



Annual Plan 2022/23



Introduction

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

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

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

Council has committed to 48 projects and activities (Actions) in the 2022/23 Annual Plan, from a broad range of services, and contains some but not all Initiatives from the Council Plan 2021-25. The Annual Plan aligns these Actions with one of the six Strategic Objectives in the Council Plan 2021-25.

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

1. **Climate and environment** Yarra urgently mitigates climate change while also adapting to its impacts and developing resilience in everything we do. The community
2. **Social equity and health** Yarra's people have equitable access and opportunities to participate in community life. They are empowered, safe and included.
3. **Local economy** Yarra's neighbourhoods and major activity centres, nightlife and employment precincts are thriving, accessible and connected. They support and inspire diverse creative communities, cultural activities, businesses, and local employment.
4. **Place and nature** Yarra's public places, streets and green open spaces bring our community together. They are planned to manage growth, protect our unique character and focus on people and nature.
5. **Transport and movement** Yarra's transport network is sustainable and recognises that streets are important shared public spaces. Transport and movement is accessible, safe and well connected.
6. **Democracy and governance** Yarra is smart, innovative and sustainable. Our decisions and advocacy are built on evidence and meaningful engagement. Good governance is at the heart of our processes and decision-making.

Progress of the Actions will be reported in the *2022/23 Annual Plan Quarterly Progress Reports*.

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1. Climate and environment

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

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

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

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

The below Actions demonstrate what we will do over 2022-23 to support climate and environment.

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

1 Working towards zero emissions in the community

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

Branch Sustainability

Quarterly Milestones

September	Update Council on the progress of the <i>Business Renewables Buying Group</i> being led by Council
December	Incorporate Roadmap to Zero recommendations into mid-plan review of Climate Emergency Plan actions Update Council on the success and lessons from supporting small businesses in Yarra to save energy, emissions, and money
March	Update Council on the progress of the <i>Business Renewables Buying Group</i> being led by Council
June	

2 Accelerating deployment of solar panels

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

Branch Sustainability

Quarterly Milestones

September	Provide a pathway for households and businesses looking to install solar, and promote this via usual channels
December	Provide programs to at least one residential and commercial target audience to provide specific support for solar
March	Brief Councillors on the opportunities to support further solar uptake
June	

3 Community batteries

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

Branch Sustainability

Quarterly Milestones

September	
December	Yarra Energy Foundation to brief Councillors on the performance of the first community battery installation
March	Brief Councillors on the opportunities to support further community batteries
June	Brief Councillors on progress towards supporting additional community batteries in Yarra

4 Community engagement and mobilisation on climate emergency

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

Branch Sustainability

Quarterly Milestones

September	Commence delivery of a new Arts and Climate Action initiative
December	Work with Aged and Disability Services to embed outcomes of Health Homes project into ongoing service

	Commence delivery of a new initiative to support CALD communities in Yarra take climate action
March	Deliver analysis and recommendations to accelerate renewable energy uptake in apartments in Yarra Complete phase 1 of the Arts and Climate Action initiative, and evaluate outcomes
June	Complete phase 1 of a new initiative to support CALD communities in Yarra to take climate action, and evaluate outcomes

5 Zero carbon development

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

Branch City Strategy, Statutory Planning

Quarterly Milestones

September	Brief Council on the final Planning Scheme Amendment proposed in partnership with the Council Alliance for a Sustainable Built Environment (CASBE)
December	Request Council consent for seeking 'authorisation' from Minister for Planning to place the Amendment on exhibition If authorisation is provided by the Minister, commence industry and community engagement, in conjunction with CASBE
March	Undertake advocacy and engagement activities with DELWP and the Minister for Planning to support the progression of the amendment, in conjunction with CASBE
June	

6 Transition council buildings off gas

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

Branch Building and Asset Management

Quarterly Milestones

September	
December	Complete preliminary design
March	
June	Complete detailed specification ready for tender

7 Sustainable fleet

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

Branch City Works

Quarterly Milestones

September	Install a further three electric charging stations at 345 Bridge Road
December	Complete the development of a fleet transition plan that will document in detail the steps and opportunity to transition Councils fleet to low emissions options
March	Identify opportunities to transition plant to low emission options and commence the process to procure
June	Complete the purchase of an additional four electric cars and one electric truck subject to availability

Council is actively working to transition to a circular economy. We recognise the potential environmental and economic benefit of minimising waste, consciously consuming and preserving resources. We are committed to creating and enabling an environment for the circular economy to progress.

