



Council Plan 2006-10



CITY OF  
**YaRRA**

The logo for the City of Yarra, featuring a stylized white graphic of a person or a flame above the text "CITY OF YaRRA". The "Y" in "YaRRA" is significantly larger and bolder than the other letters.

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Welcome to the City of Yarra. Council acknowledges the Wurundjeri as the first owners of this country. Today, they are still the custodians of the cultural heritage of this land. Further to this, Council acknowledges there are other Aboriginal and Torres Straight Islander people who have lived, worked and contributed to the cultural heritage of Yarra.

## ABOUT THIS PLAN

The Yarra Council Plan 2006-2010 sets the strategic direction of Council and outlines the projects and initiatives to which resources will be allocated over the next four years.

As part of our commitment to continuous improvement and environmental sustainability, there have been a number of changes made to the production of the Council Plan this year, the most significant being a change to a fully interactive CD format. It is anticipated this format will make it easier to navigate and more useful, while also reducing paper consumption. To ensure accessibility, a number of full printed copies of this report are available upon request by contacting customer service on (03) 9205 5555.

Readers are encouraged to provide feedback on this Council Plan by writing to:

City of Yarra, PO Box 168 Richmond Vic 3121, or by email to [info@yarracity.vic.gov.au](mailto:info@yarracity.vic.gov.au)

## CONTACT DETAILS

### Access Yarra Centres

Richmond Town Hall  
Ground Floor Reception  
333 Bridge Road  
Richmond

Collingwood Town Hall  
Ground Floor Reception  
140 Hoddle Street  
Abbotsford

### Mailing Address

Yarra City Council  
PO Box 168  
Richmond, VIC 3121

### Telephone

(03) 9205 5555 (24 Hours)

### TTY

(03) 9421 4192

### Fax

(03) 8417 6666

### Email

[info@yarracity.vic.gov.au](mailto:info@yarracity.vic.gov.au)

### Website

[www.yarracity.vic.gov.au](http://www.yarracity.vic.gov.au)

If you do not have access to the internet, you can access Council's website at your local library.

### Translations

If you would like to know more about the information in this document you can contact an interpreter on (03) 9280 1940.





# ABOUT THE COUNCIL PLAN

The Yarra Council Plan 2006-2010 details the key projects and initiatives that Council will undertake over the next four years. It provides the strategic direction for Council and the allocation of resources.

In 2003, the Victorian Government made changes to the *Local Government Act 1989* requiring all local governments to develop a Council Plan every four years and to review it annually. Councils are also required to develop a Strategic Resource Plan that details Council's financial, human resources and asset management requirements for each year.

This Council Plan was adopted in 2005 following extensive consultation through the 'Your Say' community survey.

This is the first review of the Council Plan in which new actions have been set for the key strategies moving forward. A full evaluation of Council's current progress against the objectives set in the Council Plan can be found in the Annual Report 2005-06.

### Review and monitoring

A new Council Plan will be developed every four years and the actions of each Plan will be reviewed and updated every 12 months, as part of Council's Annual Planning Process.

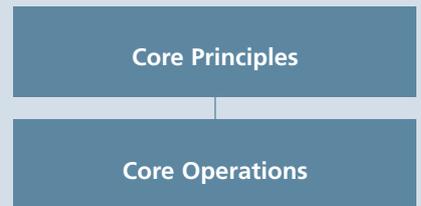
This review will form the basis of Annual Service Plans and budgets for each Council Branch. A report on progress against Council Plan actions will be provided to Council on a quarterly basis.



### Structure

The Council Plan has two parts – Our Council and Our Community. Our Council outlines the approach the organisation will take. It is informed by the Core Principles (included on page two) that in turn drive our Core Operations. Our Community sets out five key themes, which include a number of strategic objectives, strategies and actions for 2006-07.

### Our Council



### Our Community



# CORE PRINCIPLES



## **Diversity**

Diversity is an integral part of Yarra's history and contemporary identity. Council values this diversity and aims to foster acceptance and appreciation of the many different people, cultures and lifestyles that shape our community and contribute to its vitality and vibrancy.

## **Fair Share**

Council is committed to addressing disadvantage and inequality in our community. Council seeks to ensure that resources and services are provided equitably between local government and other tiers of government, and are distributed effectively to those in need in our community.

## **Leadership**

Council aims to provide effective leadership that accommodates and addresses competing views, interests and needs. Council is committed to providing strong and positive leadership that takes into account both the short and long-term implications of our actions.

## **Participation**

Council is committed to being inclusive, accessible and open to residents of all ages, backgrounds and abilities. Civic participation strengthens our community, provides a sense of empowerment and ensures Council's actions and services reflect and respond to the needs of our diverse community.

## **Partnerships**

Council consults and collaborates with residents, local businesses, State and Federal Governments, and private and community organisations to inform them about major projects, service developments and planning processes.

## **Responsiveness**

Council is committed to recognising and responding effectively to the many different needs of Yarra's residents, neighbourhoods, community groups, and businesses. Council seeks to consult and communicate with residents of all ages, backgrounds and abilities.

## **Sustainability**

Council's commitment to sustainability informs our actions and decision-making processes. Council seeks to measure and balance the environmental, social, cultural and economic impacts of our decisions, to ensure our actions will not adversely affect present or future generations.

These principles set the strategic direction of the organisation and guide the Council planning cycle, annual budget deliberations, Council policy decisions, and service delivery plans for the Council Plan.



# SUSTAINABILITY PRINCIPLES

The City of Yarra has developed a series of principles based on the recognition that our actions impact on the ecological processes that support all life on earth and the quality of life of future generations. Entitled 'Sustaining Yarra', these principles are creating a culture of sustainability across the organisation, and are being incorporated into existing projects, internal systems, external services and workplace practices.

The Sustaining Yarra principles have been adopted by Council to balance the competing pressures of economic, social, cultural and environmental development.

The principles guide Council's corporate planning processes, including the Council Plan and annual budget, and ensure sustainability is integrated into decisions and actions across the organisation.

Sustaining Yarra consists of the following eight key principles:

## **Protecting the Future**

Sustainability is about ensuring a future. It requires that caution be practiced in the present by avoiding serious or irreversible damage to natural ecosystems, and by adopting a common sense approach when the consequences of our actions are uncertain.

## **Protecting the Environment**

Sustainability is primarily based on the recognition that natural ecosystems must be preserved and enhanced to allow all life to continue.

## **Economic Viability**

Sustainability incorporates a strong economic base, requiring transparency, accountability, and sound economic management.

## **Social Equity**

Sustainability demands that all people have equal opportunity to live a successful and healthy life. This means achieving more equitable circumstances for the current generation while ensuring that the interests and needs of future generations are not compromised.

## **Cultural Vitality**

Sustainability involves fostering cultural knowledge and traditions to create a richer community.

## **Community Development**

Sustainability needs to involve everyone; requiring the support, commitment, and involvement of the whole community through genuine partnerships.

## **Continuous Improvement**

Sustainability requires that we look for ways to improve our systems and practices, and to adopt changes when necessary.

## **Integrated Approach**

Sustainability demands the integration of environmental, economic, social, and cultural objectives, to achieve positive and lasting outcomes. This means giving equal consideration to all objectives and principles, and seeking an integrated strategic approach in all circumstances.

The sustainability principles are a common thread reflected through:

The key themes of Yarra's **Council Plan**:

- THEME 1. People, Neighbourhoods and Communities
- THEME 2. Built Form, Land-use and Transport
- THEME 3. Culture, Celebration and Tradition
- THEME 4. Local Economy and Business Development
- THEME 5. Environment and Public Space.

The **Values** of the organisation:

- Integrity
- Accountability
- Teamwork
- Respect
- Innovation



## At a Glance

- A total of 29 per cent of residents were born overseas mainly from countries such as Vietnam, the United Kingdom, Greece, New Zealand, Italy and China.
- A total of 25 per cent of residents speak a language other than English at home. The top five languages spoken are Vietnamese, Greek, Chinese languages, Italian and Turkish.
- Yarra is also home to 14 per cent of Victoria's East Timorese community.
- Nearly half of Yarra's residents are of Christian faith and Yarra has a significantly high proportion of Buddhists (seven per cent).
- Over 60 per cent of Yarra homes are single family households, and over 15 per cent are shared households.
- Yarra has a high proportion of medium and high-density housing such as flats and apartments, and fewer detached houses.
- Combined with our low percentage of home ownership (only 24 per cent of Yarra residents own their home), the City of Yarra's population is quite transient.
- One of Yarra's defining features is its high rise housing estates, home to approximately 3,000 residents and often the first Australian home for many refugees.
- Household incomes in Yarra are significantly polarised.
- Almost 20 per cent of households have an income of less than \$400 per week, while 32.2 per cent have an income of at least \$1,500 per week.
- Yarra has a high level of tertiary qualified residents, with almost one third of the population having a bachelor degree or higher.
- The largest occupational groups in Yarra include professionals, clerical, sales and service workers, and associate professionals.
- Yarra's residents are high users of sustainable transport such as public transport, cycling and walking.
- Yarra has twice as many households without motor vehicles (20 per cent) compared with the Melbourne average, and 41.1 per cent of households only have one motor vehicle.
- Yarra residents use the tram six times more often (13.8 per cent) than the Melbourne average, and 4.5 per cent of residents use bicycles as their only means of travel to work compared with 0.8 per cent across Melbourne.

Data is based on 1996 and 2001 Australian Bureau of Statistics Census data unless otherwise indicated.

# A SNAPSHOT OF YARRA

## Geography

The City of Yarra is a vibrant inner metropolitan municipality located immediately north-east of the Melbourne Central Business District. Yarra covers an area of 19.5 square kilometres and includes the suburbs of Abbotsford, Burnley, Clifton Hill, Collingwood, Cremorne, Fitzroy, Fitzroy North, Carlton North, Princes Hill and Richmond, and parts of Alphington and Fairfield.

## History

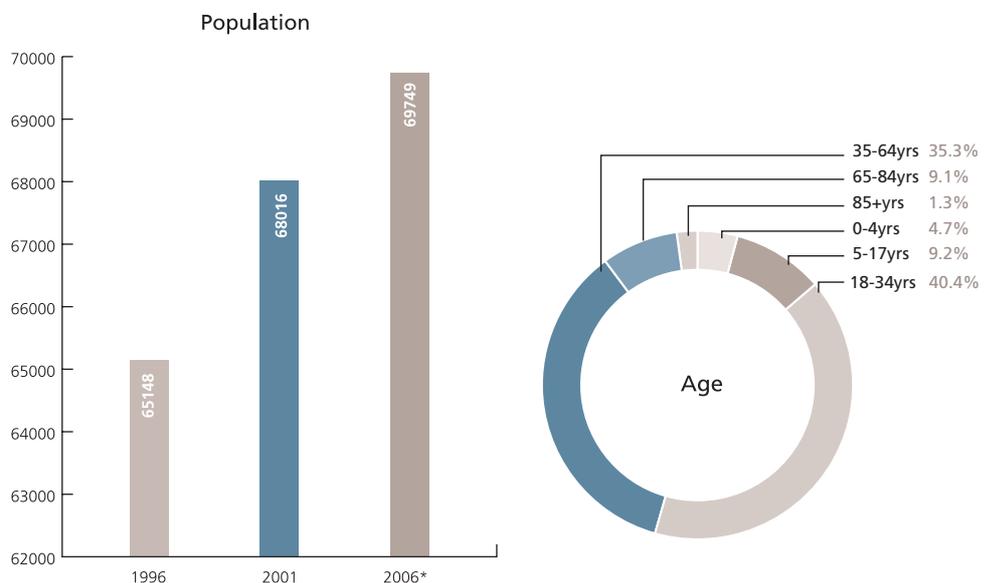
The City of Yarra was created in June 1994. The new municipality merged the former councils of Collingwood, Richmond, Fitzroy (including Princes Hill and Carlton North), and Northcote (Alphington and Fairfield, south of Heidelberg Road only).

The traditional owners of the land are the Wurundjeri Aboriginal people of the Kulin Nation who originally inhabited the areas now known as Richmond, Collingwood and Fitzroy. The Kulin Nation consisted of five different language groups, who used the Melbourne area as a significant meeting site. Yarra continues to be an important meeting place for Aboriginal people in Victoria, and is home to a number of major Aboriginal organisations.

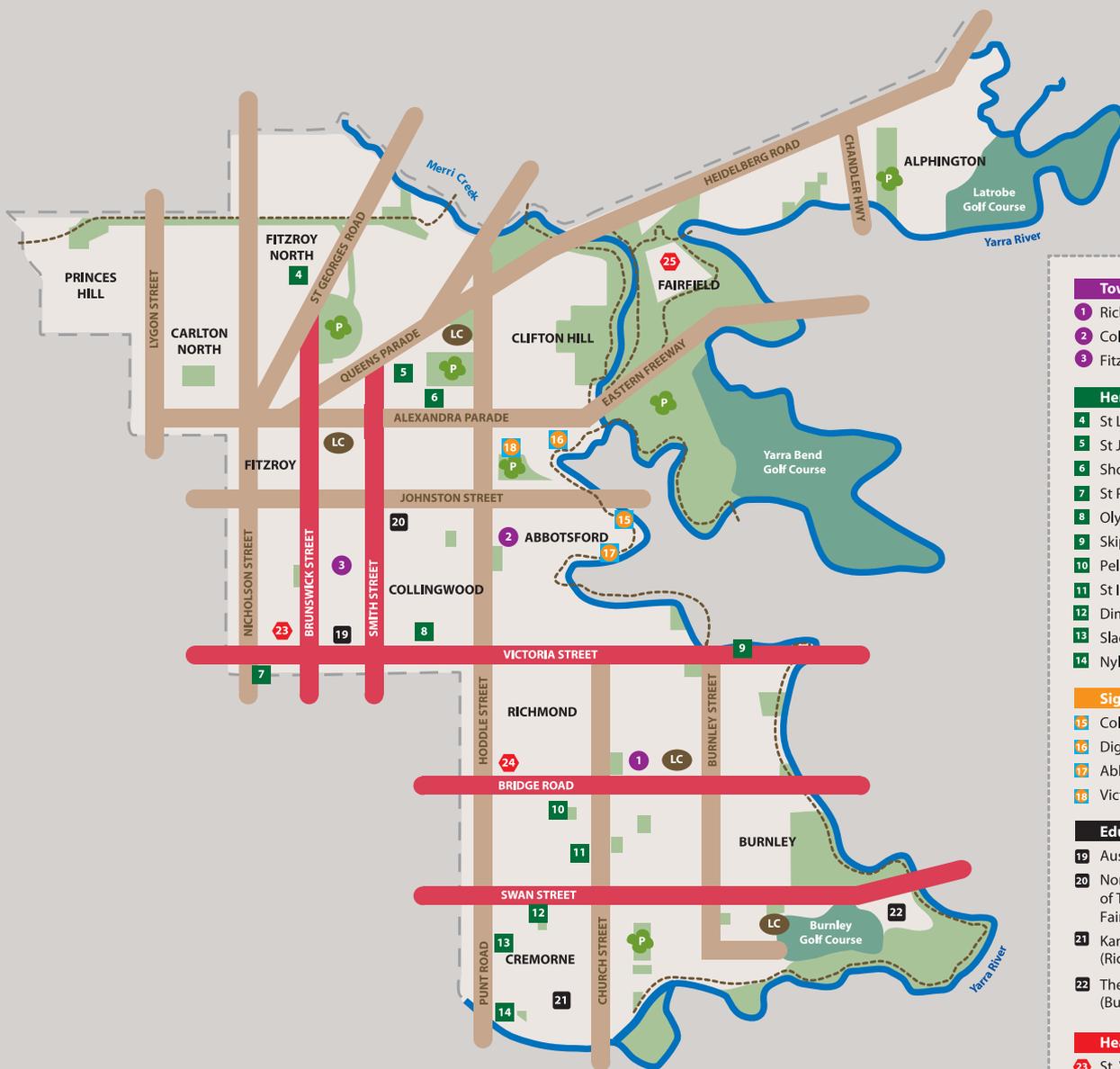
The suburbs of Yarra have a rich and varied history, which is reflected in the City's built form, natural environment and diverse community composition. Yarra was formerly home to many iconic Australian industrial brands such as Fosters Brewery, Heinz tinned food, Rosella Jam and Sauce Factory, and Hardings Crumpets. There has since been a shift from an industrial to residential and retail focus as population and demand for inner city living increases. Many of the former factories have been converted into highly sought after warehouse and studio apartments.

