

Yarra City Council 2020/21 Annual Plan

Endorsed 4 August 2020



Introduction

The Yarra City Council adopted its *Council Plan 2017 – 21* on 1 August 2017. The *Council Plan 2017 – 21* sets out the medium-term direction of Council and the outcomes sought by Councillors for their term. For the first time, the Council Plan incorporates the Health and Wellbeing Plan. This financial year, 2020/21 is the fourth and final year of the *Council Plan 2017 – 21*.

Under the *Local Government Act 2019* (the Act), each council is required to produce a four-year Council Plan by 30 June in the year following a general election. The Plan must include Strategic Objectives, Strategies, Strategic Indicators and a Strategic Resource Plan.

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

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

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

A healthy Yarra: Community health, safety and wellbeing are a focus in everything we do	Council plays a key role in contributing to our community's health and wellbeing. From delivering maternal and child health services to ensuring access to open space, enforcing noise regulations to supporting community and cultural initiatives, community health, safety and wellbeing is central to everything we do.
An inclusive Yarra: Inclusion, diversity and uniqueness are welcomed, respected and celebrated	Identity was a passionate and recurring theme throughout community consultation for the Council Plan. Our community values its diversity. Creating a safe place where people of all ages, genders, sexualities, abilities, cultures and backgrounds feel welcome and connected is a priority for Council.
A sustainable Yarra: Council leads on sustainability and protects and enhances its natural environment	As Victoria's first carbon-neutral council, we are proud of our commitment to sustainability. Protecting our natural environment and supporting our community to reduce its environmental footprint will continue to be a priority for Council.
A liveable Yarra: Development and growth are managed to maintain and enhance the character and heritage of the city	With demand for inner city housing increasing, Council is mindful of the importance of balancing the needs of new and existing residents, and ensuring that development does not encroach on the amenity or heritage of our city.
A prosperous Yarra: Local businesses prosper and creative and knowledge industries thrive	Yarra is a great place to do business and to work. Supporting local businesses and creative industries not only contributes to Yarra's economy, but also increases local employment opportunities, enhances street life and fosters community connectedness.
A connected Yarra: Connectivity and travel options are environmentally sustainable, integrated and well-designed	Council is committed to creating a city that is accessible to all irrespective of levels of personal mobility, to support a fulfilling life without the need for a car.
A leading Yarra: Transparency, performance and community participation drive the way we operate	Council is committed to change through an energised, cohesive team of professionals, recognised for our leadership, innovation and service.



2020/21 Annual Plan Council Plan 2017–21: Year 4

In response to its Strategic Objectives, Council has committed to 48 projects and activities from a broad cross-section of services in the 2020/21 Annual Plan.

Progress of these projects and actions will be reported in the *2020/21 Annual Plan Quarterly Progress Reports*.

Further information can be found in the published version of the *Council Plan 2017 – 21* on the City of Yarra’s website (<https://www.yarracity.vic.gov.au/about-us/council-information/council-plan>).

1. A healthy Yarra:

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

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

Strategies

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

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

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

Number	Action
1.01	Advocacy for gambling reform
1.02	Population health planning
1.03	Yarra Food Network
1.04	Yarra Homelessness Strategy
1.05	Yarra's Community Grants
1.06	Richmond and Collingwood Youth Program Grants 2020-2023
1.07	Volunteer Strategy 2019-2023
1.08	National Aged Care and Disability Reforms
1.09	Gender Equity Strategy
1.10	Gender Equality Act 2020
1.11	Yarra Open Space Strategy
1.12	State Government suburban parks program
1.13	Reid Street Park, North Fitzroy



**2020/21 Annual Plan
Council Plan 2017–21: Year 4**

Number	Action
1.14	Open space improvements – King William Street, Fitzroy
1.15	New Open space planning and design - Cremorne
1.16	Panther Pavilion – clubhouse facility design and clubhouse construction
1.17	Ryan’s Reserve Pavilion Redevelopment
1.18	Brunswick Street Oval Precinct Redevelopment
1.19	Jack Dyer Pavilion Redevelopment

1.01 Advocacy for gambling reform

Council Plan initiative

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

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

Branch Social Strategy and Community Development

Quarterly Milestones

September	Continue advocacy, particularly focused on cohorts vulnerable post-COVID-19
December	Utilise the updated Health Status Report including focus on gambling impacts in Yarra, to inform Municipal Public Health and Wellbeing Plan (MPHWP) embedded in Council Plan 2021-25
March	Continue gambling reform advocacy
June	Continue gambling reform advocacy