8 Reducing organic waste

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

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

Branch City Works

Quarterly Milestones

September	Commence a food waste avoidance education program Deliver a report to Council for approval of the preferred service model to reduce organic material to landfill, with timeframes for implementation
December	Investigate opportunities and locations for community drop off points for organic material
March	Determine optimum collection methods to divert organics from household waste
June	Prepare a report and update on the roll out of new initiatives and the resultant reduction of organics to landfill

9 Proudly plastic free

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

Branch City Works

Quarterly Milestones

September

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

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

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

10 Circular economy

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

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

Branch City Works

Quarterly Milestones

September Trial the use of recycled computers, devices, and digital technologies to support the Smart Public Housing Project
 Develop actions as part the Circular Economy Strategy 2020-30, in consultation with the commercial sector
 Work with state government to influence what is included in bin content standards
 Continue to advocate to the state government to get financial support for the delivery of kerbside reform

December Develop and deliver a 'lending library of things' program at the libraries e.g., Cake tins, sewing machines etc

March Develop and deliver Circular Economy training for the Executive team and Councillors
 Work with Yarra's processors and manufacturers to explore opportunities and technology to recycling problematic material

June Work with Arts Culture and Venues to develop circular catering guidelines
 Deliver the year one actions from the Circular Economy Strategy 2020-30
 Participate in advisory and reference groups to advance the transition to a Circular Economy

2. Social equity and health

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

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

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

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

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

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

11 Collingwood College early childhood centre build

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

Branch Building and Asset Management

Quarterly Milestones

September

December

March Commence construction

June

12 Collingwood Town Hall Precinct Community Hub Project

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

Branch Social Strategy and Community Development

Quarterly Milestones

September Present a report to Council proposing recommendations for next steps

December

March

June

13 Delivering health and wellbeing activities

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

Branch Social Strategy and Community Development

Quarterly Milestones

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

December Produce a new report related to syringe and cleansing data trends in Yarra
Utilise accessible data, including the 'Yourground' data collected in 2021, to inform projects and upgrades within Yarra and apply for funding to trial interventions in specific environments

March Conduct an initial review into the first year of the local law around public street drinking.
Proactively scope and pursue relevant grant and partnership opportunities, particularly those provided by the State Government

June

14 Supporting and engaging children and young people

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

Branch Family Youth and Children's Services

Quarterly Milestones

September	Review and update of Council's Strategy for children and young people (0-25 Plan) reflects community aspirations to support promotion of positive social connections for children, young people and parents, and caregivers
December	Provide leadership and development opportunities to young people to help build their advocacy skills, confidence, knowledge, and networks
March	Implement the Phoenix Cups project in Children's Services to provide a positive psychology approach to working with children emphasising equity, child mental health and wellbeing and trauma informed practice Form children's committees in all education and care centres managed by Council
June	Strengthen the voice of the child in family support services through child friendly feedback tools in the service practice

15 Active and Healthy Ageing Strategy and Action Plan 2021-23

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

Branch Aged and Disability Services

Quarterly Milestones

September	Implement the Seniors Health and Wellbeing project- engaging community in café style conversations and community connectors Re-establish Dementia alliance group post Covid-19 Consult with service users to identify preferred option/s regarding annual Seniors Festive celebration Re-establish and coordinate the Companion Animal program utilising a volunteer support model
December	Implement mapping of community assets and training of community connectors as part of the Seniors Health and Wellbeing project Conduct annual aged and disability services sector planning forum Deliver Seniors Festive Season celebration
March	
June	

16 National aged care reforms

The National Aged Care reforms are expected to commence in full by 1 July 2023. Across 2022-2023, Council will finalise its role in the new Support at Home program and existing State based Home & Community Care program for Young People. This will include the range of services Council provides directly and areas of re-investment. A key focus will include ensuring residents and service users are supported across this transitional period.