Architecturally, Yarra's suburbs encompass everything from heritage streetscapes to modern contemporary design which reflects Yarra's history as an evolving residential, commercial and industrial area.

Today, Yarra is known for its character and charm, and is often thought of as the heart and soul of Melbourne. The unique mix of eclectic retail strips, bustling nightlife, beautiful open spaces and culturally diverse community combine to create a warmth and spirit desirable to residents, traders and visitors.



\* Population estimation



- Town Halls**
  - 1 Richmond Town Hall
  - 2 Collingwood Town Hall
  - 3 Fitzroy Town Hall
- Heritage**
  - 4 St Lukes Church
  - 5 St Johns Church
  - 6 Shot Tower
  - 7 St Patricks Cathedral
  - 8 Olympic Tyre Sign/Porsche
  - 9 Skipping Girl Sign
  - 10 Pelaco Sign
  - 11 St Ignatius Church
  - 12 Dimmeys Ball Tower
  - 13 Slade Kintwear Sign
  - 14 Nylex Sign
- Significant Places**
  - 15 Collingwood Children's Farm
  - 16 Dight's Falls
  - 17 Abbotsford Convent
  - 18 Victoria Park
- Educational**
  - 19 Australian Catholic University
  - 20 Northern Melbourne Institute of TAFE (Collingwood and Fairfield campuses)
  - 21 Kangan Batman TAFE (Richmond campus)
  - 22 The University of Melbourne (Burnley campus)
- Health Institutions**
  - 23 St. Vincent's Hospital
  - 24 Epworth Hospital
  - 25 Fairfield Hospital
- Parks**
- Retail Strips**
- Leisure Centres**
- Walking and Bike Tracks**

# MAYOR'S MESSAGE



The City of Yarra's *Council Plan 2006-2010* documents Council's commitment to planning and delivering excellent services that will meet the current and future needs of our community. It is based on extensive community consultation.

Council strives to respond to the diverse needs of the whole community in a socially just way.

Council is committed to community development including promotion of health and well-being initiatives. This is a key focus of our Municipal Public Health Plan (MPHP).

The MPHP involves working in partnership with local organisations to develop health initiatives that consider not only the sporting and physical health needs of the community, but the importance of social connections, quality of life and community participation.

We will continue to implement programs that increase the availability of services for families with children through our Municipal Early Years Plan (MEYP).

We will continue to develop, implement and promote environmentally sustainable initiatives that seek to reduce our water and energy use. To complement this, we have adopted a Strategic Transport Statement to promote sustainable transport through more walking, riding and public transport use. Council will continue to hold events to

raise awareness and promote sustainable transport use, and I will continue my involvement with the Metropolitan Transport Forum (MTF), as Deputy Chair, to advocate for improvements to our public transport system.

Council is looking to finalise consultation on its Municipal Strategic Statement and key development sites including the development of Urban Design Frameworks for the Cremorne and Bridge Road precincts, and Structure Plans for Victoria Street, Bridge Road and Smith Street. By further developing our local planning policy framework, Council can guide sustainable development within the City and help to protect our local neighbourhood character, significant heritage sites and economic centres.

Council recognises that to be successful, it must communicate, consult and respond to the community at every opportunity. This year has seen the implementation of new consultation methods seeking to make consultation easier and more convenient. These methods will be built upon in the upcoming year. We encourage community feedback and input from stakeholders, and invite you to provide feedback on our progress against the Council Plan throughout the year.

Council publishes quarterly progress reports against this Plan, as well as the agendas and minutes of Council meetings, on its website ([www.yarracity.vic.gov.au](http://www.yarracity.vic.gov.au)).

While we undertake the variety of programs and strategies contained within this Council Plan, we will also advocate on behalf of residents to State and Federal Government on a range of issues including affordable housing, accessibility, transport, child care funding, and infrastructure improvements.

Council recognises the need to combine different strategies from all areas of Council to address the various needs of our vibrant neighbourhoods. The Council Plan is an integrated document that achieves this goal to guide our future directions.

We value your ongoing input into enriching the vitality and quality of our municipality through our planning and programs.

**Cr Jackie Fristackey**  
Mayor

# CEO'S MESSAGE



The City of Yarra's *Council Plan 2006-2010* sets the strategic objectives for Council and the allocation of resources for the provision of service to the community. To ensure it is responsive to the diverse needs of Yarra's community, the Council Plan is formed through a comprehensive internal planning and community consultation process.

Following extensive strategic planning and policy work over the last few years, Council's focus has now shifted to the delivery of adopted strategies and policies.

Among the many initiatives in the Council Plan are:

- A commitment to community health and well-being – We will work in close partnership with local organisations to respond to future health priorities through the delivery of year two actions of the Municipal Public Health Plan.
- Actions to tackle child care access – We will move forward with the Municipal Early Years Plan, fully implementing the Priority of Access Policy, and introducing a centralised waiting list.
- Launch of the Yarra Giving Centre – Council will launch and continue to develop the Giving Centre, an internet site dedicated to linking charities in Yarra with resources such as funding and volunteers.
- Delivery of \$21.4 million in Capital Works - Some of the major initiatives include \$7.0 million to upgrade roads, footpaths, kerb and channels, \$7.7 million in upgrades to community buildings and assets, and \$2.8 million of open space improvements.

- Key asset renewal projects –
  - o Work on Victoria Park will continue to return this facility to the community.
  - o Heritage Victoria funding will complete the refurbishment of the Fitzroy Town Hall and installation of a lift before it is re-opened in early 2007.
  - o Bridge Road streetscape works will continue into the future to improve the accessibility of this busy retail strip.
  - o Council will continue to develop innovative and practical programs for the preservation of our assets, such as our graffiti removal program in cooperation with Community Corrections.
- Strengthening urban planning frameworks – Council has significantly strengthened its planning controls over the last few years and will continue to build our planning tools through the development of Urban Design Frameworks (UDFs) for key areas such as Cremorne and the Richmond Town Hall precinct. The development of Structure Plans for key activity centres such as Smith Street, Bridge Road and Victoria Street will complement the UDFs to provide more certainty for Yarra's built environment, heading into the future.

As an organisation, communication, consultation and engagement will continue to be a top priority. This includes a review of all communication methods (including publications, the website, and customer service) and consultation techniques, to provide the community with the optimum opportunity for input into Council decision-making.

Linking in with this, will be an internal review of all key indicators to ensure Council services are responsive to the needs of the community, and meeting community expectations in a cost-effective way. Internal processes will also be reviewed to improve efficiency and provide even greater value for money services.

I am confident, that through careful financial management, we will again achieve our key measures of financial performance, including a reduction in Council's debt levels, an end of year operating surplus, and the delivery of our comprehensive capital works program. The Strategic Resource Plan included with this report details the way we plan to achieve this.

This Council Plan signifies our commitment to open and accountable government, by listing our key targets for the next 12 months, and highlighting timelines for their achievement. I am confident that the priorities and programs included in this plan will meet the diverse needs of our community.

**Lydia Wilson**  
Chief Executive Officer

# YOUR COUNCIL



## LANGRIDGE WARD

Named after George Langridge (1829-1891) who supported affordable housing through building societies including the Langridge Mutual Permanent Building Society. Elected to State Parliament, he died Acting Premier.



**Councillor  
Annabel Barbara**

Councillor Annabel Barbara was elected to represent Langridge Ward in November 2004.

Ph: 0416 268 126  
Email: [barbaraa@yarracity.vic.gov.au](mailto:barbaraa@yarracity.vic.gov.au)



**Councillor  
Jenny Farrar**

Councillor Jenny Farrar was first elected to Yarra Council in 2002 to represent the former Merri Ward. She was elected to represent Langridge Ward in November 2004.

Ph: 0402 113 284  
Email: [farrarj@yarracity.vic.gov.au](mailto:farrarj@yarracity.vic.gov.au)



**Councillor  
Stephen Jolly**

Councillor Stephen Jolly was elected to represent Langridge Ward in November 2004.

Ph: 0437 856 716  
Email: [jollys@yarracity.vic.gov.au](mailto:jollys@yarracity.vic.gov.au)



## MELBA WARD

Named after famed opera singer, Dame Nellie Melba (1861-1931) who grew up in Richmond.



**Councillor  
Kay Meadows**

Councillor Kay Meadows was first elected to Yarra Council in 1999 to represent the former Docker Ward and was re-elected in 2002. She was elected to represent Melba Ward in November 2004, and served as Mayor in both the 2003-04 and 2004-05 terms.

Ph: 0419 156 071  
Email: [meadowsk@yarracity.vic.gov.au](mailto:meadowsk@yarracity.vic.gov.au)



**Councillor  
Judy Morton**

Councillor Judy Morton was first elected to Yarra Council in 2002 to represent the former Docker Ward. She was elected to represent Melba Ward in November 2004.

Ph: 0417 343 145  
Email: [mortonj@yarracity.vic.gov.au](mailto:mortonj@yarracity.vic.gov.au)



**Councillor  
Gurm Sekhon**

Councillor Gurm Sekhon was first elected to Yarra Council in 2001 to the former Nicholson Ward and was re-elected in 2002. He was elected to represent Melba Ward in November 2004.

Ph: 0407 735 466  
Email: [sekhong@yarracity.vic.gov.au](mailto:sekhong@yarracity.vic.gov.au)



## NICHOLLS WARD

Named after Sir Doug Nicholls (1906-1988), a revered sportsman, Aboriginal community leader, pastor and statesman who achieved national fame. He played for the Fitzroy Football Club and Victoria, and was Chair of the Aboriginal Sports Foundation.



**Mayor, Councillor  
Jackie Fristacky**

Councillor Jackie Fristacky was first elected to Yarra Council in 2002 to represent the former Nicholson Ward. She was elected to represent Nicholls Ward in November 2004.

Ph: 0412 597 794  
Email: [fristackj@yarracity.vic.gov.au](mailto:fristackj@yarracity.vic.gov.au)



**Councillor  
Paul D'Agostino**

Councillor Paul D'Agostino was elected to represent Nicholls Ward in November 2004.

Ph: 0403 447 383  
Email: [dagostip@yarracity.vic.gov.au](mailto:dagostip@yarracity.vic.gov.au)



**Councillor  
Kathleen Maltzahn**

Councillor Kathleen Maltzahn was elected to represent Nicholls Ward in November 2004.

Ph: 0437 567 341  
Email: [maltzahk@yarracity.vic.gov.au](mailto:maltzahk@yarracity.vic.gov.au)

The address for all Councillors is  
PO Box 168, Richmond VIC 3121.

# HOW COUNCIL OPERATES



The City of Yarra is divided into three wards with three Councillors elected to represent each ward (Langridge, Melba and Nicholls). Councillors are elected by the community for a three-year term following an election. The Mayor is elected annually by the Councillors.

Together, the Councillors make up Yarra City Council, a public statutory body constituted under the *Local Government Act 1989*. Council is responsible for setting the organisation's direction, and ensuring that it performs effectively on behalf of the City of Yarra residents.

## Council Meetings

Council holds regular Council meetings on the third Tuesday of every month at the Richmond Town Hall, which are open to the public. Residents and traders are actively encouraged to attend Council meetings and participate in the decision-making process.

In November 2005, Council restructured its Committees to ensure a greater focus on local issues. This has enabled Councillors to spend more time assessing and consulting on issues and considering feedback before making important decisions that affect the community. Council's meeting schedule, agendas and minutes, are available on the Yarra website ([www.yarracity.vic.gov.au](http://www.yarracity.vic.gov.au)).

## Council Decisions

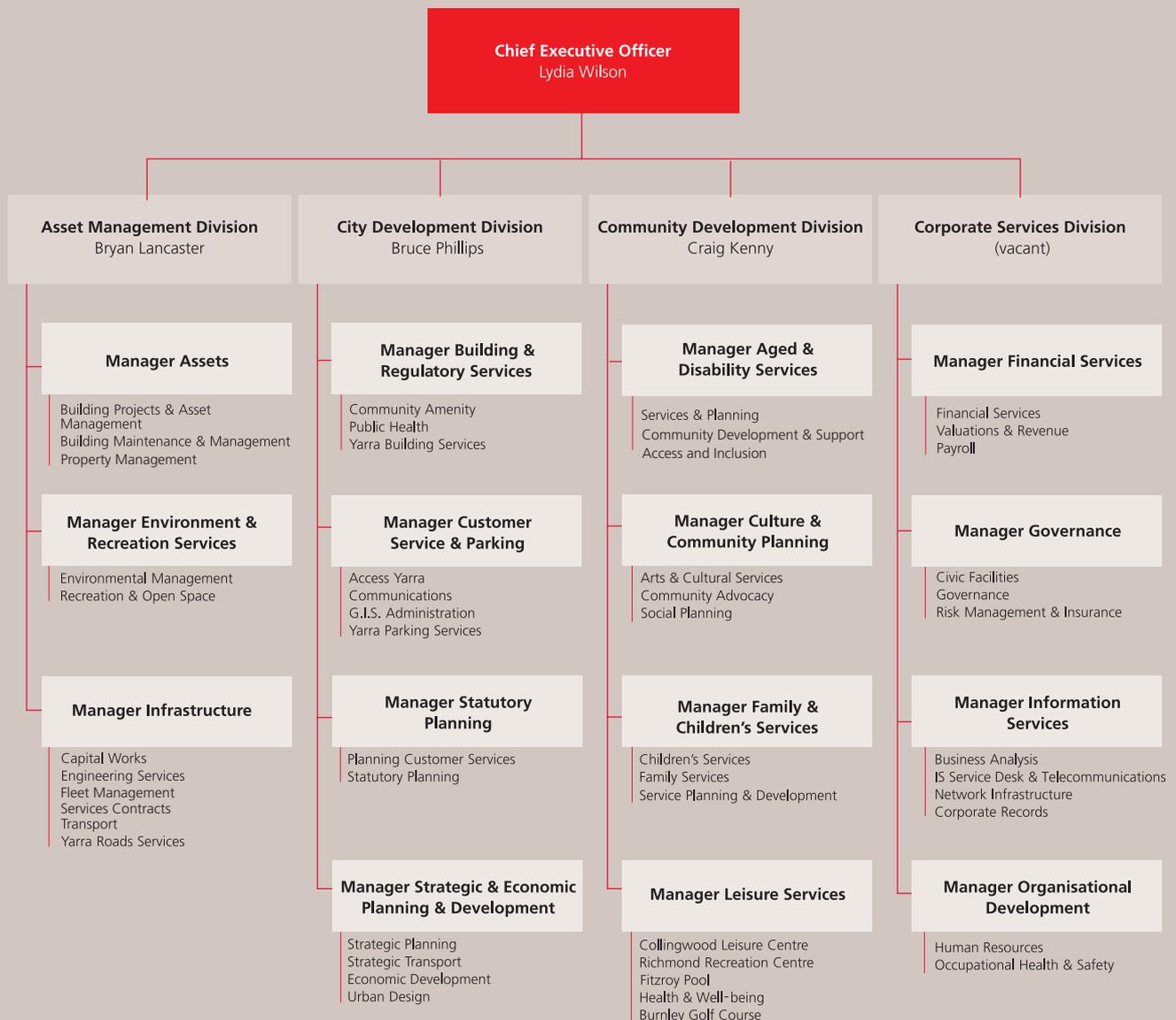
Council is recognised as a single entity and Councillors only have the authority to make decisions as a group, when they are acting as 'Council'. Council decisions are made on a majority vote. In the event of a tie, the Mayor's vote becomes the determinant.