1.02 Population Health Planning

Council Plan initiative

Continue to provide a range of services and work collaboratively with external groups to improve the health and wellbeing of the Yarra community

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

Branch Social Strategy and Community Development

Quarterly Milestones

September	Prepare a Health Status Report to inform Municipal Public Health and Wellbeing Plan (MPHWP) embedded in Council Plan 2021-25
December	Utilise the updated Health Status Report to inform Municipal Public Health and Wellbeing Plan (MPHWP) embedded in Council Plan 2021-25 Re-establish the Health and Wellbeing Advisory Committee to consult on the Municipal Public Health and Wellbeing Plan (MPHWP) embedded in Council Plan 2021-25
March	Produce Discussion Paper: Community health and health promotion provisioning in the City of Yarra to inform MPHWP and integrate with local community health agencies' Integrated Health Promotion Plans)
June	Continue to finalise and integrate the Municipal Public Health and Wellbeing Plan (MPHWP) into the Council Plan 2021-25

1.03 Yarra Food Network (YFN)

Council Plan initiative

Continue to provide a range of services and work collaboratively with external groups to improve the health and wellbeing of the Yarra community

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

Branch Social Strategy and Community Development

Quarterly Milestones

September	Establish a YFN community of practice and focus initially on food relief coordination (COVID-19)
December	Host YFN meeting
March	Transition YFN to food systems approach and community of practice model
June	Host YFN meeting

1.04 Yarra Homelessness Strategy

Council Plan initiative

Develop and adopt a Homelessness Strategy

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

Branch Social Strategy and Community Development

Quarterly Milestones

September	Present Homelessness Strategy to Council for adoption
December	Promote and publicise Homelessness Strategy
March	Commence implementation of Homelessness Strategy and provide update
June	Continue implementation of Homelessness Strategy and provide update

1.05 Yarra's Community Grants

Council Plan initiative

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

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

Branch Social Strategy and Community Development

Quarterly Milestones

September Open Small Project Grants process
December Open Investing in Community Grants and Annual Grants processes
March Award Investing in Community Grants and Annual Grants
June

1.06 Richmond and Collingwood Youth Program Grants 2020-2023

Council Plan initiative

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

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

Branch Family and Children's Services

Quarterly Milestones

September Sign Funding Agreement 2020-23, including agreed KPIs
Commence programs and activities as per Project Plan
December Deliver programs and activities as per Project Plan, and against agreed KPIs
March Submit six-monthly Progress Report (July – December 2020) submitted
June Deliver programs and activities as per Project Plan, and against agreed KPIs

1.07 Volunteer Strategy 2019-2023

Council Plan initiative

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

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

Branch Social Strategy and Community Development

Quarterly Milestones

September Provide update on the Year 1 Action Plan and seek endorsement of Year 2 Action Plan for the Volunteer Strategy 2019-2023
December

March Report on interim findings from the Library Services Volunteer Trial – delivering community outreach to address social isolation, digital exclusion and promote access to library services.

June

1.08 National Aged Care and Disability Reforms

Council Plan initiative

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

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

Branch Aged and Disability Services

Quarterly Milestones

September Finalise transition of residents in receipt of Linkages program support to Home Care Packages program

December Establish, subject to agreement with Department of Health, community transport as a service option available to older residents under the CHSP program

March Review progress on COVID19 CHSP meals support program with local agencies

June Subject to Federal Government policy decisions, determine Council role in Commonwealth Home Service Program (CHSP), Home and Community Care Program for Young People (HACCPYP) and Assessment Service

1.09 Gender Equity Strategy

Council Plan Initiative

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

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

Branch Organisational Culture, Capability and Diversity

Quarterly Milestones

September Continue to implement actions from the Gender Equity Strategy 2016-2021
Commence planning for development of the Gender Equity Strategy 2021-2026

December Continue implementation of actions from the Gender Equity Strategy 2016-2021
Commence drafting Gender Equity Strategy 2021-2026

March Continue implementation of actions from the Gender Equity Strategy 2016-2021

Present draft Gender Equity Strategy 2021-2026 to council for endorsement for public exhibition

June Present final Gender Equity Strategy 2021-2026 to Council for adoption

1.10 Gender Equality Act 2020

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

Branch Organisational Culture, Capability and Diversity

Quarterly Milestones

September Present report to Council on obligations under the Gender Equality Act

December Commence development of systems and processes to embed obligations under Gender Equality Act