Branch Aged and Disability Services

Quarterly Milestones

September	<p>Advocate for quality and accessible aged care services, inclusive of people at risk of isolation and homelessness, people from CALD backgrounds, people requiring mental health support, or otherwise vulnerable, as part of the final design of the national Support at Home program</p> <p>Determine Council's position on service delivery under the new Support at Home program (home care and home maintenance; meals services; social support; community transport, assessment)</p> <p>Identify areas for re-investment and/or re-orientation of service focus</p>
December	<p>Implement any short (to 30 June 2023) or long term (post 1 July 2023) changes resulting from Council decisions</p> <p>Provide advice and information to residents and clients as the new Support at Home program roll-out occurs, including access to advice and service options</p> <p>Work with the State Department on service options under the Home and Community Care Program for Young People</p>
March	<p>Provide transitional support to residents and clients as they move to the new program (as either users of Council services or in moving to another provider of choice)</p> <p>Implement changes required to deliver the Support at Home Program post 1 July 2023</p>
June	<p>Continue to support residents and clients, including offering transitional support, to assist in navigating and accessing services under the new national program</p>

17 Supporting urban agriculture

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

Branch City Works

Quarterly Milestones

September	<p>Promote and run an online Community Growing Spaces workshop for residents interested in applying for a planter box, productive tree, or laneway garden</p>
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December	Maintain productive on-street growing spaces by replacing damaged and deteriorated planter boxes (ongoing, but a minimum of 10 boxes replaced) with recycled plastic boxes installed with water efficient wicking systems
March	Share and promote the 'stories' of community growing spaces via Yarra's communication channels to demonstrate the variety of growing spaces available to participate in
June	Deliver three My Smart Garden Workshops that informs a holistic approach to 'smarter' and more sustainable home gardening across five elements, including food, shelter, waste, water, and habitat

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

18 Promote initiatives to celebrate Yarra's cultural diversity

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

Branch Arts Culture and Venues, Libraries, Social Strategy and Community Development

Quarterly Milestones

September	Deliver a range of events including Leaps and Bounds Music Festival and Gertrude Projection Festival Support events via Council's arts grants program
December	Deliver Johnston Street Fiesta and Christmas Program Deliver Yarra Libraries programs/events celebrating cultural diversity Deliver Social Strategy and Community Development programs/events celebrating cultural diversity
March	Deliver New Year's Eve Program, Lunar Festival and Summer Music Program
June	Deliver Sorry Day event (26 May) Deliver Reconciliation Week events (May/June) Celebrate Smith Street Dreaming (June)

Deliver Yarra Libraries programs/events celebrating cultural diversity

Deliver Social Strategy and Community Development programs/events celebrating cultural diversity

19 Supporting our LGBTIQA+ community

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

Branch Social Strategy and Community Development, Recreation and Leisure Services

Quarterly Milestones

September	Report on the visibility campaign Establish cross-organisational event management planning team for swim event
December	Undertake consultation with identified user groups and relevant committees to inform event planning
March	Report on the Pride and MidSumma events
June	Report on the IDAHOBIT event Hold inclusive Gym and Swim event at a Yarra Leisure venue

20 Social and affordable housing

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

Branch Social Strategy and Community Development

Quarterly Milestones

September	Facilitate the Yarra Housing and Homelessness Network meetings and report back on emerging issues and themes
December	Provide annual update on activities associated with the progress of the Strategic Directions of the Social and Affordable Housing Strategy
March	Attend and participate in external meetings including the InterCouncil Affordable Housing network meeting and report back on emerging issues and themes
June	