Council Committees, such as the Planning and Infrastructure Committee, do not have any formal decision-making power, except for the Internal Development Approvals Committee which has the delegated authority to determine town planning applications.

The four current standing committees are listed in the table below.

Committee	Responsibility	Meets	Members
Human Services and Development Committee	Aged care, child care, people with a disability, leisure services, and family services	First Tuesday of each month at 6.30pm	Cr Annabel Barbara (Chair) Cr Paul D'Agostino Cr Jackie Fristacky (Mayor) Cr Kathleen Maltzahn Cr Gurm Sekhon
Planning, Environment and Infrastructure Committee	City development, strategic planning, land use planning, parking, environmental and economic development issues	First Tuesday of each month at 8.00pm	Cr Judy Morton (Chair) Cr Jackie Fristacky (Mayor) Cr Stephen Jolly Cr Kathleen Maltzahn Cr Kay Meadows
Finance and Governance Committee	Finance, budget, governance, information services, contracts, legal issues, staffing matters, and communications	First Monday of each month at 6.30pm	Cr Jenny Farrar (Chair) Cr Paul D'Agostino Cr Jackie Fristacky (Mayor) Cr Stephen Jolly Cr Kay Meadows
Internal Development and Approvals Committee	A special committee with the delegated authority to determine town planning applications	Fortnightly, Wednesdays at 6.00pm	All Councillors are members. The Committee consist of a rotary membership of three rostered Councillors

# COUNCIL'S ORGANISATION



As at 30 September 2006

# STRATEGIC OBJECTIVES

*Council is committed to providing cost-effective services that meet the needs of Yarra's diverse community and provide for the growth and prosperity of our City. To ensure that Council continually responds to changing community needs, the Council Plan is created, in consultation with the community, to provide direction for initiatives and resources. This Plan also serves as a transparent evaluation tool for the community to gauge Council performance. The following pages outline the key strategic objectives for 2006-10 and their associated actions for 2006-07. Each Branch of Council reports against these actions quarterly which forms the basis of the Annual Report.*



# OUR COUNCIL



## CORE OPERATIONS

### Strategic Objectives:

- Council assets that meet community needs and provide sufficient return for investment.
- Improved opportunities for the community to be involved in decision-making and to participate in public debate.
- A financially stable Council now and in the future.
- Enhance profile and understanding of the services and activities provided by Council.
- Responsive, cost-effective, sustainable and equitable service delivery.
- A skilled, innovative workforce with a high level of job satisfaction.
- Minimised exposure to risk by Council and the community.

Major Strategies	Actions 2006-07	Responsible Steward/s	Completion Date
CO01 Responsible Asset Management • Ensure Council's assets are managed, planned for, acquired, disposed of, used, maintained, renewed and replaced to meet the needs of current and future generations.	CO01.1 Implement the Asset Management Policy, Strategy and Plans (2004-2009) in accordance with the program to: <ul style="list-style-type: none"> <li>• Ensure cross-functional strategic planning including demand management.</li> <li>• Develop agreed levels of service.</li> <li>• Manage risk.</li> <li>• Provide sound financial and Capital Works planning.</li> <li>• Utilise existing policies.</li> <li>• Ensure that all Capital Works are appropriately signed to identify the City of Yarra's role in each project.</li> </ul>	Director Asset Management	30 June 2007
	CO01.2 Town Hall Redevelopment: <ul style="list-style-type: none"> <li>• Project governing the ongoing redevelopment of the Fitzroy Town Hall.</li> <li>• Involvement in planning the accommodation for the coming five to 10 years including:               <ul style="list-style-type: none"> <li>• Provision of professional advice regarding options.</li> <li>• Implementation of decisions.</li> </ul> </li> </ul>	Director Asset Management	30 June 2007
	CO01.3 Delivery Standards: <ul style="list-style-type: none"> <li>• Continuously improve the standard of delivery for infrastructure projects.</li> <li>• Implement systems to ensure consistent project management from project inception to construction.</li> </ul>	Director Asset Management	30 June 2007
	CO01.4 Family and Children's Services Asset Management: <ul style="list-style-type: none"> <li>• Complete Stage Two Asset Management Plan for Family and Children's Services Branch.</li> <li>• Lobby State and Federal Government for funding to assist community services to provide appropriate levels of funding.</li> <li>• Provide assistance to the community to seek funding sources for capital upgrades.</li> </ul>	Director Asset Management	30 June 2007

Major Strategies	Actions 2006-07	Responsible Steward/s	Completion Date
<p>CO01 Responsible Asset Management</p> <ul style="list-style-type: none"> <li>Ensure Council's assets are managed, planned for, acquired, disposed of, used, maintained, renewed and replaced to meet the needs of current and future generations.</li> </ul>	<p>CO01.5</p> <ul style="list-style-type: none"> <li>Capital Works projects to be based on sound principles of service delivery, risk management and strategic planning.</li> <li>Significant projects on the Capital Works register include: <ul style="list-style-type: none"> <li>Improvements to the Fitzroy Town Hall.</li> <li>Major improvements to Victoria Park buildings.</li> <li>Further upgrades to the Fitzroy Pool.</li> <li>Reconstruction of the Burnley Park pavilion.</li> <li>Upgrade of the Clifton Hill Tennis Club pavilion.</li> <li>Installation of a lift at "The Stables".</li> <li>Upgrade of the WT Peterson Oval Grandstand undercroft.</li> </ul> </li> <li>Significant building projects under review will include: <ul style="list-style-type: none"> <li>Major upgrade of Collingwood Leisure Centre.</li> <li>Staff office accommodation.</li> <li>Provision of an indoor sports facility.</li> <li>North Fitzroy Library.</li> <li>Atherton Gardens Hub.</li> </ul> </li> </ul>	Director Asset Management	30 June 2007
<p>CO02 Communications</p> <ul style="list-style-type: none"> <li>Improve awareness between Council and the community through the effective use of communication and media.</li> </ul>	<p>CO02.1</p> <p>Implement a range of initiatives under the Integrated Communication Strategy including:</p> <ul style="list-style-type: none"> <li>Develop a suite of communications to promote Yarra services, projects and events.</li> </ul> <p>CO02.2</p> <p>Responsiveness</p> <p>Further focus on customer service improvements including:</p> <ul style="list-style-type: none"> <li>Complete the roll-out of the Merit CRM request system.</li> <li>Review the operation of Access Yarra to further provide a 'one stop shop' for the community.</li> <li>Introduce customer service benchmarking to help understand the experience of dealing with Yarra from a resident's perspective.</li> </ul>	Director City Development  Chief Executive Officer	30 June 2007  30 June 2007
<p>CO03 Community Participation</p> <ul style="list-style-type: none"> <li>Adopt a community consultation and engagement approach that is committed to fair and open processes and increasing broader participation.</li> </ul>	<p>CO03.1</p> <p>Implement Year One of the Community Consultation Policy and Action Plan, including:</p> <ul style="list-style-type: none"> <li>Extension and consolidation of the Yarra Matters panel.</li> <li>Public forums, information tents (including infrastructure), coordination and staff training.</li> <li>Building capacity across different branches to conduct consultation activities including resources.</li> </ul> <p>CO03.2</p> <ul style="list-style-type: none"> <li>Refine existing procedures and develop new procedures for consulting with the community about planning permit applications.</li> </ul>	Director Community Development  Director City Development	30 June 2007  30 June 2007
<p>CO04 Financial Sustainability</p> <ul style="list-style-type: none"> <li>Ensure Council plans and manages resources sustainability.</li> </ul>	<p>CO04.1</p> <p>Financial sustainability of Council:</p> <ul style="list-style-type: none"> <li>Fees and charges review.</li> </ul> <p>CO04.2</p> <ul style="list-style-type: none"> <li>Financial sustainability review including grants.</li> </ul> <p>CO04.3</p> <ul style="list-style-type: none"> <li>Rates reliance and income targets.</li> </ul> <p>CO04.4</p> <ul style="list-style-type: none"> <li>Operational cost review outcomes (Acumen Alliance).</li> </ul>	Director Corporate Services  Director Corporate Services  Director Corporate Services  Director Corporate Services	30 June 2007  31 December 2006  31 December 2006  30 June 2007
<p>CO05 Cost-Shifting</p> <ul style="list-style-type: none"> <li>Advocate against genuine cost-shifting from Federal and State Governments for service and infrastructure provision.</li> </ul>	<p>CO05.1</p> <ul style="list-style-type: none"> <li>Make submissions to relevant State and Federal Parliamentary representatives in conjunction with local government peak bodies, including the Municipal Association of Victoria, Victorian Local Governance Association and Australian Local Governance Association, to redress cost-shifting.</li> </ul> <p>CO05.2</p> <ul style="list-style-type: none"> <li>Work with the Inner South Metropolitan Mayor's Group to advocate on behalf of the region to support funding and advocacy campaigns.</li> </ul>	Chief Executive Officer  Chief Executive Officer	30 June 2007  30 June 2007

Major Strategies	Actions 2006-07	Responsible Steward/s	Completion Date
CO06 Alternate Revenue Generation • Identify alternative forms to generate revenue from the public, private, developer and philanthropic sectors.	CO06.1 • Develop a partnership program with the private and community sector for community programs, arts and cultural development and infrastructure improvements.	Chief Executive Officer	30 June 2007
	CO06.2 • Implement recommendations made in the Acumen Alliance Report.	Director Corporate Services	31 March 2007
CO07 Service Delivery • Ensure Council is proactive, equitable and accountable to its statutory obligations in delivering services to the community.	CO07.1 • Review performance measures and indicators for all service delivery areas. • Develop a Performance Measurement Framework, collect data and report.	Director Community Development	30 June 2007
CO08 Cost-Effective Service Objectives • Ensure Council services are delivered in a cost-effective manner.	CO08.1 Policy on Outsourcing: • A major priority for 2006-07 is the decision on whether services currently contracted out will continue to be outsourced or whether in-house capacity will need to be developed. The key contracts which this applies to are open space, street cleaning, and home and community care. • This is a major piece of work and needs to be completed as the resolution will have significant budget impacts for the 2007-08 financial year. • A working group coordinated through the Asset Management Improvement Team is to be established.	Chief Executive Officer	30 June 2007
	CO08.2 Concession Pricing: • Undertake a review of Yarra Leisure concession pricing. • Implement a youth pass during school holiday periods.	Director Community Development	30 June 2007
	CO08.3 Infrastructure Expenditure: • Rationalise infrastructure expenditure to obtain the highest benefit for residents and visitors.	Director Asset Management	30 June 2007
CO09 Information Services • Improve the efficiency of information systems for business processes and information sharing.	CO09.1 e-Services: • Improve community access to Council services through the provision of two additional e-services functions. • Deploy mobile applications in two further Council Units.	Director Corporate Services	30 June 2007
	CO09.2 Electronic Lodgement of Subdivision Applications (Statutory Planning) • Provide for electronic lodgement of subdivision applications online using the SPEAR system developed by DSE.	Director City Development	31 March 2007
	CO09.3 • Prepare an Information Services (IS) Business Plan covering strategies for the next three to five years.	Director Corporate Services	30 June 2007
CO10 Human Resources • Ensure Council's workforce is skilled and has high job satisfaction.	CO10.1 Communication and Performance Management: • Upgrading various communications mechanisms (eg. newsletter). • Coordinated and consistent management approach. • More focus on the positive aspects of working in Yarra. • Review of performance appraisal system and how it is used. • Review of the Yarra Values and gaining staff input and commitment.	Director Corporate Services	30 June 2007
	CO10.2 Human Resources: • Improve the Organisational Development function. • Develop internal strategies, processes and innovative approaches aimed at developing the organisations ability to respond to new and existing Council policies, projects, and initiatives. • Organisational development – staff training and development, succession planning, reward and recognition, staff health and well-being initiatives, and performance management. • Corporate KPIs eg. responsiveness, integrated communication, and consultation and engagement.	Director Corporate Services	30 June 2007

Major Strategies	Actions 2006-07	Responsible Steward/s	Completion Date
<p>CO11 Risk Management</p> <ul style="list-style-type: none"> <li>Adopt a whole of Council approach to minimise risk exposure.</li> </ul>	<p>CO11.1 Asset Management System:</p> <ul style="list-style-type: none"> <li>Risk Management – ensure technological support to improve planning processes and reduce exposure to risk.</li> <li>Introduce an Asset Management System to provide audit trail.</li> </ul> <p>CO11.2 Ensuring Compliance with New Legislation:</p> <ul style="list-style-type: none"> <li>To increase awareness (operators and public) regarding the introduction of new legislation outlining swimming pool and spas in caretaker residents, units, motels and other accommodation.</li> </ul>	<p>Director Asset Management</p> <p>Director City Development</p>	<p>30 June 2007</p> <p>30 June 2007</p>
<p>CO12 Sustaining Yarra</p> <ul style="list-style-type: none"> <li>Incorporate the Sustaining Yarra Principles, listed below, into Council's corporate planning and decision-making processes: <ul style="list-style-type: none"> <li>Protecting the future</li> <li>Protecting the environment</li> <li>Economic vitality</li> <li>Social equity</li> <li>Cultural vitality</li> <li>Community development</li> <li>Continuous improvement</li> <li>Integrated approach.</li> </ul> </li> </ul>	<p>CO12.1 Major Strategies Delivery:</p> <ul style="list-style-type: none"> <li>Consolidation and progressive implementation and delivery of all major adopted strategies and policies - this will occur via Council Plan, Budget and capital expenditure commitments.</li> <li>Improve and enhance Branch planning to facilitate better and more informed decision-making regarding allocation of resources.</li> </ul>	<p>Chief Executive Officer</p>	<p>30 June 2007</p>
<p>CO13 Urban Planning</p> <ul style="list-style-type: none"> <li>Improve the effectiveness and efficiency of urban planning processes and outcomes.</li> </ul>	<p>CO13.1 Planning Permit Process:</p> <ul style="list-style-type: none"> <li>Work with DSE on it's program of delivering more timely planning permit decisions and better use of local government resources.</li> <li>Statistical reporting about planning processes for monitoring purposes, including aligning data with DSE's Planning Permit Activity Reporting (PPAR).</li> </ul>	<p>Director City Development</p>	<p>30 June 2007</p>

# OUR COMMUNITY



## PEOPLE, COMMUNITIES AND NEIGHBOURHOODS

Council aims to foster an inclusive, engaged and active community through the provision of quality services, practical facilities and rewarding activities for people of all ages, backgrounds and abilities. Council recognises the different needs of Yarra's neighbourhoods and suburbs, and acknowledges that the community has diverse and often competing demands. Council aims to address and accommodate these varying needs through targeted programs, policies and services delivered in an equitable and responsive way.