March Commence organisational obligations under the Gender Equality Act 2020

1.11 Yarra Open Space Strategy

Council Plan initiatives

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

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

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

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

Branch City Strategy

Quarterly Milestones

September Present Open Space Strategy to Council for adoption

December Formulate draft Planning Scheme amendment regarding proposed new open space contribution percentage

March Report to Council to seek 'authorisation' from Minister for Planning for putting Planning Scheme Amendment on exhibition

June If authorisation provided, exhibit planning scheme amendment

1.12 State Government suburban parks program

Council Plan initiative

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

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

Branch City Strategy

Quarterly Milestones

September	Complete initial internal consultation Commission relevant background investigations (eg. Feature & Levels Survey)
December	Complete 'Initial Ideas' community consultation Complete traffic audits Appoint landscape architectural consultant
March	Complete preliminary concept design
June	Complete road closure trial and associated community consultation

1.13 Reid Street Park, North Fitzroy

Council Plan initiative

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

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

Branch City Strategy

Quarterly Milestones

September	Prepare preliminary concept design Complete internal consultation
December	Complete community consultation for concept design
March	Complete documentation Engage contractor
June	Complete construction works

1.14 Open space improvements King William Street, Fitzroy

Council Plan initiative

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

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

Branch City Strategy

Quarterly Milestones

September	Establish key working group Complete internal stakeholder engagement
December	Complete workshops and engagement with key external stakeholders
March	Prepare functional layouts Progress community consultation
June	Complete consultation Agree functional layouts

1.15 New open space planning and design, Cremorne

Council Plan initiative

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

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

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

Branch City Strategy

Quarterly Milestones

September	Complete preliminary concept design and internal consultation (Gwynne Street) Prepare preliminary concept design and complete internal consultation (Stephenson Reserve)
December	Complete community consultation for concept design (Gwynne Street) Complete community consultation for concept design (Stephenson Reserve)
March	Complete final design (Gwynne Street) Complete documentation and engage contractor (Stephenson Reserve)

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

1.16 Panther Pavilion - clubhouse facility design and boat storage construction

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

Branch Recreation and Leisure / Building and Asset Management

Quarterly Milestones

September

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

March

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

1.17 Ryan's Reserve Pavilion redevelopment

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

Branch Recreation and Leisure / Building and Asset Management

Quarterly Milestones

September Issue tender for design and construction

December Award tender for design and construction

March Submit town planning application for new pavilion

June

1.18 Brunswick Street Oval Precinct Redevelopment

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

Branch Recreation and Leisure / Buildings and Asset Management

Quarterly Milestones

September Submit heritage permit and town planning applications

December

March Commence detailed design documentation (subject to heritage and town planning outcomes)

June Finalise detailed design and documentation

1.19 Jack Dyer Pavilion Redevelopment

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

Branch

Quarterly Milestones

September Award tender for construction

December Commence contractor on-site and demolition

March Commence construction

June

June

2. An inclusive Yarra:

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

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

Strategies

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

- 2.1 Build resilience by providing opportunities and places for people to meet, be involved in and connect with their community
- 2.2 Remain a highly inclusive municipality, proactive in advancing and advocating for the rights and interests of specific groups in the community and community issues
- 2.3 Continue to be a local government leader and innovator in acknowledging and celebrating Aboriginal history and culture in partnership with Traditional Owners
- 2.4 Acknowledge and celebrate our diversity and people from all cultural backgrounds
- 2.5 Support community initiatives that promote diversity and inclusion

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

Number	Action
2.01	LGBTIQ+ Strategy
2.02	Community support, resilience and recovery
2.03	Yarra Physical Activity Plan
2.04	Active and Healthy Ageing Strategy
2.05	Access and Inclusion Plan
2.06	Yana Ngargna Plan 2020-2023

2.01 LGBTIQ+ Strategy

Council Plan initiatives:

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

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

Branch Organisational Culture, Capability and Diversity

Quarterly Milestones

September	Present draft LGBTIQ+ Strategy to Council for endorsement Complete public exhibition of draft LGBTIQ+ Strategy
December	Present final LGBTIQ+ Strategy to Council for endorsement
March	Commence implementation of Year 1 Action Plan
June	Continue implementation of Year 1 Action Plan