21 Supporting vulnerable communities with access to digital resources

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

Branch Library Services, Yarra CityLab

Quarterly Milestones

September	Engage with stakeholders to inform library program activities Work in partnership with the Department of Families, Fairness and Housing and Homes Victoria, to facilitate the installation of a smart bench at Collingwood Housing Estate - providing free device charging and Wi-Fi to enable everyone to access the internet and digital services
December	Report on the number of library programs and participants
March	Engage with key education providers around the potential for developing inclusive digital programs, and the provision of industry-led digital technician training for public housing communities
June	Report on the number of library programs and participants Explore opportunities to establish a Community Connections Hub to link public housing communities with digital literacy programs and first-language training, fit-for-purpose hardware and devices, and pathways guidance to help individuals prepare for, find and create jobs in the digital economy

3. Local economy

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

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

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

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

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

The below Actions demonstrate what we will do over 2022-23 to support our local economy.

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

22 Promote arts and culture within Yarra

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

Branch Arts Culture and Venues

Quarterly Milestones

September	Complete the public artwork for the Jack Dyer Pavilion Complete the Edinburgh Gardens plinth installation (2 year temporary work)
December	Complete the public artwork for the Mary Rogers Pavilion Complete the public artwork for the Cambridge Street reserve expansion Complete a review of the Events in Public Spaces policy Deliver a fundraising and awareness raising event for the Room to Create Fund

March	Complete the trial of a discounted use scheme for community facilities to creative practitioners Determine the future of the artist studios at the Collingwood Yards, a partnership with the Lord Mayors Charitable Foundation
June	Progress report on the Creative Neighbourhoods Partnerships Pilot project funded by the Victorian Government Complete the public artwork for the new Otter Street Park

23 Commercial vacancy project

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

Branch City Strategy

Quarterly Milestones

September	Develop an example of an accessible information platform that can be shared amongst stakeholders
December	Finalise the design of the platform, complete user testing, and deliver a fully functioning site Provide updates to the funding agency
March	Partner with the City of Port Phillip to jointly launch the platform Commence a three month marketing campaign to promote the platform
June	Present platform to Department of Treasury and Finance and Department of Jobs Precincts and Regions, and suggest roll out to inner metro councils

24 Supporting new business

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

Branch Statutory Planning

Quarterly Milestones

September	Commence discussion with the business community to better understand frustrations with current planning processes and other approval processes
December	Develop Information Sheets on appropriate locations for signage placement on heritage buildings and paint colours

March	Integrate the 'Better Approvals Process' with the Property and Rating system to allow more streamlined referral processes to occur and enable better and clearer advice to potential new businesses. Draft review of improvements that could be made to the current process to facilitate business approvals
June	Implement new processes

25 Understanding community perceptions of safety

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

Branch Social Strategy and Community Development

Quarterly Milestones

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

4. Place and nature

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

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

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

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

The below Actions demonstrate what we will do over 2022-23 to support place and nature.

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

26 Cremorne Urban Design Framework

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

Branch City Strategy

Quarterly Milestones

September	Present draft UDF to Council to be considered for consultation
December	Develop draft Design and Development Overlay planning scheme provisions
March	Report back to Council on submissions on UDF and seeking adoption of UDF Brief Councillors on a program to implement the adopted UDF actions Seek Council resolution to request the for Minister for Planning approve interim controls and authorise the preparation of permanent controls
June	Brief Councillors on progress

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

27 Cambridge Street reserve expansion and new Otter Street park

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

Branch City Strategy

Quarterly Milestones

September

December Commence Cambridge Street construction
 Complete Cambridge Street construction

March Commence Otter Street construction

June Complete Otter Street construction

28 Brunswick Street oval precinct redevelopment – Edinburgh Gardens

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

Branch Building and Asset Management

Quarterly Milestones

September Lodge planning and heritage approval applications

December

March Award Stage 1 tender

June Commence Stage 1 contractor on site

29 Yambla Steet Pavilion and public toilets renewal – Quarries Park

This project will renew the Yambla Street Pavilion and public toilets at Quarries Park, with a modern, accessible and environmentally sustainable facility supporting increased sports participation in particular by females and juniors, as well as providing a venue suitable for general community uses. This project has \$500K of funding provided by the State Government World Game Facilities Fund. In 2022/23 Council will commence construction of the replacement facility, with completion due in the second half of 2023.