The City of Yarra is characterised by social, economic and cultural diversity. It is home to both older immigrant groups and newly arrived migrants and refugees. Our community includes people with high household incomes as well as those experiencing financial hardship and social isolation. Council aims to actively redress social disadvantage and

inequality through effective support services, advocacy and community education programs. Yarra has a proud history of community activism on significant social and political issues, ranging from Indigenous rights and campaigning for asylum seekers, to child care and affordable housing. Council continues to work for and with the community in pursuit of social justice and equality. We acknowledge the Wurundjeri people as the traditional owners of the land, and actively work to ensure Aboriginal culture and history are acknowledged and celebrated in Yarra.

Yarra's vibrant arts and entertainment precincts, eclectic shopping strips and wide range of sporting facilities, parks and open spaces make our municipality a great place to live, work and socialise. Council aims to encourage and assist residents of all ages and abilities to access and enjoy a wide range of

recreational and social activities. From bocce rinks to skate bowls, leisure centres to bike paths, Council works to ensure that Yarra residents of any age or ability can find a way to engage and enjoy all their community, neighbourhood and municipality has to offer.

### Strategic Objectives:

- Improved quality of life for the socially disadvantaged and excluded members of the community.
- Commitment to Wurundjeri Reconciliation and Aboriginal Social Justice.
- Acknowledgement of Yarra's different suburbs and neighbourhoods' needs.
- A healthy, connected and active community, which has access to a range of quality recreation and sporting places, spaces and activities.
- An inclusive, tolerant, supportive and involved community.

Major Strategies	Actions 2006-07	Responsible Steward/s	Completion Date
<b>PCN01</b> Young People • Strengthen Youth Services and focus on youth participation and meeting the needs of disadvantaged young people in Yarra.	<b>PCN01.1</b> Youth Action Plan: • Implementation of Year Two priorities and actions.	Director Community Development	30 June 2007
<b>PCN02</b> Families and Children • Improve access to and integration of Family and Children's Services for families with children aged 0-12 years.	<b>PCN02.1</b> Municipal Early Years Plan: • Implementation of Year Two priorities and actions for the Municipal Early Years Plan.	Director Community Development	30 June 2007
	<b>PCN02.2</b> Municipal Early Years Plan - Child Care Access: • Implementation of the central waiting list and enrolment system for Council-managed services. • Participation in the trial of a new initiative by the State Government to develop a central register.	Director Community Development	30 June 2007
	<b>PCN02.3</b> Municipal Early Years Plan - Family Day Care Models: • Review current operating model for Family Day Care. • Seek funding and assistance from the Department of Family and Children's Services to support pilot projects.	Director Community Development	30 June 2007

Major Strategies	Actions 2006-07	Responsible Steward/s	Completion Date
PCN02 Families and Children <ul style="list-style-type: none"> <li>Improve access to and integration of Family and Children's Services for families with children aged 0-12 years.</li> </ul>	PCN02.4 Municipal Early Years Plan - Occasional Care: <ul style="list-style-type: none"> <li>Provision of funding to community providers to expand Occasional Care provision for residents, in particular socially disadvantaged residents and members of newly emerging communities.</li> </ul>	Director Community Development	30 June 2007
	PCN02.5 Municipal Early Years Plan - Child Care Fee Assistance: <ul style="list-style-type: none"> <li>Brokerage funds through the family support program for Health Care Card holders accessing or wanting to access child care.</li> <li>No additional charge for excursions in Vacation Care for Health Care Card holders.</li> </ul>	Director Community Development	30 June 2007
	PCN02.6 <ul style="list-style-type: none"> <li>Extend Leisure Centre occasional care to all residents (not just leisure centre users).</li> </ul>	Director Community Development	30 June 2007
PCN03 Neighbourhood Houses <ul style="list-style-type: none"> <li>Maintain a strong commitment to Yarra Neighbourhood Houses.</li> </ul>	PCN03.1 <ul style="list-style-type: none"> <li>Confirm support role to Neighbourhood Houses – facilitation, professional and board development.</li> <li>Development of a Memorandum of Understanding between the City of Yarra and Neighbourhood House Network.</li> <li>Production of a brochure to promote the work of the houses and professional development opportunities for coordinators.</li> </ul>	Director Community Development	30 June 2007
PCN04 Aboriginal Social Justice and Wurundjeri Reconciliation <ul style="list-style-type: none"> <li>Support Wurundjeri Reconciliation and Aboriginal social justice.</li> </ul>	PCN04.1 Implement Year Two of the Aboriginal Partnerships Plan, including: <ul style="list-style-type: none"> <li>Installation of additional flagpoles.</li> <li>History walks (walks through Fitzroy and plaques to identify sites of significance).</li> </ul>	Director Community Development	30 June 2007
	PCN04.2 Sports Traineeships: <ul style="list-style-type: none"> <li>Develop and maintain a traineeship program aimed at AFL sports trainees with a focus on the indigenous community.</li> </ul>	Director Community Development	30 June 2007
PCN05 Older People <ul style="list-style-type: none"> <li>Increase opportunities for older people to participate in community life.</li> </ul>	PCN05.1 <ul style="list-style-type: none"> <li>Development of a Positive Aging Strategy to guide Council's and the community's role in supporting older people.</li> </ul>	Director Community Development	31 March 2007
PCN06 Neighbourhood Planning <ul style="list-style-type: none"> <li>Assess and address the community's social and physical infrastructure needs at a neighbourhood level.</li> </ul>	PCN06.1 Making Great Use of Community Facilities: <ul style="list-style-type: none"> <li>Access to better community/fit for purpose facilities for community groups.</li> <li>Development of a partnership between Council and local Church communities.</li> <li>Look at the possibility of developing a local hub around Collingwood.</li> </ul>	Director Community Development	20 May 2007
	PCN06.2 Children's Services Strategic Development Opportunities: <ul style="list-style-type: none"> <li>Continued focus on strategic development opportunities within the Children's Services Branch, including Lourdes Redevelopment and Fitzroy Early Childhood Services Hub.</li> </ul>	Director Community Development	30 June 2007
PCN07 Health and Well-being <ul style="list-style-type: none"> <li>Undertake a holistic approach to health and well-being issues.</li> </ul>	PCN07.1 Implementation of Year Two actions for the Municipal Public Health Plan with a focus on: <ul style="list-style-type: none"> <li>Health promotion and partnership development.</li> <li>Social research and health profiling.</li> <li>Forums – mental health and women's health.</li> <li>Income security.</li> </ul>	Director Community Development	30 June 2007
	PCN07.2 Community Transport: <ul style="list-style-type: none"> <li>Undertake an initial review of service delivery, standards, service gaps and audit the role that current service is fulfilling. Scope best practice.</li> </ul>	Director Community Development	20 May 2007
	PCN07.3 Public Health Priorities: <ul style="list-style-type: none"> <li>Continue to raise awareness regarding changes in legislation to Infectious Disease Control.</li> <li>Continue to raise awareness regarding Food Safety and Surveillance legislation changes.</li> <li>Improve Immunisation Service programs to increase community access.</li> <li>Increase opportunities for residents to enhance resident awareness and participation in social activities. For example, street parties and community gardens.</li> </ul>	Director City Development	30 June 2007

Major Strategies	Actions 2006-07	Responsible Steward/s	Completion Date
PCN07 Health and Well-being <ul style="list-style-type: none"> <li>Undertake a holistic approach to health and well-being issues.</li> </ul>	PCN07.4 Child Obesity Strategy: <ul style="list-style-type: none"> <li>Develop a joint strategy with North Yarra Community Health to implement the "Eating Well Today for Tomorrow – Nutrition Needs of Children aged 0-5 years in the City of Yarra" report recommendations.</li> <li>Provide information and research to local schools to build a foundation for future partnership projects, promoting the benefits of healthy eating and exercise.</li> </ul>	Director Community Development	30 June 2007
	PCN07.5 Food Security Policy/Food and Nutrition Plan: <ul style="list-style-type: none"> <li>Develop a Plan that seeks to improve access to affordable, healthy and nutritional food in Yarra and that connects with sector-wide initiatives i.e. VLGA Food Security Network.</li> </ul>	Director Community Development	30 June 2007
PCN08 Recreation <ul style="list-style-type: none"> <li>Increase opportunities to access recreational and environmental services, facilities and spaces.</li> </ul>	PCN08.1 Indoor Sport Centre: <ul style="list-style-type: none"> <li>Business planning and site evaluation for the development of a multi-purpose sports stadium.</li> </ul>	Director Community Development	16 October 2006
	PCN08.2 Sports Plan: <ul style="list-style-type: none"> <li>Develop a plan to guide and foster the development of sport in conjunction with key stakeholders including but not limited to: schools, sporting clubs, community service agencies, public housing tenants, churches, youth, indigenous communities, homeless people and culturally and linguistically diverse communities.</li> </ul>	Director Asset Management	28 February 2007
PCN09 Community Safety <ul style="list-style-type: none"> <li>Work towards fostering greater community connectedness and tolerance using a collaborative approach.</li> <li>Support a safe, clean and welcoming environment.</li> </ul>	PCN09.1 Community Safety - implementation of major safety initiatives including: <ul style="list-style-type: none"> <li>Drug Action Plan including Yarra Drug and Health Forum and hot-spot funding considerations.</li> <li>Sexual Violence Taskforce.</li> </ul>	Director Community Development	30 June 2007
	PCN09.2 Implement final actions within the Road Safety Strategy, including: <ul style="list-style-type: none"> <li>Blackspot analysis.</li> <li>Review of vehicle fleet.</li> <li>Safe routes to school program.</li> <li>Promotion of road safety material.</li> <li>Speed trailer programs.</li> </ul>	Director Asset Management	30 June 2007
PCN10 People Living with a Disability <ul style="list-style-type: none"> <li>Enhance access and inclusion to all aspects of community life for people with disabilities and their carers.</li> </ul>	PCN10.1 MetroAccess Program: <ul style="list-style-type: none"> <li>Focus on strengthening the capacity of the whole community to provide support to people living with a disability.</li> <li>Expand Council's role in community building, advocacy, increasing awareness and developing partnerships.</li> </ul>	Director Community Development	30 June 2007
	PCN10.2 Access and Inclusion Policy: <ul style="list-style-type: none"> <li>Implement actions within the Access and Inclusion Policy/Strategy and Municipal Public Health Plan.</li> <li>Advocacy, planning, awareness raising and community building, including advocacy around planning and public/community transport issues.</li> </ul>	Director Community Development	30 June 2007
PCN11 Libraries <ul style="list-style-type: none"> <li>Strengthen the role of the Yarra library network to ensure greater usage and access.</li> </ul>	PCN11.1 <ul style="list-style-type: none"> <li>Ensure the smooth transition of new arrangements for library services following the cessation of the Yarra Melbourne Regional Library Corporation.</li> </ul>	Director Community Development	30 June 2007
	PCN11.2 North Fitzroy Library: <ul style="list-style-type: none"> <li>First stage development of community hub for the North Fitzroy neighbourhood.</li> </ul>	Director Community Development	30 June 2007
PCN12 Friends of Baucau <ul style="list-style-type: none"> <li>Continue Council's commitment to facilitating community-to-community links with the Baucau District in East Timor.</li> </ul>	PCN12.1 Implement Year Two of the Strategic Plan for Friends of Baucau 2005-08 with a focus on: <ul style="list-style-type: none"> <li>Initiating and maintaining new strategic partnerships.</li> <li>Raising community awareness of Friends of Baucau activities in the Cities of Darebin and Yarra.</li> <li>Conduct ongoing activities to raise funds for the project including coffee sales, East Timorese product sales and special events.</li> </ul>	Director Community Development	30 June 2007

## BUILT FORM, LAND USE AND TRANSPORT

The City of Yarra's built environment reflects a century of social, economic and demographic change. Significant shifts over the last 20 years have seen a decline in industrial activity, the gentrification of traditional working class suburbs and a rise in residential developments and smaller, professional service-based industries. These shifts have given rise to new and competing demands, and created a need for an approach which accommodates contemporary population and building growth, while preserving our rich heritage and local character.

Council is committed to manage growth and change through sound planning policies that protect local character, improve liveability and reflect community values. These policies are designed to

facilitate an appropriate mix of land use across Yarra that meets diverse residential, commercial, industrial and community needs. Council also strives to provide a clean, safe and accessible environment through the ongoing maintenance and management of public spaces and community facilities that can be enjoyed by residents and visitors of all ages and abilities.

Sustainable transport is an integral part of Council's approach to increasing liveability and improving our built and natural environment. Council is working to make walking, cycling and public transport real transport options for all residents, by upgrading pedestrian and cycling infrastructure and effectively advocating for better public transport services and facilities. Council is committed to reducing

dependency on private vehicles and encourages residents to enjoy the environmental, financial and physical benefits of sustainable transport options.

### Strategic Objectives:

- Prioritisation of sustainable transport modes (walking, cycling, public transport) and reduced private vehicle travel.
- Planned and managed growth to make a positive contribution to the preferred character, heritage and liveability of our neighbourhoods.
- A built environment that is accessible for people of all ages and abilities.
- A safe, clean and welcoming environment that facilitates increased levels of activities, interaction and a reduced risk of harm.