2.02 Community support, resilience and recovery

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

Branch Social Strategy and Community Development

Quarterly Milestones

September	Award Recovery For Our Creative Community – small-sized grants Award Material Aid Grants – Round 1 Award Bridging the digital divide – small and medium-sized grants Award Addressing Family Violence grants
December	Award Tackle social isolation and promoting community connection – small-sized grants Award Tackle Social Isolation And Promoting Community Connection – medium-sized grants Award Recovery For Our Creative Community – medium-sized grants Award Material Aid Grants – Round 2
March	
June	

2.03 Yarra Physical Activity Plan

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

Branch Recreation and Leisure

Quarterly Milestones

September	Undertake research and collaboration with key stakeholders. Draft Yarra physical activity plan
December	Brief Council on the Yarra physical activity plan
March	Launch the Yarra physical activity plan internally to build awareness and a One Yarra approach
June	Implement Yarra physical activity plan, including promotion to the Yarra community

2.04 Active and Healthy Ageing Strategy and Action Plan

Council Plan initiative

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

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

Branch Aged and Disability Services

Quarterly Milestones

September	Undertake consultations with key stakeholders on the 2020-2022 Active and Healthy Ageing Action Plan
December	Complete the 2020-2022 Active and Healthy Ageing Action Plan
March	Work with the Dementia Alliance to continue developing a dementia friendly community
June	Complete recruitment and training of community connectors as part of the Healthy Ageing project

2.05 Access and Inclusion Plan

Council Plan initiative

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

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

Branch Aged and Disability Services

Quarterly Milestones

- September Undertake consultations with key stakeholders on the 2020-2022 Access and Inclusion Action Plan
- December Complete the 2020-2022 Access and Inclusion Action Plan
- March Implement HACCPYP funded project to identify and support residents who are eligible but not accessing home based services.
- June

2.06 Yana Ngargna Plan 2020-2023

Council Plan initiative

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

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

Branch Organisational Culture, Capability and Diversity

Quarterly Milestones

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

3. A sustainable Yarra:

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

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

Strategies

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

- 3.1 Investigate strategies and initiatives to better manage the long term effects of climate change
- 3.2 Support and empower a more sustainable Council and Community
- 3.3 Lead in sustainable energy policy and deliver programs to promote carbon neutral initiatives for the municipality and maintain Council as a carbon neutral organisation
- 3.4 Reduce the amount of waste-to-landfill with a focus on improved recycling and organic waste disposal
- 3.5 Promote responsible water usage and practices
- 3.6 Promote and facilitate urban agriculture with a focus on increasing scale and uptake in the community
- 3.7 Investigate strategies and initiatives to improve biodiversity

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

Number	Action
3.01	Climate Emergency
3.02	Embedding sustainability
3.03	Integrated Water Management Plan
3.04	Stormwater Harvesting Schemes feasibility study and concept design
3.05	Glass Bin Service

3.01 Climate Emergency

Council Plan Initiatives

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

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

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

Branch Sustainability

Quarterly Milestones

- | | |
|-----------|---|
| September | Commence development of a ‘100% Renewable Yarra’ campaign which supports renewable energy uptake in the community |
| December | Brief Councillors on a draft climate action program designed to enable and support the community to lead and participate in climate action

Submit documentation for Council to remain a certified carbon neutral Council

Provide status report on progress against the adopted Climate Emergency Plan actions |
| March | Continue with implementation of CEP programs as budget allows |
| June | Update Council on the status of implementation of the Climate Emergency Plan actions |

3.02 Embedding sustainability

Council Plan Initiative

Embed adaptation sustainability across Council decision making processes

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

Branch Sustainability

Quarterly Milestones

- | | |
|-----------|--|
| September | Update QBL tool, training, and Climate Adaptation Guidance Tool to align with Climate Emergency Plan commitments |
| December | Further integrate sustainability into Council’s corporate planning processes |
| March | Embed climate adaptation considerations into all new budget bids (discretionary projects and strategies)

Engage Councillors in future strategic work for managing improved sustainability |
| June | |

3.03 Integrated Water Management Plan

Council Plan Initiative

Continue to implement and promote evidence based water conservation initiatives

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

Branch Infrastructure, Traffic and Civil Engineering

Quarterly Milestones

September

December Undertake public consultation to capture the community's priorities and feedback

March

June Report to Council on the findings of the public consultation and the final Integrated Water Management Plan for endorsement

3.04 Stormwater Harvesting Schemes feasibility study and concept design

Council Plan Initiative

Continue to implement and promote evidence based water conservation initiatives

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

Branch Infrastructure, Traffic and Civil Engineering

Quarterly Milestones

September Prepare a project brief to investigate the feasibility of introducing stormwater harvesting schemes at Council-operated open spaces and venues