Branch Building and Asset Management

Quarterly Milestones

September

December

March Award tender

June Commence contractor on site

Our parks, reserves, urban spaces and waterways - that people of all ages and abilities can enjoy - are highly valued by our community. Yarra is home to significant biodiversity and bushland - we will work to protect and preserve our natural environment and biodiversity.

30 Direct seeding and cultural burning

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

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

Novel management approaches will align with the Yarra Nature Strategies goal to increase the diversity, connectivity and resilience of Yarra's natural environment. Two such approaches include broad scale direct seeding and cultural burning to heal country.

Branch City Works

Quarterly Milestones

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

December Deliver a spring ecological cultural burn in the endangered Plains Grassy Woodland EVC in Burnley Park to heal country, in conjunction with the Wurrundjeri Woi Wurrung Narrap Team

Implement 2000m² of spring direct seeding in Halls Reserve to reinstate endangered Plain Grassy Woodland and Escarpment Shrubland EVCs.

March Undertake a post-burn habitat hectare assessment of the spring ecological cultural burn site

June Implement 2000m² of autumn direct seeding in Halls Reserve to reinstate endangered Plain Grassy Woodland and Escarpment Shrubland EVCs

31 Community based education, awareness and nature engagement program

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

Branch City Works

Quarterly Milestones

September Deliver the 2022 National Tree Day Community Event at Hardy Gallagher Reserve on 31 July 2022

Assist Fitzroy North Primary School to deliver their successful Urban Microbats Grant

December Design an online communication program for nature-focussed news, initiatives and interactions

March Deliver two Microbat evenings to connect the community with nocturnal native mammals and record Microbat species richness during summer

June Expand Yarra's Gardens for Wildlife Program to include 100 households in 2022/23

Compile results of community frog watch observations held throughout the year

32 Greening Yarra to support biodiversity and increase tree canopy

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

Branch City Strategy, City Works

Quarterly Milestones

September	Plant 60 advanced local provenance trees species of 6 different species in open space park and reserves areas Complete main planting season for new trees
December	Plant 40 advanced local provenance trees species of 6 different species in open space park and reserves areas Commence tree cover canopy measurement
March	Complete tree cover measurement and brief Councillors
June	Plant a minimum of 10,000 locally indigenous plant species Consolidate and reinstate areas of strategic biodiversity Complete mapping of the tree canopy coverage and infrared imaging

5. Transport and movement

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

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

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

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

The below Actions demonstrate what we will do over 2022-23 to support transport and movement.

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

33 Transport Action Plan

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

Branch Strategic Transport

Quarterly Milestones

September Report to Council recommending adoption of the Policy section having regard to community submissions

Subject to Council consent, exhibit the draft Actions section seeking community

December Report to Council post exhibition stage seeking adoption of the Actions Section having regard to community submissions

Brief Councillors on anticipated program for next 2 years

March

June

34 Active transport

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

Branch Strategic Transport

Quarterly Milestones

September	Provide Councillors with a timetable for delivery of active transport projects approved in 22/23 budget allocation
December	Update Councillors on program
March	Update Councillors on program
June	Complete Year 1 actions approved in 22/23 budget and provide update to Councillors

35 Road safety studies and implementation program

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

Branch Infrastructure, Traffic and Civil Engineering

Quarterly Milestones

September	Commence Alphington precinct/corridor study Commence LAPM and RSS design packages
December	Commence next stage of LAPM infrastructure delivery across each precinct Commence Richmond precinct/corridor study
March	Complete Alphington precinct/corridor study
June	Complete LAPM and RSS design packages Complete Richmond precinct/corridor study Complete next stage of LAPM infrastructure delivery across each precinct