Major Strategies	Actions 2006-07	Responsible Steward/s	Completion Date
<b>BF01</b> Pedestrian Strategy • Improve pedestrian amenity and encourage walking.	<b>BF01.1</b> • Implement Stage One of Yarra's Encouraging and Increasing Walking Strategy including prioritisation of pedestrians in relation to provision of road and footpath infrastructure, improvements to directional signage, improvements to pedestrian crossing response times and development of programs for the provision of seating, toilets and public transport shelters across the municipality.	Director City Development	30 June 2007
	<b>BF01.2</b> • Develop and plan new projects to improve pedestrian level of service in response to pedestrian strategy.	Director Asset Management	30 June 2007
<b>BF02</b> Sustainable Transport • Increase the choice and quality of sustainable transport modes and infrastructure.	<b>BF02.1</b> • Advocate for improvements to public transport services and infrastructure through the Metropolitan Transport Forum and peak Council bodies and participate in public transport initiatives such as Tram 109 and Think Tram.	Director City Development	30 June 2007
	<b>BF02.2</b> • Advocate for and support TravelSmart programs and green travel options in businesses and schools in Yarra.	Director City Development	30 June 2007
	<b>BF02.3</b> • Develop a Walk and Talk program for community walks based on historical, Aboriginal, sensory, industrial and environmental themes.	Director City Development	30 June 2007
	<b>BF02.4</b> • Provide a program of events and activities relating to sustainable transport during September/October 2006.	Director City Development	31 October 2006
<b>BF03</b> Road System and Parking • Responsibly manage road infrastructure with a focus on ensuring safe and convenient movement through the city for all modes of transport with priority given to walking, cycling and public transport.	<b>BF03.1</b> Parking Permit Policy: • Undertake a major consultation on Parking Permit Policy including the issues of permit price and the number of permits that should be issued to each property.	Director City Development	30 April 2007
	<b>BF03.2</b> • Conduct a trial of a new and innovative technology that will revolutionise parking management and enforcement across the municipality. The technology, called Parking Overstay Detection System (PODS), can accurately record how long a car has been parked and automatically notify officers when a car has overstayed parking restrictions.	Director City Development	31 May 2007
	<b>BF03.3</b> • Continue development and implementation of bicycle facilities.	Director Asset Management	30 June 2007
	<b>BF03.4</b> Road Management Plan: • Review operations to ensure that the inspection and repair of defects meets the requirements of the Road Management Plan. • Expand on the use of recycled materials in all areas of operation. • Introduce strategies to deal with an ageing workforce in a physically demanding job.	Director Asset Management	30 June 2007
	<b>BF03.5</b> • Review the Road Asset Management Plan.	Director Asset Management	30 June 2007

Major Strategies	Actions 2006-07	Responsible Steward/s	Completion Date
<b>BF04</b> Housing Affordability <ul style="list-style-type: none"> <li>• Increase the number and range of affordable and appropriate housing options for those with specific needs.</li> </ul>	<b>BF04.1</b> Refinement of options and development of several proposals with view to submitting under Fairer Victoria Strategy: <ul style="list-style-type: none"> <li>• Develop Action Plan to support and promote resi-care within Yarra.</li> <li>• Establish benchmark report on both community and residential care to enable more effective monitoring of demand and access.</li> </ul>	Director Community Development	30 May 2007
	<b>BF04.2</b> <ul style="list-style-type: none"> <li>• Implement Year One actions of the Inner Regional Housing Statement in conjunction with other Inner Melbourne councils including actions in relation to housing affordability, adaptability and accessibility.</li> </ul>	Director City Development	30 June 2007
	<b>BF04.3</b> <ul style="list-style-type: none"> <li>• Identify a strategy for Council to address affordable housing within the municipality.</li> </ul>	Director Community Development	30 June 2007
	<b>BF04.4</b> Affordable Housing/Residential Care: <ul style="list-style-type: none"> <li>• Future housing joint venture arrangements with community housing providers (may feed into next stage of residential care project).</li> </ul>	Director Community Development	30 June 2007
<b>BF05</b> Housing Growth <ul style="list-style-type: none"> <li>• Protect established residential neighbourhoods.</li> </ul>	<b>BF05.1</b> <ul style="list-style-type: none"> <li>• Commence preparation of a local housing strategy for the provision of housing within the City to give effect to the Inner Regional Housing Statement at the municipal level.</li> </ul>	Director City Development	30 June 2007
<b>BF06</b> Community Access <ul style="list-style-type: none"> <li>• Improve access for people with limited mobility to all aspects of community life.</li> </ul>	<b>BF06.1</b> Public Toilet Strategy: <ul style="list-style-type: none"> <li>• Implementation and preparation of a toilet strategy to upgrade Council public toilet facilities.</li> </ul>	Director Asset Management	30 June 2007
<b>BF07</b> Amenity Impact <ul style="list-style-type: none"> <li>• Manage amenity expectations for different uses and locations across Yarra.</li> </ul>	<b>BF07.1</b> <ul style="list-style-type: none"> <li>• Improve processes in dealing with noise from licensed premises, by purchasing of the required equipment.</li> </ul>	Director City Development	31 March 2007
	<b>BF07.2</b> Standards: <ul style="list-style-type: none"> <li>• Development of appropriate local laws to manage events and activities on Council land.</li> <li>• The development of a procedures manual.</li> </ul>	Director City Development	30 June 2007
<b>BF08</b> Land Use Mix <ul style="list-style-type: none"> <li>• Retain an appropriate mix of land uses across Yarra.</li> </ul>	<b>BF08.1</b> <ul style="list-style-type: none"> <li>• Commence preparation of a planning policy to direct the future use and development of land in proposed Business Two Zones.</li> </ul>	Director City Development	30 June 2007
<b>BF09</b> Built Form <ul style="list-style-type: none"> <li>• Planning and developing the built environment to meet the future needs of the community.</li> </ul>	<b>BF09.1</b> <ul style="list-style-type: none"> <li>• Implement Year One actions of the Inner Melbourne Action Plan (IMAP) in relation to urban structure and character; pedestrian oriented signage; support mechanisms for affordable housing; managing conflict in activity centres; legibility of the bicycle network; regional economic development statement; regional sustainability targets; water sensitive urban design; and use of recycled water on parklands.</li> </ul>	Director City Development	30 June 2007
	<b>BF09.2</b> <ul style="list-style-type: none"> <li>• Identify, assess and document additional places of heritage significance particularly heritage precincts and individually significant places in parts of Richmond, Fairfield and Alphington.</li> </ul>	Director City Development	30 June 2007
	<b>BF09.3</b> Develop or complete Urban Design Frameworks for the following precincts: <ul style="list-style-type: none"> <li>• Cremorne - finalise UDF and prepare planning scheme amendment.</li> <li>• Richmond Town Hall Precinct - commence consultation.</li> <li>• Key redevelopment sites identified by Council.</li> </ul>	Director City Development	30 June 2007
	<b>BF09.4</b> Develop or complete Structure Plans for the following major activity centres: <ul style="list-style-type: none"> <li>• Victoria Street - commence consultation.</li> <li>• Bridge Road - prepare project brief and commence consultation.</li> <li>• Smith Street - prepare project brief and commence consultation.</li> </ul>	Director City Development	30 June 2007

## CULTURE, CELEBRATION AND TRADITION

Arts and culture play a central role in the life of the City of Yarra, which is home to an amazing array of studios, galleries, theatres, music venues, festivals, libraries, bars and cafes. Yarra has become a significant centre for small and medium arts organisations, emerging artists and all forms of arts and cultural production. Yarra's arts community is distinctive, innovative, vibrant and culturally diverse, and encompasses visual arts, music, television, radio, multimedia, community cultural development, dance and theatre.

Council recognises the important role arts and culture play in our community - enriching our environment, contributing to neighbourhood vitality and providing a means of exploring different facets of ourselves and society. Council is committed to supporting and fostering artists, cultural practitioners, galleries, music venues and arts organisations within the municipality, and aims to encourage residents and visitors to access, explore and experience the myriad of art forms and cultural activities that are open to them.

From the renowned annual Johnston Street Hispanic Fiesta to the countless exhibitions, concerts, workshops, street art and theatre and dance performances – there is something for people of all ages and interests to enjoy. Through funding, development programs and promotion of the arts, Council aims to sustain and foster Yarra's vibrant and unique arts and cultural scene.

### *Strategic Objective:*

- A leading place for diverse and vibrant arts, cultures and communities.

Major Strategies	Actions 2006-07	Responsible Steward/s	Completion Date
<b>CCT01</b> Arts and Culture • Celebrate and support Yarra's diverse cultures and communities.	<b>CCT01.1</b> Cost of Doing Business: • Utilise Net Community Benefit model to encourage artistic groups to lease Council buildings if available.	Director Asset Management	30 June 2007
	<b>CCT01.2</b> Implementation of Arts Plan Year Two. Projects to be derived as part of Service Planning: • Stage Two of the auditing of arts activities. • Calendar of events. • Information forums on arts and cultural issues and activities. • Fitzroy Town Hall – heritage interpretation.	Director Community Development	30 June 2007
<b>CCT02</b> Culturally Diverse Communities • Provide support for culturally diverse communities living in Yarra with a focus on disadvantaged communities.	<b>CCT02.1</b> Ongoing implementation of the Multicultural Policy Statement and Action Plan 2004-2006.	Director Community Development	30 June 2007
	<b>CCT02.2</b> Culturally Equitable Gateways Program. Work with the ethnic service and community groups to increase accessibility of HACC services: • Increase access to mainstream home care services for CALD groups. • Promote cultural awareness and community education.	Director Community Development	30 June 2007
	<b>CCT02.3</b> Commitment to CALD Community (Leisure Services): • Increase the awareness and participation of the CALD community in leisure activities.	Director Community Development	30 June 2007
<b>CCT03</b> Visitor Attractions • Promote City of Yarra as a visitor destination.	<b>CCT03.1</b> • Prepare and commence implementation of a Tourism Action Plan for the City which will encourage tourism that is compatible with the City's heritage, cultural and community values and will support the local economy.	Director City Development	30 June 2007

## LOCAL ECONOMY AND BUSINESS DEVELOPMENT

The City of Yarra has a thriving local economy and is home to a broad range of businesses, industries and organisations. Distinct activity centres, ranging from the galleries of Gertrude Street and the bars of Brunswick Street to the rich retail strips of Bridge Road and Smith Street, complement smaller, neighbourhood shopping areas providing positive spaces for locals and visitors alike. These strips are an integral part of the commercial and community life of the municipality.

Council works collaboratively with businesses and residents to ensure impacts from late night and footpath trading are minimised. Council supports local businesses, industries and educational institutions and aims to foster a strong and creative economy that provides a positive climate for economic and employment growth. Council also supports initiatives, programs and business partnerships which assist local businesses of all types to continue to thrive, prosper and contribute the life and vibrancy of our community.

### *Strategic Objective:*

- Diverse and distinct Activity Centres which retain and enhance their commercial and cultural role at a local and regional level.

Major Strategies	Actions 2006-07	Responsible Steward/s	Completion Date
<b>LEB01</b> Economic Development • Support growth in local businesses and facilitate links within Yarra and the broader economic environment.	<b>LEB01.1</b> Commercial Sponsorship: • Engage the local business community on an equitable basis that allows them to promote their businesses.	Director Community Development	30 June 2007
	<b>LEB01.2</b> • Review the Yarra Economic Development Strategy (2001-2004) to reflect changes and trends in the economic structure of Yarra as well as current and likely future business development needs and Council's role in supporting business.	Director City Development	30 June 2007
	<b>LEB01.3</b> • Participate in the EasyBiz Extension project with 32 other Councils to provide quick and easy access for the small or home-based business owner to enquire, process and transact regulatory requirements.	Director City Development	30 June 2007
	<b>LEB01.4</b> • Develop an online business communication tool which will provide information regarding businesses and provide for more effective communication between Council and businesses.	Director City Development	30 June 2007
<b>LEB02</b> Local Employment • Investigate training opportunities and incentives to promote local employment.	<b>LEB02.1</b> Employment for Young People: • Facilitate trainee placements within Council. • Expand on the preliminary work done to date with INLLEN, Apprenticeships Plus and Brotherhood of St Laurence.	Director Community Development	30 June 2007
<b>LEB03</b> Activity Centres • Support the distinct and diverse character of Activity Centres.	<b>LEB03.1</b> • Commence review the Bridge Road Main Street Special Charge Scheme and, where appropriate, consider the establishment of similar schemes for other major centres to support marketing and promotion of the centres.	Director City Development	31 October 2007

## ENVIRONMENT AND PUBLIC SPACE

Yarra's parks, reserves and recreational facilities provide residents and visitors with the space to relax, socialise and escape from some of the stresses of inner city living. Council aims to ensure residents can easily access, appreciate and enjoy a wide range of recreational, sporting, cultural and natural open spaces and activities which offer social, environmental and physical benefits for both individuals and the community. Council is committed to maintaining our precious parks, gardens and recreational facilities that cater for all ages and abilities – ranging from bocce rinks and skate bowls, to leisure centres, pavilions, barbecue areas and bicycle paths, just to name a few.

Council recognises that the decisions we make today impact on our natural environment and affect the quality of life of future generations. Council is committed to sustainable and sound environmental practices in its own operations, and actively encourages residents to be environmentally aware. Council established a volunteer network that regularly undertakes community planting and revegetation activities, which help to sustain our unique ecosystems and native habitats. Council is committed to consulting and working with Aboriginal people to ensure Indigenous sites are protected and managed appropriately, and continues to work closely with the broader

community to ensure we are creating a better local environment for current and future generations.

### *Strategic Objectives:*

- A public domain that encourages 'civic pride' in the community.
- High quality and expanded open space network that meets the recreational, sporting, cultural, ecological and health needs of the community.
- Appropriately managed and protected indigenous sites.
- A City of leading environmental performance.

Major Strategies	Actions 2006-07	Responsible Steward/s	Completion Date
<b>EPS01</b> Public Space/Civic Pride <ul style="list-style-type: none"> <li>• Work towards improving Yarra's public domain to facilitate greater activity and enjoyment.</li> </ul>	<b>EPS01.1</b> <ul style="list-style-type: none"> <li>• Raise awareness of new Tobacco Control legislation which will prohibit smoking in premises with general liquor licences, as of July 2007.</li> </ul>	Director City Development	30 June 2007
	<b>EPS01.2</b> Graffiti Management: <ul style="list-style-type: none"> <li>• Continuation of partnership with Community Corrections to undertake programmed removal of graffiti.</li> <li>• Improve standard of residential street cleaning.</li> </ul>	Director Asset Management	30 June 2007
	<b>EPS01.3</b> Proud Yarra Implementation: <ul style="list-style-type: none"> <li>• Further roll out of 'civic pride' programs involving staff and the broader community, including:               <ul style="list-style-type: none"> <li>• Graffiti clean up.</li> <li>• Waste management options for Business Sector.</li> <li>• Litter clean up program.</li> <li>• 285 A Bridge Road.</li> <li>• Alexandra Parade Median.</li> <li>• Hoddle Street Median.</li> </ul> </li> </ul>	Chief Executive Officer	30 June 2007
<b>EPS02</b> Open Space Network <ul style="list-style-type: none"> <li>• Pursue improvements and expansion to the existing open space network to meet the recreational and environmental needs of the community and enhance social, cultural and ecological values.</li> </ul>	<b>EPS02.1</b> Inner Circle Railway Linear Park Conservation Strategy and Master Plan: <ul style="list-style-type: none"> <li>• Seek Council's endorsement of the Conservation Strategy and Master Plan.</li> </ul>	Director Asset Management	30 June 2007
	<b>EPS02.2</b> Edinburgh Gardens Master Plan: <ul style="list-style-type: none"> <li>• Seek Council's endorsement of the Master Plan.</li> </ul>	Director Asset Management	30 June 2007
	<b>EPS02.3</b> Regional Open Space: <ul style="list-style-type: none"> <li>• Engage in regional initiatives in relation to the regional open space network and the environmental performance of inner Melbourne.</li> </ul>	Director Asset Management	30 June 2007
	<b>EPS02.4</b> Open Space: <ul style="list-style-type: none"> <li>• Completion of Open Space Strategy which incorporates another look at how we enhance the provision of open space and utilisation for broader community objectives such as community gardens.</li> </ul>	Director Asset Management	30 June 2007
	<b>EPS02.5</b> Open Space Asset Management Plan: <ul style="list-style-type: none"> <li>• Review and upgrade plan.</li> </ul>	Director Asset Management	30 June 2007
<b>EPS03</b> Water Quality <ul style="list-style-type: none"> <li>• Contribute to whole of catchment water quality improvement.</li> </ul>	<b>EPS03.1</b> Water Campaign: <ul style="list-style-type: none"> <li>• Completion of Milestone Three for the Water Campaign.</li> </ul>	Director Asset Management	30 June 2007

Major Strategies	Actions 2006-07	Responsible Steward/s	Completion Date
<b>EPS04</b> Sustainable Resource Use • Promote the sustainable use of natural resources.	<b>EPS04.1</b> Cities for Climate Protection: • Completion of Milestone Five of the Cities for Climate Protection. • Continue implementation of greenhouse action plan - deliver energy efficiency programs to community sectors, improve energy management of Council buildings.	Director Asset Management	30 June 2007
	<b>EPS04.2</b> Waste Wise: • All Festivals within Yarra becoming Waste Wise accredited.	Director Asset Management	30 June 2007
<b>EPS05</b> Biodiversity and Natural Heritage • Protect and maintain biodiversity in Yarra.	<b>EPS05.1</b> • Increase awareness and action on environmental weeds. • Provide support to community groups in establishing habitat.	Director Asset Management	31 March 2007
<b>EPS06</b> Environmentally Sustainable Development • Encourage and mandate a high level of energy efficiency in building design and construction.	<b>EPS06.1</b> • Incorporate Environmentally Sustainable Development principles in the design of Council buildings. • Development and adoption of guidelines and checklist to maximise environmental performance of all Council buildings and works.	Director Asset Management	30 June 2007
<b>EPS07</b> Environmentally Sustainable Streetscapes • Ensure the design, provision and maintenance of public and private infrastructure and plantings of streetscapes to support environmental sustainability.	<b>EPS07.1</b> • Incorporate Water Sensitive Urban Design principles in the design of roadside plantings and tree planting.	Director Asset Management	30 June 2007
	<b>EPS07.2</b> Collingwood Leisure Centre Redevelopment Project: • Develop concept plan for the redevelopment.	Director Community Development	30 June 2007

# CONTINUOUS IMPROVEMENT



Yarra City Council completed all Best Value requirements as specified by the *Local Government Act 1989 and Regulations* by 31 December 2005. Beyond this date, councils have greater flexibility in applying Best Value Principles, but must continue to do so, and must continue to report to their communities at least annually.