December Report to Council on the results of the investigation and nominate 3 sites to proceed

March

June Finalise the concept designs for the 3 nominated sites

3.05 Glass Bin Service

Council Plan Initiative

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

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

Branch City Works

Quarterly Milestones

September	Deliver the Community Engagement Program to inform the community about the roll out
December	Complete implementation of the glass-only bin across Yarra
March	Audit the recycling bin material and the glass bin material
June	Provide a status report to Council on the new service and outcomes to date

4. A liveable Yarra:

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

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

Strategies

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

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

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

Number	Action
4.01	Progress the Yarra Planning Scheme rewrite
4.02	Built Form Analysis for Major Activity Centres
4.03	Structure planning for Major Activity Centres
4.04	Built Form Analysis for Heidelberg Road, Alphington
4.05	Develop a framework for management of Council's own heritage assets

4.01 Progress the Yarra Planning Scheme rewrite

The Planning Scheme sets out how land can be used, developed and protected. Council has been working on a major rewrite of the Planning Scheme to update areas of local policy that needed to be strengthened. This year Council will finalise the draft Planning Scheme and seek authorisation from the Minister for Planning to put it on exhibition for public consultation.

Branch City Strategy

Quarterly Milestones

September	Exhibit Planning Scheme Amendment (if 'authorisation' provided)
December	Brief Councillors on submissions received (if authorisation provided)
March	Consider and prepare response to submissions
June	Report back to Council post-exhibition regarding submissions and recommend final planning scheme provisions

4.02 Built Form Analysis for Major Activity Centres

Council Plan Initiative

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

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

Branch City Strategy

Quarterly Milestones

September	Complete Built Form Framework for Alexandra Parade, Fitzroy West and Victoria Parade
December	Finalise amendment documentation for interim planning controls
March	Report to Council to seek Council resolution to request interim controls from the Minister for Planning
June	Provide an update to Councillors on the status of the request to the Minister

4.03 Structure Planning for Major Activity Centres

Council Plan Initiative

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

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

Branch City Strategy

Quarterly Milestones

September	Complete background analysis report for Victoria Street and Bridge Road
December	Complete outline of draft structure plans
March	Brief Council on consultation with the community to inform the draft structure plans
June	Complete draft Structure Plan

4.04 Built Form Analysis for Heidelberg Road, Alphington

Council Plan initiative

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

Preparation and exhibition of a Local Area Plan and permanent planning controls for Heidelberg Road, Alphington

Branch City Strategy

Quarterly Milestones

September	Liaise with Darebin Council officers on a draft Local Area Plan
December	Work with Darebin Council officers to complete the draft Local Area Plan
March	Commence preparation of permanent planning scheme provisions
June	Report to Council on draft Planning Scheme provisions recommending a preferred option to seek permanent controls

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

Council Plan initiative

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

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

Branch CEO Office

Quarterly Milestones

September	Present a draft framework to Executive
December	Present a draft framework to Council
March	
June	

5. A prosperous Yarra:

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

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

Strategies

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

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

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

Number	Action
5.01	Economic Development Strategy
5.02	Develop Yarra as a Smart City

5.01 Economic Development Strategy

Council Plan Initiative

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

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

Branch City Strategy

Quarterly Milestones

September	Undertake consultation on draft Economic Development strategy Report to Council on outcomes of community consultation process Continue to support local business through COVID-19 period and assist where Council has the ability in recovery period
December	Finalise draft strategy and report back to Council seeking adoption of new Economic Development Strategy
March	Commence implementation of Economic Development Strategy action plan
June	Continue implementation of Economic Development action plan and report progress to Council

5.02 Develop Yarra as a Smart City

Council Plan Initiative

*Implement an innovation hub to bring people together to focus on creative solutions, enabling a culture of continuous improvement, innovation and collaboration
Develop innovative Smart City solutions in collaboration with government, industry and community which will use open data technology (A leading Yarra)*

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

Branch Office of the Director, City Works and Assets

Quarterly Milestones

September	Commence the Public Safety Infrastructure Grant project in Victoria Street, Richmond
December	Host a City Works and Assets Data Strategy Workshop to explore the use of data to inform decision making and create value
March	Establish the IMAP Smart City Working Group
June	Implement Yarra Science Play within the Yarra Libraries program Develop a data roadmap for City Works and Assets that will enable data to be utilised to progress and inform decision making