36 Advocate for improved public transport

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

Branch Strategic Transport

Quarterly Milestones

September	Update Councillors on advocacy planned and undertaken in the lead up to the State election regarding DDA tram stop implementation and safer cycling facilities
December	Following State election, meet with senior DoT officials to discuss opportunities
March	Develop further advocacy for lead up to State budget Meet with State Government officials to advocate and discuss opportunities
June	Update Councillors on advocacy undertaken

37 Support shared micro-mobility, car share and ride share schemes

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

Branch Strategic Transport

Quarterly Milestones

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

38 Parking technology improvements

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

Branch Compliance and Parking

Quarterly Milestones

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

6. Democracy and governance

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

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

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

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

The below Actions demonstrate what we will do over 2022-23 to support democracy and governance.

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

39 Council strategic documents

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

Branch Corporate Planning and Performance

Quarterly Milestones

September	Report to Executive on proposed project approach Engage Councillors in proposed project approach
December	Commence internal engagement on proposed project approach and desired outcomes
March	Commence implementation of 'quick wins'
June	Report to Councillor Briefing on progress

40 Investigate the Sustainable Development Goals

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

Branch Corporate Planning and Performance

Quarterly Milestones

September

December Report to Councillor Briefing on outcome of initial investigation

March

June

41 Review of finance quarterly reporting format

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

Branch Finance

Quarterly Milestones

September

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

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

June

42 CX Program 2020-2022

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

Branch Customer Service

Quarterly Milestones

September Implement actions of service centre model review

December Implement live chat and digital assistance channels

March

June Evaluate CX Strategy

43 Communications campaign

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

Branch Advocacy and Engagement

Quarterly Milestones

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

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

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

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

44 Establish a youth-based forum

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

Branch Advocacy and Engagement

Quarterly Milestones

September Develop the project plan/format/structure for a youth forum

December Work with Yarra's Youth team to identify participants for the youth forum

March Host a youth forum with a broad cross section of young people from across Yarra

June Evaluate the forum and develop recommendations for future forums in conjunction with Youth Services

45 Building strategic partnerships to support Yarra's advocacy priorities

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

Branch Advocacy and Engagement

Quarterly Milestones

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

46 Investigate innovative and emerging digital tools

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

Branch Advocacy and Engagement

Quarterly Milestones

September	Review the Page Assist accessibility tool and the benefits of introducing this tool through our corporate website
December	Investigate opportunities for the creation of digital reports to assist with enhancing accessibility requirements for key council documents
March	Develop a guide for creating accessible communications materials and provide training to staff
June	Implement accessible communications guide and build capacity through staff capacity building

47 Risk and safety workplace culture

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

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

Branch Risk and Safety

Quarterly Milestones

September	Establish an annual health and wellbeing program to address the current psychological and physical challenges across the organisation
December	Present Injury Management Plan for adoption to embed an early intervention program
March	
June	Implement milestones as outlined in the OHS and Risk Management Roadmaps and Project Plans and communicate and celebrate the success

48 Gender Equality Action Plan 2021 - 2025

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

Branch Organisational Culture, Capability and Diversity

Quarterly Milestones

September	Report to Executive on Year 1 Action Plan Seek endorsement of Year 2 Action Plan Commence implementation of Year 2 Action Plan Commence preparation of first progress report to Commissioner
December	Continue implementation of Year 2 Action Plan
March	Continue implementation of Year 2 Action Plan
June	Finalise implementation of Year 2 Action Plan Commence development of Year 3 Action Plan

49 Governance Rules Review

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

Branch Chief Executive's Office

Quarterly Milestones

September Council endorse Discussion Papers and proposed rule amendments for consultation purposes

Adopt revised Governance Rules

December

March

June