In pursuit of optimum organisational performance, Yarra City Council will now integrate Best Value requirements into the annual business and service planning process. This will ensure there is continuous improvement, and organisational and cultural change, in response to shifting community needs. An 'elevated' service planning process will be applied across Council's service units on a four to five year cycle. This approach to Best Value will ensure that it is integrated with fundamental organisational planning and is not viewed as an add-on or optional process.

In order to drive cost and operational effectiveness, the elevated Best Value program will incorporate the re-engineering of business processes and quality management methods to

analyse and improve work flows. This will allow Council to respond to changes in the operating environment and technology, political shifts and emerging community demands.

Yarra City Council has an enduring commitment to consultation and engagement with the community and this will be highlighted as a key requirement through the service planning process.

Continuous improvement relies upon well documented service standards and reliable measurement of performance. Projects are currently underway to reinforce the performance measurement and monitoring framework for the whole of Council and quality standards will be subject to review and documentation through the process.

The revised Best Value program will initiate from November 2006 as part of organisational planning for the 2007-08 financial year. Council will determine transition arrangements and select the initial service areas to participate, in consultation with the executive management team.

The Best Value Principles are integrated into Council's Service Plans, which focus on answering four key questions:



# STRATEGIC RESOURCE PLAN



The Strategic Resource Plan (SRP) is Council's long-term financial report to the community. The SRP is a requirement of the *Local Government Act 1989* to outline the financial and non-financial resources required to achieve the objectives detailed in the Council Plan over the next four years.

The Act also requires Council to comply with the following Principles of Sound Financial Management:

- Prudently manage financial risks relating to debt, assets and liabilities.
- Provide reasonable stability in the level of rate burden.
- Consider the financial effects of Council decisions on future generations.
- Provide full, accurate and timely disclosure of financial information.

## Human Resources

Council employs a variety of full-time, part-time and casual staff. In 2005-06, the hours of the full-time and part-time staff equated to 464 Equivalent Full-Time positions (EFTs). In each of the subsequent four years (2006-07 to 2009-10 inclusive), Council expects to maintain a staff level of 463 EFTs. This projection takes into account potential economies of scale and productivity gains through continuous improvement.

Any requests for additional staff must be accompanied by a business case showing benefit to the community. Council operates various workplace programs, including the following, to ensure best value is gained from staff resources.

## Occupational Health and Safety

Council employs a full-time Occupational Health and Safety (OH&S) Specialist who has established a systems approach to managing hazards in the workplace. This occurs through risk assessments, the management of the organisation's Continuous Improvement Action Plan (CIAP), and the OH&S Committee structure.

## Claims Management

Council takes a vigorous approach to claims management (including return to work management) to ensure staff return to work at the earliest opportunity and supported by a personalised return to work plan.

## Equal Opportunity

The Equal Opportunity (EO) Committee and EO Contact Officers drive Council's EO Opportunity process. The current program incorporates whole of organisation training in discrimination, bullying, harassment and violence at work.

## Values In Action Program

Council has recently implemented stage four of the Values in Action Program. This program translated the organisational values statement into a set of behavioural statements tailored to different levels within the organisational structure.

These values and behavioural statements have been integrated into human resource processes for recruitment and selection, induction, performance management and learning and development programs.

## Performance Management

During 2005-06, Council has reviewed its Performance Management System to ensure that it is meaningful, two-way, developmental in orientation and easy to understand and administer. The system requires the completion of a work performance plan and a development plan. Development plans completed as part of the performance management process form the basis of the organisation's training needs analysis, which inform the development of the training plan and other learning and development strategies.

The City of Yarra has also joined six other Councils to participate in an industry based online peer support and mentoring program, in partnership with the Centre for Organisational Development. In addition to a "whole of organisation" approach to OH&S, Council also recognises staff health and well-being through the Employee Health and Recreation Program, and a number of family friendly policies incorporated into the organisation's Enterprise Agreement.

## FINANCIAL RESOURCES

### Financial Plan 2006-10

A key component of the Strategic Resource Plan is the Long-Term Financial Plan. Council has prepared a Long-Term Financial Plan for the four years 2006-07 to 2009-10 as part of Council's ongoing financial planning, to assist Council in adopting a budget within a longer-term framework. The Plan takes the strategic objectives and strategies as specified in the Council Plan and expresses them in financial terms for the next four years.

The key objective, which underlines the development of the Plan, is financial sustainability in the medium to long-term, whilst still achieving Council's strategic objectives as specified in the Council Plan. The key financial objectives, which underpin the Long-Term Financial Plan, are:

- Maintain existing service levels.
- Maintain a capital expenditure program over \$19 million per annum.
- Achieve a balanced budget on a cash basis.

The Plan is updated annually through a rigorous process of consultation with Council service providers followed by a detailed sensitivity analysis to achieve these key financial objectives. The key components of the Plan are:

- Assessment of Council's current financial position.
- Key objectives and assumptions.
- Revenue strategy.
- Borrowing strategy.
- Asset Management strategy.

### Financial Performance

Council's financial plan also provides a forecast of Council's financial performance to 30 June 2010.

Key assumptions upon which the forecast is based include:

- Consumer Price Index will be in the range of 2.0 per cent to 3.0 per cent over the next four years.
- General rates income will increase by 5.5 percent in 2006-07 and 5.0 per cent annually thereafter.



- User charges revenue to increase by 3.0 per cent annually.
- Government grants will remain constant in dollar terms.
- Employee costs will increase in accordance with Enterprise Agreement estimates and other employee arrangements by 4.25 per cent.
- Materials and services costs will increase by 4.25 per cent annually.
- Increased contract (e.g. recycling) costs have been factored in where known.
- Vision 2010 New Initiatives to increase by 4.25 per cent to account for the increase in employee and material costs.
- Maintenance of existing services and service levels.

### Revenue Strategy

This section of the report considers the Council's rating strategy including strategy development, assumptions underlying the current year rate increase and fees and charges pricing policy framework.

In developing the Long-Term Financial Plan, rates and charges were identified as an important source of revenue, accounting for up to 60 per cent of the total revenue received by Council annually. Planning for future rate increases has therefore been an important component of the Long-Term Financial Planning process.

Council's rating strategy is based on a common rate for the entire municipality with no municipal charge and no separate garbage charge. The potential implementation of a municipal charge is seen to be regressive by nature and not in keeping with an equitable distribution of the rate burden or Council's environmental, social and financial objectives.

The Net Annual Value (NAV) basis for rating provides an equitable distribution of the rate burden for an inner urban municipality such as Yarra, which has a high incidence of rental property.

Adoption of an alternative valuation/rating basis would require major re-education and potentially result in a significant redistribution of the rate burden presenting undesirable implications for the community.

The rating strategy is premised on the basis that the utilisation of mechanisms such as rebates, concessions and waivers is the most appropriate method of addressing the income based issues of individual ratepayers.

### Current Year Rate Increase

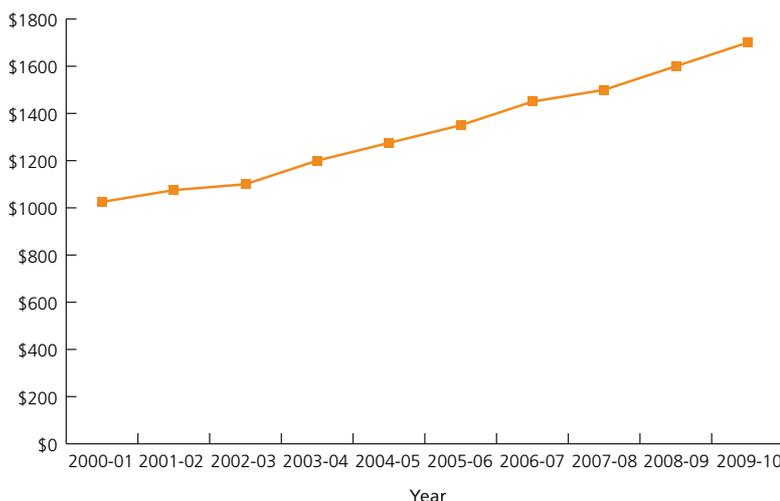
The 2006-07 operating position is predicted to be significantly impacted by wages growth and reductions in government funding. It will therefore be necessary to achieve future revenue growth whilst containing costs in order to achieve an almost breakeven operating position by 2009-10 as set out in the Long-Term Financial Plan.

### Yarra Rate History

Year	Rates	Rate Income
2000-01	2.5%	\$39,738
2001-02	2.5%	\$41,521
2002-03	2.9%	\$43,252
2003-04	7.5%	\$47,785
2004-05	4.5%	\$50,516
2005-06	4.9%	\$53,596
2006-07	5.5%	\$57,324
2007-08	5.0%	\$60,190
2008-09	5.0%	\$63,199
2009-10	5.0%	\$66,359

In order to achieve these objectives whilst maintaining service levels and a robust

Rates and Charges per assessment



capital expenditure program, general rates will increase by 5.5 per cent in 2006-07 raising a total rate of \$57.3 million, including \$400,000 generated from supplementary rates.

### Fees and Charges Pricing Policy Framework

Council's rating strategy recognises the inter-relationship between rates and other revenue streams, and that Council's pricing policies for various services directly impacts on the level of rates and the resultant rate burden. The requirement for Council funding of various services, through rates, is dependent on the specific pricing policies that are developed by Council for these services.

Fees and charges currently make up 13.5 per cent of Council's revenue, a proportion that has increased over recent years as Council's ability to rely on other external sources of revenue has diminished.

In developing a conceptual framework for the development of specific pricing policies Council has considered a range of issues and established the following principles:

- That the setting of fees and charges is cognisant of Council's environmental, social and financial objectives.
- That user-based charges recognise the needs of the disadvantaged in our community and that the application of concessional rates in Council's fee



structures is targeted to our community and recognises the capacity to pay off those service users who may be experiencing hardship.

- That Council's fees and charges are reviewed annually in accordance with the financial parameters of the long-term financial strategy, which links any increases with the underlying rate of inflation.
- That the optimum use of Council facilities and resources in the context of Council's Asset Management Strategy is considered in the setting of user pays based fees and charges.
- That community users of Council services are effectively consulted prior to the introduction of any new or varied service charges in accordance with Council's commitment to affordability in terms of access, equity and fairness.

It is also noted that the level of Council discretion to set fees and charges varies depending on the service. The fees for many of Council's services are prescribed by legislation or regulation. Other services, particularly in regard to the provision of human services, involve funding agreements in which Council must agree to abide by policies that require fees to be set within certain parameters.

The above principles and context provide the framework for Councils pricing policies.

### Borrowing Strategy

This section of the report considers Council's borrowing strategy including strategy development, current year borrowings and proposed borrowing levels for the future.

In developing the Long-Term Financial Plan, borrowings was identified as an important funding source for Capital Works programs.

Council recognises that long-term borrowings can be a useful tool for funding renewal of existing and major new assets. It also recognises that while borrowings enhance the capacity of Council's short term capital program, debt repayment and borrowing costs limit the capacity of future capital programs. It is therefore important that the utilisation of debt as a funding tool is applied judiciously.

Council currently has relatively high borrowing levels for a Victorian metropolitan local authority. Council does however have the capacity under the State Government borrowing guidelines, subject to long-term financial plan revision, to take on a higher debt burden should events or circumstances require this.

It should be noted however that among the number of financial performance measures adopted by Council one of these specifically refers to the reduction of Council's overall debt level.

Council currently holds the following principles in relation to borrowings:

- The primary objective of Council's debt management strategy is to achieve a net reduction in borrowings of \$11.1 million over the four year period of the long-term financial plan to 2009-10.
- This strategy provides for the level of debt financing required to support an appropriate level of Capital Works spending and ensure Council maintains adequate liquidity over the plan period.

Council recognises that it may be appropriate to explore borrowing options for the development of major new assets or the significant refurbishment of existing assets.

### Current Year Borrowings

For the 2006-07 year, Council has decided to borrow an additional \$2.5 million to fund the Capital Works program and

therefore, after making loan repayments of \$6.0 million, will reduce its total borrowings to \$11.7 million as at 30 June 2007.

The primary objective of Council's debt management strategy is to achieve a net reduction in borrowings of \$11.1 million over the four year period of the financial plan 2006-10. This strategy provides for loan borrowings of \$4.5 million over the period of the plan to support the required level of Capital Works spending and ensure Council maintains adequate liquidity.

### STANDARD STATEMENTS

The following four SRP Standard Statements form a special purpose financial report prepared specifically for this Council Plan.

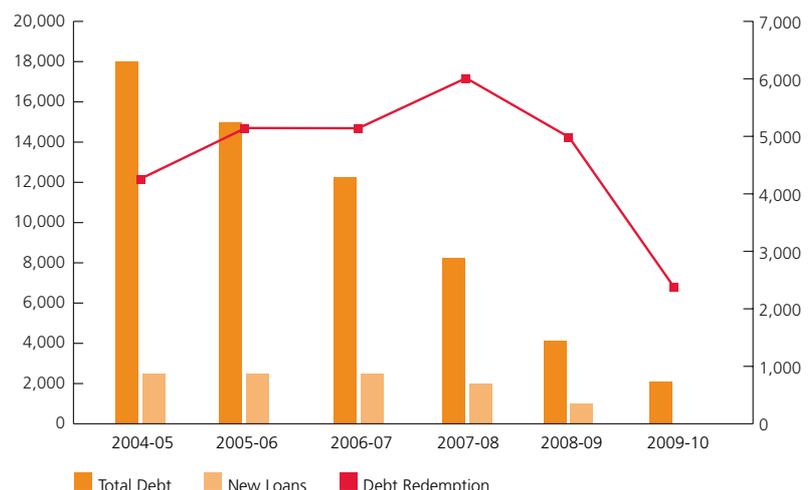
These Standard Statements (together with their explanatory notes) provide information about Council's financial management. They should be read in conjunction with one another to obtain an overall understanding of Council's financial position and management.

