
March	Temporary pop up trial of road closure in progress
June	Present final design for new park in Charlotte Street to Council

44 Brunswick Street Oval precinct redevelopment

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.

Branch Building and Asset Management

Quarterly Milestones

September	Tender evaluation complete for Brunswick St Oval works
December	
March	Works on-site commenced
June	

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.

Yarra prioritises sustainable and active transport, to help people move safely and sustainably through and within our municipality. Council is committed to creating a city that is accessible to all irrespective of levels of personal mobility, to support a fulfilling life without the need for a car. It is an integral part of our climate emergency response to reduce transport emissions and towards net-zero emissions by 2030.

Strategies to implement this Strategic Objective in the Council Plan 2021-25 are:

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 below Actions demonstrate what we will do over 2023-24 to support transport and movement.

To remain an attractive inner-city destination to live, work and visit, Council will continue to address transport challenges and create opportunities for sustainable and active transport. We will improve our neighbourhoods to make walking and cycling possible as a part of everyday life, support micro-mobility and car share and ride schemes, and advocate for improved public transport.

45 Fitzroy and Collingwood 30km/hr pre-trial study

Undertake a pre-trial study to investigate the feasibility of expanding the current 30km/hr speed limit trial to cover the entire suburbs of Fitzroy and Collingwood.

Branch Infrastructure Traffic and Civil Engineering

Quarterly Milestones

September Complete infrastructure plans and stakeholder engagement with other transport and approval authorities

December Complete any pre-trial community engagement and report to Council on findings

March

June

46 Transport Action Plan

Continue to develop actions that support the implementation of the Yarra Transport Strategy, including, finalise the Transport Action Plan, commence development of a parking strategy and design and construct new and upgraded walking and cycling infrastructure on key transport corridors

Branch Strategic Transport

Quarterly Milestones

September	Engage with the community on a Draft Transport Action Plan and develop the scope for the Parking Strategy
December	Finalise the Transport Action Plan
March	Commence data collection for the new Parking Strategy
June	

47 Transport New Deal implementation

Council will implement the three New Deal programs outlined in the Yarra Transport Strategy, New Deal for Cycling: design and construct new and upgraded cycling infrastructure in priority locations, New Deal for Walking: develop clear processes for implementing the outcomes of the Yarra Transport Strategy and continue to deliver safer walking infrastructure, such as pedestrian improvements in Cremorne and New Deal for Schools: commence the first round of the New Deal for Schools program to encourage and enable active travel.

Branch	Strategic Transport
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Quarterly Milestones

September	Deliver a new pedestrian-priority crossing on Cremorne Street Commence development of processes to deliver outcomes from the New Deal for Walking
December	Prepare 'shovel ready' projects for delivery in the 2024/25 Financial Year
March	Commence implementation of the first round of the New Deal for Schools program
June	Complete development of processes to deliver outcomes for the New Deal for Walking

48 Transport advocacy

Advocate to other stakeholders, including the State Government, for priority transport needs identified in the Yarra Transport Strategy by raising awareness of these and being proactive in identifying solutions, including:

- Accessible tram stop upgrades across all of Yarra's network, including Smith Street, Gertrude Street, Swan Street and Bridge Road
- Increased bus, tram and rail services and reliability to support current and future needs
- Funding and/or delivery of active transport infrastructure in priority locations, such as Strategic Cycling Corridors and areas with high pedestrian activity

Branch	Strategic Transport
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Quarterly Milestones

September	Government and other stakeholders of the Transport Action Plan consultation for their input
December	Assess and apply for relevant external grant funding to assist with delivering active transport projects
March	Meet with the State Government to discuss priority tram stop upgrade options
June	Complete all advocacy actions for 2024 as set out in the Transport Action Plan

49 Transition to Zero-Emission Transport

Encourage, facilitate and advocate for policies and projects that result in an increased use of electric and other zero-emission modes of transport in Yarra, including:

Accelerated use of electric and other zero-emission vehicles on bus routes

Increased replacement of internal combustion engines with electric and other zero-emission means of propulsion in cars

Increased adoption and use of electric bicycles, including for 'last kilometre' freight and local business use

Branch Strategic Transport, Sustainability

Quarterly Milestones

September	Continue to advocate for greater state and national leadership on the uptake and development of all types of electric vehicles
	Continue to advocate for and work with stakeholders on accelerating the rollout of electric vehicle charging points in Yarra
December	Provide budget bids to Executive for 2024/25 delivery
March	
June	

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.