6. A connected Yarra:

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

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

Strategies

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

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

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

Number	Action
6.01	Review parking practices and options throughout the municipality
6.02	Public Transport Advocacy
6.03	LAPM Policy review

6.01 Review parking practices and options throughout the municipality

Council Plan Initiative

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

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

Branch Compliance and Parking

Quarterly Milestones

September	Review parking guidelines and enforcement practices in line with demand, occupancy rates, safety and the needs of businesses in commercial zones
December	Investigate and utilise technology options to evaluate available data to streamline enforcement practices and variable pricing options
March	Examine and implement communication opportunities to educate the community in correct parking behaviour and Council policies Extend the roll-out of in-ground sensors and report to Council on actions taken to implement Council's policy of there being on 4 ways of legally parking in Yarra
June	Examine and implement as appropriate consistent restrictions within identified commercial shopping strips

6.02 Public Transport Advocacy

Council Plan Initiative

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

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

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

Branch Strategic Transport

Quarterly Milestones

September	Continue to advocate for DDA tram stops in Bridge Road east Continue to advocate to the State Government to require providers to increase electric buses on routes in Yarra
December	Actively advocate for changes to tram stops in Brunswick Street to enable improved public spaces and safer cycling Continue to advocate for a bus route from Burnley Station to the northern suburbs via Chandler Highway past the former AMCOR site Continue to advocate for east west public transport improvements along Alexandra Parade
March	Continue to actively assist Department of Transport on any proposed improvement projects to the public transport system in Yarra Advocate to the State Government for MM2 to connect to the Clifton Hill group of lines
June	Continue to advocate for improved DDA compliance at train stations in Yarra

6.03 LAPM Policy review

Council Plan Initiative

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

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

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

Branch Infrastructure, Traffic and Civil Engineering

Quarterly Milestones



**2020/21 Annual Plan
Council Plan 2017–21: Year 4**

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

7. A leading Yarra:

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

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

Strategies

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

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

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

Number	Action
7.01	Develop Governance Rules
7.02	Develop Public Transparency Policy
7.03	Develop a Community Vision
7.04	Our Voice, Our Actions, Our Customer Experience (CX) : CX Program 2020-2022
7.05	Mid-Year Budget Review
7.06	Business Improvement
7.07	Your Say Yarra Youth Forums
7.08	Develop and implement the Risk Management Framework

7.01 Develop Governance Rules

Council Plan Initiative

Provide training and re-enforcement of good governance practices

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

Branch CEO Office

Quarterly Milestones

September Continue development of Governance Rules

December Present Governance Rules to Council for adoption

March

June

7.02 Develop a Public Transparency Policy

Council Plan Initiative

Provide training and re-enforcement of good governance practices

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

Branch CEO Office

Quarterly Milestones

September Continue development of the Public Transparency Policy

December Present Public Transparency Policy to Council for Adoption

March

June

7.03 Develop a Community Vision

Council Plan Initiative

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

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

Branch Corporate Planning and Performance

Quarterly Milestones

September	Commence engagement with internal stakeholders on future issues and opportunities
December	Commence engagement with broad community on future issues and opportunities
March	
June	Commence targeted, deliberative engagement with community to develop a Community Vision Commence preparation of the Community Vision for presentation to Council

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

Council Plan Initiative

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

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

Branch Customer Service

Quarterly Milestones

September	Develop organisation wide CX competencies
December	Define and select business improvement projects to demonstrate value of CX
March	
June	Define and build a business partnering model

7.05 Mid-Year Budget Review

Council Plan Initiative

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

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

Branch Finance

Quarterly Milestones

September	
December	

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

June

7.06 Business Improvement

Council Plan Initiative

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

Council's Business Improvement Framework identifies the operating context, goals, key activities, outputs and outcomes to be delivered. It incorporates a stronger and more consistent approach to continuous quality improvement.

Implementation of the framework and staff training in continuous improvement methodologies will ensure that Yarra's business improvement priorities are driven by a stronger customer-focussed approach.

Branch Corporate Planning and Performance

Quarterly Milestones

September

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

March

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

7.07 Your Say Yarra Youth Forums

Council Plan Initiative

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

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

Branch Family, Youth and Children's Services

Quarterly Milestones

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

7.08 Develop and implement the Risk Management Framework

Council will develop and implement a Risk Management Framework.

Branch Risk and Safety

Quarterly Milestones

September	Present Risk Management Framework to Executive for approval
December	Develop Risk Management training program
March	Complete Risk Management training program
June	Review effectiveness of Risk Management Framework