The four SRP statements are the:

- Standard Income Statement
- Standard Balance Sheet
- Standard Cash Flow Statement
- Standard Capital Works Statement

Each of the statements has been prepared on a basis consistent with the Council's annual budget and end of year financial statements.

Debt Strategy



# STANDARD INCOME STATEMENT

FOR THE FOUR YEARS ENDING 30 JUNE 2010

	Forecast Actual 2005-06 \$,000	Budget 2006-07 '000	Strategic Resource Plan Projections		
			2007-08 '000	2008-09 '000	2009-10 '000
Rates	53,596	57,324	60,190	63,199	66,359
Parking Revenue	15,737	16,165	16,326	16,489	16,654
User Charges, Fees and Other Fines	7,678	7,420	7,643	7,872	8,109
Leisure Centre Fees	5,361	5,821	5,996	6,176	6,361
Grants Commission	1,470	1,497	1,519	1,542	1,565
Government Grants	5,622	5,826	5,826	5,826	5,826
Reimbursements & Contributions	4,870	2,668	2,748	2,831	2,916
Interest Received from Other Entities	700	700	635	604	588
<b>Total Revenue from ordinary activities</b>	<b>95,034</b>	<b>97,421</b>	<b>100,883</b>	<b>104,539</b>	<b>108,378</b>
Employee Costs	31,176	33,481	34,904	36,388	37,934
Contract Payments	15,897	16,906	17,625	18,374	19,155
Maintenance	5,069	4,624	4,821	5,026	5,240
Other Materials and Services	18,736	19,446	19,928	21,108	22,440
Bad and Doubtful Debts	1,370	1,430	1,466	1,502	1,540
Depreciation & Amortisation	14,600	14,000	14,108	14,177	14,252
Borrowing Costs	1,230	937	644	488	405
<b>Total Expenses from ordinary activities</b>	<b>88,078</b>	<b>90,824</b>	<b>93,495</b>	<b>97,063</b>	<b>100,966</b>
Net gain on disposal of property, infrastructure, plant and equipment.	47	47	25	25	25
<b>Net Result before Transfers to Reserves</b>	<b>7,003</b>	<b>6,644</b>	<b>7,413</b>	<b>7,501</b>	<b>7,437</b>
Transfers to Reserves	(1,410)	(1,555)	(1,000)	(1,000)	(1,000)
Transfers from Reserves	1,118	1,483	1,000	1,000	1,000
<b>Net Result after Transfers to Reserves</b>	<b>6,711</b>	<b>6,572</b>	<b>7,413</b>	<b>7,501</b>	<b>7,437</b>

The Standard Income Statement shows what is expected to happen during the next four years in terms of revenue, expenses and other adjustments from all activities.

The 'bottom line' shows the total difference between the financial position at the beginning and the end of each year.

The Standard Income Statement requires revenues to be separately disclosed where items of such a size, nature of incidence that its disclosure is relevant in explaining the performance of Council.

The Statement also shows the movement in equity, so that a separate Statement of Changes in Equity is not necessary. The most common disclosures under this category are movements in asset revaluation reserves, which rise upon revaluations of assets and adjustments to opening accumulated surplus due to adoption of a new accounting standard.

# STANDARD BALANCE SHEET

FOR THE FOUR YEARS ENDING 30 JUNE 2010

	Forecast Actual 2005-06 \$,000	Budget 2006-07 '000	Strategic Resource Plan Projections		
			2007-08 '000	2008-09 '000	2009-10 '000
<b>ASSETS</b>					
<b>Current Assets</b>					
Cash Assets	14,545	12,880	12,800	13,488	14,059
Receivables - Rates	1,978	1,740	1,726	1,782	1,862
Receivables - Parking Fines	5,028	5,157	5,201	5,245	5,290
Receivables - Other	1,500	1,500	1,500	1,500	1,500
Accrued Income	400	400	400	400	400
Prepayments	250	250	250	250	250
Inventories	50	50	50	50	50
<b>Total Current Assets</b>	<b>23,751</b>	<b>21,977</b>	<b>21,927</b>	<b>22,715</b>	<b>23,411</b>
<b>Non-Current Assets</b>					
Investments in Associates	2,443	2,443	2,443	2,443	2,443
Receivables	20	20	20	20	20
Other Financial Assets	5	6	6	6	6
Property, Infrastructure, Plant & Equipment	915,393	922,316	926,404	930,923	935,866
<b>Total Non-Current Assets</b>	<b>917,861</b>	<b>924,785</b>	<b>928,873</b>	<b>933,392</b>	<b>938,335</b>
<b>TOTAL ASSETS LIABILITIES</b>	<b>941,612</b>	<b>946,762</b>	<b>950,800</b>	<b>956,107</b>	<b>961,746</b>
<b>Current Liabilities</b>					
Payables	9,612	10,256	9,506	8,438	8,402
Trust Funds	1,197	1,221	1,246	1,271	1,296
Income in Advance	485	494	504	514	524
Provisions - Employee Entitlements	2,530	2,606	2,684	2,764	2,847
Interest Bearing Liabilities - Borrowings	6,008	4,918	2,476	2,243	1,961
<b>Total Current Liabilities</b>	<b>19,832</b>	<b>19,495</b>	<b>16,416</b>	<b>15,230</b>	<b>15,030</b>
<b>Non-Current Liabilities</b>					
Provisions - Employee Entitlements	2,752	2,835	2,920	3,007	3,098
Interest Bearing Liabilities - Borrowings	7,664	6,740	6,264	5,021	3,060
Interest Bearing Liabilities - Superannuation Borrowings	1,494	0	0	0	0
<b>Total Non-Current Liabilities</b>	<b>11,910</b>	<b>9,575</b>	<b>9,184</b>	<b>8,028</b>	<b>6,158</b>
<b>TOTAL LIABILITIES</b>	<b>31,742</b>	<b>29,070</b>	<b>25,600</b>	<b>23,258</b>	<b>21,188</b>
<b>NET ASSETS</b>	<b>909,870</b>	<b>917,692</b>	<b>925,200</b>	<b>932,849</b>	<b>940,558</b>
<b>Represented by :</b>					
Accumulated Surplus	524,428	532,178	539,686	547,335	555,044
Asset Revaluation Reserve	381,118	381,118	381,118	381,118	381,118
Other Reserves	4,324	4,396	4,396	4,396	4,396
<b>EQUITY</b>	<b>909,870</b>	<b>917,692</b>	<b>925,200</b>	<b>932,849</b>	<b>940,558</b>

The Standard Balance Sheet provides a snapshot of the Council's expected financial situation at the end of each of the next four years. It shows the total of what is owned (assets) less what is owed (liabilities). The 'bottom line' of this statement is net assets, which is the net worth of Council.

The change in net assets between two year's Standard Balance Sheets shows how the financial position has changed over that period which is described in more detail in the Standard Income Statement.

The assets and liabilities are separated into 'current' and 'non-current'. Current means those assets or liabilities which will fall due in the next 12 months.

# STANDARD CASH FLOW STATEMENT

FOR THE FOUR YEARS ENDING 30 JUNE 2010

	Forecast Actual 2005-06 \$,000	Budget 2006-07 '000	Strategic Resource Plan Projections		
			2007-08 '000	2008-09 '000	2009-10 '000
<b>Cash Flows from Operating Activities</b>					
Receipts from Ratepayers	53,883	57,562	60,204	63,144	66,279
Interest Received from Other Entities	700	700	644	665	774
Parking Revenue	12,769	14,606	14,816	14,943	15,070
Government Grants Received	7,092	7,323	7,345	7,368	7,391
User Charges Fees and Other Fines Received	14,359	13,242	13,639	14,048	14,470
Reimbursements & Contributions Received	3,550	3,868	2,748	2,831	2,916
Payments to Suppliers	(35,966)	(40,355)	(42,621)	(44,076)	(46,370)
Payments to Employees	(31,022)	(33,290)	(34,708)	(36,186)	(37,726)
Borrowing Costs	(1,230)	(937)	(644)	(488)	(405)
<b>Net Cash provided by Operating Activities</b>	<b>24,135</b>	<b>22,719</b>	<b>21,423</b>	<b>22,249</b>	<b>22,399</b>
<b>Cash Flows from Investing Activities</b>					
Payments for Infrastructure, Property Plant & Equipment	(18,780)	(21,390)	(19,000)	(19,500)	(20,000)
Proceeds from Sale of Property, Plant & Equipment	514	514	415	415	415
<b>Net Cash (Used in) Investing Activities</b>	<b>(18,266)</b>	<b>(20,876)</b>	<b>(18,585)</b>	<b>(19,085)</b>	<b>(19,585)</b>
<b>Cash Flows from Financing Activities</b>					
Proceeds from Borrowings	2,500	2,500	2,000		
Repayment of Capital Works Borrowings	(3,835)	(4,513)	(4,918)	(2,476)	(2,243)
Repayment of Superannuation Debt Borrowings	(1,399)	(1,494)			
<b>Net Cash (Used In) Financing Activities</b>	<b>(2,734)</b>	<b>(3,507)</b>	<b>(2,918)</b>	<b>(2,476)</b>	<b>(2,243)</b>
Change in Cash Held	3,135	(1,664)	(80)	688	571
Cash at Beginning of Financial Period	11,409	14,544	12,880	12,800	13,488
<b>Cash at End of Financial Period</b>	<b>14,544</b>	<b>12,880</b>	<b>12,800</b>	<b>13,488</b>	<b>14,059</b>

The Standard Cash Flow Statement shows what is expected to happen during the next four years on terms of cash. It explains what cash movements are expected to result in the difference in the cash balance at the beginning and the end of the year.

The net cash flows from operating activities shows how much cash is expected to remain after paying for providing services to the community which may be invested in things such as capital works.

The information in a Standard Cash Flow Statement assists in the assessment of the ability to:

- Generate cash flows.
- Meet financial commitments as they fall due (including the servicing of borrowings).
- Fund changes in the scope or nature of activities.
- Obtain external finance.

A reconciliation of operating result and net cash flows from operating activities has been added to highlight non-cash items of significance.

# STANDARD CAPITAL WORKS STATEMENT

FOR THE FOUR YEARS ENDING 30 JUNE 2010

	Forecast Actual 2005-06 \$,000	Budget 2006-07 '000	Strategic Resource Plan Projections		
			2007-08 '000	2008-09 '000	2009-10 '000
<b>Capital works areas</b>					
Roads, Footpaths, Kerb & Channels	5,684	7,276	6,210	6,165	6,850
Drainage	900	700	900	900	900
Bridges	132	30	15	15	40
Transport & Road Safety	694	440	950	800	850
Information Systems	836	1,247	1,027	808	810
Open Space Improvements	4,672	2,822	2,789	2,615	3,095
Buildings/Properties	4,569	7,578	5,714	6,702	5,920
Plant & Equipment	1,293	1,297	1,395	1,495	1,535
<b>Total Capital Works</b>	<b>18,780</b>	<b>21,390</b>	<b>19,000</b>	<b>19,500</b>	<b>20,000</b>
<b>Represented by:</b>					
Asset renewal	12,823	12,807	14,563	16,913	16,575
Asset Upgrade	4,516	4,403	2,971	1,817	1,570
New assets	1,441	4,180	1,466	770	1,855
<b>Total Capital Works</b>	<b>18,780</b>	<b>21,390</b>	<b>19,000</b>	<b>19,500</b>	<b>20,000</b>

The Standard Capital Works Statement sets out all expected capital expenditure in relation to non-current assets for each of the next four years. It also shows the amount of Capital Works expenditure which is expected to be renewed, upgraded, expanded or for the creation of new assets. This is important because each of these categories has a different impact on Council's future costs.

- Capital expansion expenditure extends an existing asset to a new group of users. It is discretionary expenditure which increases future operating and maintenance costs. As this expenditure increases Council's asset base, it may also be associated with additional revenue from the new user group.
- Capital renewal expenditure reinstates existing assets, it has no impact on revenue, but may reduce further operating and maintenance expenditure if completed at the optimum time.
- Capital upgrade expenditure enhances an existing asset to provide a higher level of service or expenditure that will increase the life of the asset beyond that which it had originally. Upgrade expenditure is discretionary and often does not result in additional revenue unless direct user charges apply. It will increase operating and maintenance expenditure in the future because of the increase in Council's asset base.
- New capital expenditure does not have any element of renewal, expansion or upgrade of existing assets. New capital expenditure may or may not result in additional revenue for Council and will result in an additional cost for future operation, maintenance and capital renewal.

The property, plant and equipment movement reconciliation worksheet is included to show how the Standard Capital Works Statement figures relate to the Standard Balance Sheet movement in plant and equipment.

# ASSET MANAGEMENT STRATEGY



This section of the report considers Council's asset management strategy including strategy development, key influences on the current year and proposed Capital Works levels for the future.

Council's Asset Management Policy provides the overall framework to guide the sustainable management of Council's asset portfolio as a platform for service delivery, ensuring that assets are maintained in a structured and coordinated manner.

The objective of an Asset Management Policy is to establish a framework for understanding asset management.

Sound asset management is necessary to ensure Council can:

- Provide services to current and future generations.
- Provide and maintain community infrastructure.
- Encourage and support social, economic, environmental and cultural development.

The policy outlines Council's asset management vision, and will set goals to achieve that vision. The policy also outlines roles, responsibilities and timeframes associated with implementing sound asset management.

An Asset Management Strategy has also been developed. The objective of the strategy is to develop a structured set of actions to improve Yarra's asset management.

The strategy develops an asset management focus and facilitates reporting of problems, opportunities and outcomes desired. It also describes outputs in terms of 'what' and 'why'.

The Asset Management Strategy includes actions such as:

- Undertaking service reviews for all assets.
- Determining future demand for assets.
- Reviewing all assets and producing a disposal schedule (if required).

- Establishing an Asset Management Steering Committee.
- Developing an Asset Management Training Program for asset managers.
- Developing first generation Asset Management Plans for buildings, road infrastructure and open space assets.
- Capturing and storing primary asset data (quality, valuation, location, age and condition).
- Implementing the Road Management Plan.
- Undertaking gap analyses.
- Undertaking investigations for an integrated asset management system.
- Undertaking a lifecycle approach to management of assets.

## COUNCIL ASSETS BY MAJOR ASSETS CLASS

### Land and Buildings

Council's land and building assets comprise 145 land and building parcels, which include 176 Council-owned and controlled buildings and major structures, and 158 hectares of parks and reserves. These land and building assets represent a value at current replacement cost in excess of \$660 million.

### Road Infrastructure

Council's road infrastructure includes the following elements:

Road Infrastructure	No. km	No. sqm
Road pavements	260km	2.6 million sqm
Footpaths	491km	1.2 million sqm
Kerb and Channel	491km	0.4 million sqm
Laneways	85km	0.3 million sqm
Storm water pipes	170km	N/A
Deck area for bridges on local roads	N/A	510 sqm
7,888 storm water pits		

Council's road infrastructure represents a value at current replacement cost in excess of \$560 million.