Delivering outcomes for the community requires an agile and responsive organisation. We are proud of our strong advocacy on issues of community importance. We are committed to good governance, financial stewardship, championing authentic community engagement and enhancing our culture of continuous improvement.

Strategies to implement this Strategic Objective in the Council Plan 2021-25 are:

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 below Actions demonstrate what we will do over 2023-24 to support democracy and governance.

Over the next year, we will be future-focused, manage our finances responsibly and build the capacity of our community to participate in decisions that affect them. We are committed to making information available that explains how we operate and be a leading local government organisation.

50 Financial Sustainability Strategy

Develop and begin implementation of the Financial Sustainability Strategy

Branch Finance

Quarterly Milestones

September Consult internally to identify further opportunities for revenue generation and cost efficiency

December Seek council endorsement on the Strategy

March Where appropriate, apply actions from the strategy to the budget development process for the 2024/25 financial year

June

51 Service Review Program

Develop and implement the service review and improvement program for identified Council services

Branch Business Transformation

Quarterly Milestones

September	Undertake a two-stage community engagement process to seek community input into service value, service levels and principles for evaluation
December	Develop a service review framework and initial program
March	Begin implementation of the service reviews and seek endorsement for any changes in service delivery
June	

52 Digital Transformation

Deliver a series of digital projects to transition Yarra technology into a contemporary future state and enhance employee and customer experience

Branch Digital and Technology

Quarterly Milestones

September	Develop, and adopt a new City of Yarra Data Governance Framework. Present the Digital Blueprint and Roadmap to the Executive Leadership Team and seek endorsement for it to guide the future work program of the Digital and Technology branch
December	Develop Business Case for GIS/Yarra Maps enhancement
March	Create information products for the Workforce and Community by centralising data from multiple systems across the organisation into the Datahub Establish Data Governance Sub-committee
June	Provide access to data assets in the new Datahub to users and develop Power BI dashboards to support new data communication Develop, seek endorsement of and adopt Data Governance and Management policies and standards

53 CX Program 2022-2024

Implement the CX Strategy's 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 official launch of additional digital channels, a relaunch of the CX program internally, establishment of a CX Centre of Excellence and creation of a Customer Service Charter.

Branch Customer Experience

Quarterly Milestones

September	Promotion of digital customer service options and channels
December	Re-establishment of a CX working group to drive best practice

March Scope, research and benchmark for development of the Customer Service Charter

June Development of the Customer Service Charter

54 Councillor engagement program

Develop and promote Council's enhanced engagement program to provide more opportunities for the community to engage with Councillors.

Branch Strategic Communications and Engagement

Quarterly Milestones

September Continue to implement the new Councillor engagement program for 2023 including, Meet the Mayor, Community Tuesday and Councillor Conversations with Community covering a variety of locations across the municipality

December

March Complete review of Council's new Councillor engagement program, apply lessons learnt and adjust the program as needed.

June

55 Website strategy and redevelopment of the Council website.

Develop and implement a website strategy and redevelop the Council website, with a focus on accessibility and ease of finding information, to increase community awareness and encourage broader participation in decision making.

Branch Digital Communications and Marketing

Quarterly Milestones

September Develop and implement a website strategy to guide the development of the new website and future improvements

December Develop a content strategy and commence rewrite of website content in line with accessibility standards

March Test new and updated website content to ensure the community can easily find and engage with information relevant to them

June Launch new website on a new digital platform that will provide an excellent user experience, support the community to intuitively access information, easily complete transactions, and genuinely engage with Council

56 Electoral representation review

The City of Yarra will actively engage in the Electoral Representation Review to be conducted by the Victorian Electoral Commission in preparation for the 2024 Council election. We will make a submission to the process on behalf of the Council and advocate for a system that provides for

representation that reflects Yarra's diverse community. We will encourage and support the community to make their own direct submissions to the review.

Branch Governance and Integrity

Quarterly Milestones

September Complete a publicity campaign to engage the community in the electoral representation review process

Lodge a formal submission to the electoral representation review and present that submission at a formal hearing.

December Plan for single member ward changes

March

June