### Heritage Assets

The heritage assets of Yarra City Council include a number of artworks, monuments, a photographic collection, furniture and objects of interest and represent a carrying value of \$1.4 million.

### Plant and Equipment

Representing a value at cost in excess of \$16 million, Council's plant and equipment assets include 126 vehicles (cars, utilities, buses and trucks), 450 computers and associated peripherals and furniture and other equipment.

### Other

A number of other asset items listed below represent a carrying value in excess of \$13 million.

Item(s)	Number or km
Mobile garbage bins	30,500
Mobile recycling bins	25,000
Items of street furniture	14,085
Street signs	20,855
Street trees	17,500
Off-road paths	21km
Playground equipment	N/A

# FINANCIAL GLOSSARY

**AIFRS** – Australian Equivalents to International Financial Reporting Standards.

**Annual Budget** – This document is framed within Council's strategic resource plan and sets out the short-term goals and objectives as part of the overall strategic planning framework.

**Annual Operating Budget** – The budgeted operating result in the forthcoming year with a distinction made between revenue received for operating purposes and revenue received for capital purposes.

**Annual reporting requirements** – Annual reporting requirements include the financial reporting requirements of the *Local Government Act 1989*.

**Australian Accounting Standards** – Accounting standards are issued by professional accounting bodies and are applicable to the preparation of general purpose financial reports.

**Capital expenditure** – Capital expenditure is relatively large (material) expenditure that produces economic benefits expected to last for more than 12 months, such as renewal, expansion and upgrade. Where capital projects involve a combination of renewal, expansion and upgrade expenditures, the total project cost needs are allocated accordingly.

**Capital renewal** – Capital renewal is expenditure on an existing asset, which returns the service potential or the life of the asset, up to that which it had originally.

**Financing activities** – Financing activities means those activities which relate to changing the size and composition of the financial structure of the entity, including equity, and borrowings not falling within the definition of cash.

**Infrastructure** – Physical assets of the entity or of another entity that contribute to meeting the public's need for access to major economic and social facilities and services.

**International Financial Reporting Standards** – Australian reporting entities are currently addressing the introduction of International Financial Reporting Standards (IFRS) effective for financial years commencing on or after 1 January 2005.

**Investing activities** – Those activities which relate to acquisition and disposal of non-current assets, including property, plant and equipment and other productive assets, and investments not falling within the definition of cash.

**Key budget outcomes** – The key activities and initiatives that will be achieved in line with the Council Plan.

**Key financial indicators** – A range of ratios and comparisons of critical financial data over a period of years allowing a reader to gain a better understanding of key measures, such as indebtedness and liquidity which are often undisclosed when financial information is presented in standard statement format.

**Operating expenses/Assessment** – This ratio measures the average operational spending (as drawn from the income statement) on a per assessment basis.

**Rate revenue/Total revenue** – This ratio measures Council's reliance on rate revenue as its principal source of funding. Increasing trends in this ratio will highlight that growth in rate revenue is frequently higher than what is able to be achieved in Fees and Grant revenue.

**Rate revenue/Assessment** – This ratio provides an illustration of the average rates paid on a per assessment basis across the municipality.

**Debt servicing/Total revenue** – This ratio contrasts the amount of interest expense that Council is incurring on its interest bearing liabilities as a percentage of the total revenue base. The Department of Victorian Communities (DVC) has established a prudential maximum of 5% in this indicator.

**Grants/Total revenue** – This ratio provides an indication of the percentage of total revenue that is comprised of grant income. Falling percentages will indicate that grant revenue is not keeping pace with growth in total revenue.

**Indebtedness/Rate revenue** – This ratio measures the total amount of interest bearing liabilities compared to the annual rates levy. This is one of the three debt measures used by the Department of Victorian Communities when considering applications for loan borrowings, the limit is 80%.

**Current assets/Current liabilities** – Otherwise known as the working capital ratio, this indicator expresses Council's short-term ability to meet its liquidity requirements within the current financial year.

**Total liabilities/Assessment** – This ratio expresses the sum total of current liabilities and non-current liabilities expressed on a per assessment basis.

**Capital outlays/Rate revenue** – This ratio represents the capital outlays as a percentage of rate revenue and therefore Council's relative ability to convert rate revenue into capital works.

**Legislative framework** – The Act, Regulations and other laws and statutes which set a Council's governance and reporting requirements.

**Local Government (Long Service Leave) Regulations 2002** – These Regulations require sufficient cash and investments to be maintained to meet the total liability for long service leave.

**New assets** – New assets or capital expenditure does not have any element of expansion or upgrade of existing assets. New capital expenditure may or may not result in additional revenue for Council and will result in an additional burden for future operation, maintenance and capital renewal.

**Operating activities** – Operating activities means those activities that relate to the provision of goods and services.

**Operating expenditure** – Operating expenditure is defined as consumptions or losses of future economic benefits, in the form of reductions in assets or increases in liabilities; and that result in a decrease in equity during the reporting period.

**Operating revenue** – Operating revenue is defined as inflows or other enhancements, or savings in outflows of future economic benefits, in the form of increases in assets or reductions in liabilities; and that result in an increase in equity during the reporting period.

**Standard statements** – The standard statements are the Standard Income Statement, Standard Balance Sheet, Standard Cash Flow Statement, and Standard Statement of Capital Works.

**Statutory reserves** – Statutory reserves are funds set aside for specified statutory purposes in accordance with various legislative and contractual requirements. These reserves are not available for other purposes.

**Working capital** – Working capital represents funds that are free of all specific Council commitments and are available to meet daily cash flow requirements and unexpected short-term needs.

# GLOSSARY

**Access Yarra** – Council's Customer Service Unit comprising of a call centre and customer service centres at the Richmond and Collingwood Town Halls.

**Belonging In Australia** – A cooperative project with the Brotherhood of St Laurence, Fitzroy Learning Network, North Yarra Community Health and RMIT, to coordinate services for emerging, newly arrived and refugee communities in Yarra, in an effort to increase their sense of belonging.

**Best Value** – A framework of service reviews to promote local accountability and continuous improvement in service provision.

**Bicycle Users Group (BUG)** – A community of cyclists that join together to promote cycling and advocate for cycling facilities.

**Budget** – Council's planned allocation of monetary resources for a financial year.

**Business Advisory Group (BAG)** – Consists of members from a number of business sectors that provide Council with information on trends and influences that affect the local economy; implement strategies to enhance and support economic development and develop partnerships to promote business linkages within the local community.

**Business Continuity Plan (BCP)** – A comprehensive written plan to maintain or resume business in the event of a disruption.

**Celebrate Yarra** – The City of Yarra's community festival, organised by Council, held in February each year.

**Cities for Climate Change Program** – Run by the International Council for Local Environment Initiatives and the Australian Greenhouse Office to help local communities achieve sustainable reductions in greenhouse gasses.

**Consultation Policy and Action Plan** – Adopted in December 2005, this policy guides the organisation in undertaking effective and representative community consultation and includes many new innovative consultation methods.

**Cost-Shifting** – The decreasing funding contributions and subsidies offered by the Federal and State government, forcing local government to source increasing levels of funding from other areas.

**Culturally and Linguistically Diverse (CALD)** – Community members of culturally diverse backgrounds, who speak languages other than English.

**Department of Sustainability and Environment (DSE)** – Victorian State Government department concerned with the sustainability of the natural and built environment.

**Destination Melbourne** – Victoria's peak cooperative tourism marketing organisation.

**Disability Advisory Committee (DAC)** – An advocacy committee comprised of residents who advise Council on accessibility issues, established in 1999.

**Disabled Parking Strategy** – A strategy to find ways to provide disabled parking bays in Yarra's narrow streets that meet Australian standards.

**Drug Action Plan** – A plan developed in consultation with the Yarra Drug and Health Forum to reduce the impact of drug use and misuse in Yarra.

**Footpath Trading Policy** – A policy that provides regulations for businesses using footpaths for commercial purposes (such as dining or signage) to ensure that footpaths are safe and accessible for the community.

**Freedom of Information (FOI)** – The Freedom of Information Act 1982 gives the public the right to access official government documents.

**Friends of Baucau** – A cooperative friendship relationship between the Cities of Yarra and Darebin who offer support to the district of Baucau in East Timor.

**Geographic Information Systems (GIS)** – A unit of Council that maps the geographical data of Yarra to be used as a resource for the effective provision of services.

**Giving Centre** – An online resource that helps to match individuals and groups seeking funding, donations or volunteers; and organisations or individuals that can provide volunteer services, donations or funding.

**Inner Melbourne Action Plan (IMAP)** – A cooperative action plan between the municipalities of Yarra, Melbourne, Stonnington, Port Phillip and Docklands, to strengthen liveability, attractiveness and prosperity of the inner Melbourne region.

**Integrated Communications Strategy (ICS)** – A strategy endorsed in January 2006 to ensure that Yarra City Council's communications are well co-ordinated, effectively managed and responsive to the diverse information needs of our community.

**Land Information Certificates (LIC)** – A LIC is required when selling a property and provides information regarding valuations of the particular property, the amount of rates charged and arrears/interest if applicable.

**Local Area Traffic Management Studies (LATMS)** – Targeted studies in specific areas that seek to improve the flow of traffic and divert high volumes of traffic from residential streets.

**Masterplan** – A Masterplan describes how proposals for a site will be implemented.

**MetroAccess** – A three year project funded by the Department of Human Services that aims to build an inclusive community for people with a disability.

**Metropolitan Transport Forum (MTF)** – An advocacy group comprising members from Melbourne metropolitan local government, and associate members including community, environment and local government organisations, transport companies, and participants from State Government.

**Municipal Early Years Plan (MEYP)** – A framework for Council to work in partnership with the community, local service providers and other levels of government to achieve a range of education, care and health outcomes for families and children in Yarra.

**Municipal Public Health Plan (MPHP)** – A framework for improving community health and well-being that contains a number of specific actions and projects that will enable Council to better respond to identified health needs over the next three years.

**Municipal Strategic Statement (MSS)** – Council's primary strategic land use planning document that forms the basis of all other controls in the Yarra Planning Scheme.

# GLOSSARY

**Napier Studios** – A street art program, operating out of the Yarra Community Youth Centre in Fitzroy, that engages young people who are at risk of social isolation and encourages health and well-being through visual arts.

**Parking Management Action Plan** – A framework for managing and balancing the competing parking needs of residents, traders and visitors in Yarra.

**Priority Development Panel (PDP)** – An advisory committee established by the Minister for Planning under section 151 of the Planning and Environment Act to provide independent advice on planning issues.

**Priority of Access Policy (POAP)** – This policy provides Yarra residents with priority access at Council-managed and subsidised child care services, however adheres to the regulatory requirements of the Commonwealth Priority of Access Guidelines in the first instance.

**Sexual Violence Taskforce (SVT)** – An advocacy taskforce consisting of representatives from a variety of organisations and Council to determine ways to tackle the issue of sexual violence.

**Special Committees** – Council has four special committees that meet to discuss issues prior to making decisions on them at Council meetings, allowing for further research and consultation on issues prior to making decisions.

**Staff Volunteer Program** – A Human Resources initiative, which allows staff to volunteer with Yarra community organisations during work hours.

**Strategic Resource Plan** – A plan that outlines the resources required to achieve the objectives detailed in the Council Plan.

**Strategic Transport Statement** – A broad statement of Council's transport policy intent which aims to meet the transport needs of residents, businesses, visitors and commuters while minimizing the negative impact cars on Yarra's community.

**Tourism Victoria** – The State Government authority responsible for developing and marketing Victoria as a premium tourist destination for Australian and international travellers.

**Transport Liveability Statement** – An action blueprint for shaping Victoria's transport system into the future.

**Urban Design Framework (UDF)** – Strategic planning tools that set out an integrated design vision for the desired future development of urban places.

**Victorian Civil and Administrative Tribunal (VCAT)** – A Victorian tribunal that resolves a range of civil disputes.

**Waste Wise** – A Sustainability Victoria five step program encouraging Victorians to minimise waste and maximise the efficient use of valuable resources.

**Yarra Leisure** – The Unit responsible for managing Council's three leisure centres (Richmond Recreation Centre, Collingwood Leisure Centre and Fitzroy Pool) and the Burnley Golf Course.

**Yarra News** – Council's bi-monthly community newsletter.

**Yarra River Corridor** – The Yarra River including public and private land along the valley, the escarpment and immediate skyline.

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## ACCESS YARRA CENTRES

### Richmond Town Hall

Ground Floor Reception  
333 Bridge Road  
Richmond VIC 3121

### Collingwood Town Hall

Ground Floor Reception  
140 Hoddle Street  
Abbotsford VIC 3067

## CONTACT DETAILS

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## TRANSLATIONS

IF YOU WOULD LIKE TO KNOW MORE ABOUT THE INFORMATION IN THIS DOCUMENT AND YOUR LANGUAGE IS NOT LISTED BELOW, YOU CAN CONTACT AN INTERPRETER ON 9280 1940.

### VIETNAMESE

NẾU MUỐN BIẾT THÊM CHI TIẾT VỀ NỘI DUNG VĂN KIẾN NÀY, QUÍ VỊ CÓ THỂ LIÊN LẠC VỚI MỘT THÔNG DỊCH VIÊN QUA ĐIỆN THOẠI SỐ 9280 1939.

### GREEK

ΑΝ ΘΕΛΑΤΕ ΠΕΡΙΣΣΟΤΕΡΕΣ ΠΛΗΡΟΦΟΡΙΕΣ ΣΕ ΣΧΕΣΗ ΜΕ ΤΑ ΣΤΟΙΧΕΙΑ ΠΟΥ ΠΕΡΙΕΧΟΝΤΑΙ ΣΤΟ ΕΝΤΥΠΟ ΑΥΤΟ, ΜΠΟΡΕΙΤΕ ΝΑ ΕΠΙΚΟΙΝΩΝΗΣΕΤΕ ΜΕ ΕΝΑ ΔΙΕΡΜΗΝΕΑ ΣΤΟΝ ΑΡΙΘΜΟ 9280 1934.

### MANDARIN

如果您想要進一步瞭解這份文件中的內容，您可以致電9280 1937，和翻譯員取得聯繫。

### CANTONESE

如果你要更多地了解關於這篇文件的內容，你可以與傳譯員聯絡，電話號碼 9280 1932。

### ITALIAN

SE DESIDERATE SAPERNE DI PIÙ CIRCA LE INFORMAZIONI CONTENUTE IN QUESTO DOCUMENTO, POTETE CONTATTARE UN INTERPRETE AL 9280 1940

### TURKISH

BU BELGEDE YERELAN BİLGİLERE İLİŞKİN DAHA FAZLA BİLGİ EDİNMEK İSTİYORSANIZ, 9280 1938 NUMARADAN BİR TERCÜMANLA GÖRÜŞEBİLİRSİNİZ.

### ARABIC

إذا أردتم معرفة المزيد عن المعلومات الواردة في هذه الوثيقة بإمكانكم الاتصال بمترجم على الرقم 9280 1930.

### SPANISH

SI QUIERE MÁS DETALLES SOBRE LA INFORMACIÓN CONTENIDA EN ESTE DOCUMENTO, PÓNGASE EN CONTACTO CON UN INTERPRETE LLAMANDO AL TELÉFONO N° 9280 1940