

Ordinary Meeting of Council Agenda

**to be held on Tuesday 16 May 2017 at 7.00pm
Richmond Town Hall**

Disability - Access and Inclusion to Committee and Council Meetings:

Facilities/services provided at the Richmond and Fitzroy Town Halls:

- Entrance ramps and lifts (off Moor Street at Fitzroy, entry foyer at Richmond)
- Hearing loop (Richmond only), the receiver accessory may be accessed by request to either the Chairperson or the Governance Officer at the commencement of the meeting, proposed resolutions are displayed on large screen and Auslan interpreting (*by arrangement, tel. 9205 5110*)
- Electronic sound system amplifies Councillors' debate
- Interpreting assistance (*by arrangement, tel. 9205 5110*)
- Disability accessible toilet facilities

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Order of business

- 1. Statement of recognition of Wurundjeri Land**
- 2. Attendance, apologies and requests for leave of absence**
- 3. Declarations of conflict of interest (Councillors and staff)**
- 4. Confidential business reports**
- 5. Confirmation of minutes**
- 6. Petitions and joint letters**
- 7. Public question time**
- 8. General business**
- 9. Delegates' reports**
- 10. Questions without notice**
- 11. Council business reports**
- 12. Notices of motion**
- 13. Urgent business**

1. Statement of Recognition of Wurundjeri Land

“Welcome to the City of Yarra.”

“Yarra City Council acknowledges the Wurundjeri as the Traditional Owners of this country, pays tribute to all Aboriginal and Torres Strait Islander people in Yarra and gives respect to the Elders past and present.”

2. Attendance, apologies and requests for leave of absence

Anticipated attendees:

Councillors

- Cr Amanda Stone (Mayor)
- Cr Danae Bosler
- Cr Mi-Lin Chen Yi Mei
- Cr Misha Coleman
- Cr Jackie Fristacky
- Cr Stephen Jolly
- Cr Mike McEvoy
- Cr Daniel Nguyen

Council officers

- Vijaya Vaidyanath (Chief Executive Officer)
- Ivan Gilbert (Group Manager - CEO's Office)
- Ange Marshall (Acting Director - Corporate, Business and Finance)
- Chris Leivers (Director - Community Wellbeing)
- Joanne Murdoch (Director - Advocacy and Engagement)
- Jane Waldock (Acting Director - Planning and Place making)
- Guy Wilson-Browne (Director - City Works and Assets)
- Fred Warner (Group Manager – People, Culture and Community)
- Mel Nikou (Governance Officer)

Leave of absence

- Cr James Searle

3. Declarations of conflict of interest (Councillors and staff)

4. Confidential business reports

Nil

5. Confirmation of minutes

RECOMMENDATION

That the minutes of the Ordinary Council Meeting held on Tuesday 2 May 2017 be confirmed.

6. Petitions and joint letters

7. Public question time

Yarra City Council welcomes questions from members of the community.

Public question time is an opportunity to ask questions, not to make statements or engage in debate.

Questions should not relate to items listed on the agenda. (Council will consider submissions on these items separately.)

Members of the public who wish to participate are to:

- (a) state their name clearly for the record;
- (b) direct their questions to the chairperson;
- (c) ask a maximum of two questions;
- (d) speak for a maximum of five minutes;
- (e) refrain from repeating questions that have been asked previously by themselves or others; and
- (f) remain silent following their question unless called upon by the chairperson to make further comment.

8. General business

9. Delegates' reports

10. Questions without notice

11. Council business reports

| Item | | Page | Rec. Page | Report Presenter |
|------|--|------|-----------|--|
| 11.1 | Planning Fees for Solar Panel Applications | 6 | 7 | Mary Osman – Manager Statutory Planning |
| 11.2 | Quarterly Financial Report - March 2017 | 8 | 10 | Ange Marshall – Acting Director Corporate Business and Finance |
| 11.3 | Annual Plan Quarterly Progress Report - March 2017 | 32 | 36 | Julie Wyndham – Manager Corporate Planning and Performance |

Public submissions procedure

The public submission period is an opportunity to provide information to Council, not to ask questions or engage in debate.

When the chairperson invites verbal submissions from the gallery, members of the public who wish to participate are to:

- (a) state their name clearly for the record;
- (b) direct their submission to the chairperson;
- (c) speak for a maximum of five minutes;
- (d) confine their remarks to the matter under consideration;
- (e) refrain from repeating information already provided by previous submitters; and
- (f) remain silent following their submission unless called upon by the chairperson to make further comment.

12. Notices of motion

| Item | | Page | Rec. Page | Report Presenter |
|------|---|------|-----------|----------------------------|
| 12.1 | Notice of Motion No 12 of 2017 – “Making Renting Fair Campaign” | 76 | 77 | Stephen Jolly - Councillor |

13. Urgent business

Nil

11.1 Planning Fees for Solar Panel Applications

Trim Record Number: D17/50983

Responsible Officer: Director Planning and Place Making

Purpose

1. At the Council meeting on 20 December 2016 Council resolved to seek a report back on “possible mechanisms for longer-term mitigation of the planning permit fees associated with the installation of solar panels on residential properties”.
2. This report is the Council officer response to that resolution.

Background

Planning Permit Application History

3. Since the beginning of 2016, Council has recorded twelve planning permit applications that were solely for solar panels (solar panels are included as part of many other applications, however, the cost of these applications are dictated by the remainder of the works, not the solar panels themselves).

Costs

4. The cost of works indicated on the twelve applications varies between \$3,000 and \$13,000 depending on the scale of the project. The current planning application fee for the installation of solar panels on a residential property is \$188.20 (set by the State Government). The application fee therefore tends to equate to 1.47 - 6.27% of the cost of installing solar panels on a residential property.
5. Residential solar panels generally have a payback time of approximately 5 years (that is, the upfront cost is recouped within 5 years). The addition of the planning permit application fee would add approximately 2 - 3 months to that payback time.

Council Practice

6. Council’s current practice is that planning and building fees are waived only for not-for-profit organisations upon receipt of their planning application with sufficient proof that they are registered as a not-for-profit included.
7. Any other waiver of fees occurs with the discretion of the Manager or Coordinator on presentation of extenuating circumstances, though this is rare.

External Consultation

8. No external consultation undertaken.

Internal Consultation (One Yarra)

9. Internal liaison with Council’s ESD officer and senior planning officers was undertaken to determine current practice and to understand the cost and payback times for solar panel systems.

Financial Implications

10. The current application fee only partly covers the cost of the management and assessment of an application for solar panels. The lowering or removal of the fee would mean the Council would bear more or all of that cost.

Economic Implications

11. Nil

Sustainability Implications

12. Council supports sustainable design, including the installation of solar panels in appropriate locations.

Social Implications

13. Nil

Human Rights Implications

14. Nil

Communications with CALD Communities Implications

15. Nil

Council Plan, Strategy and Policy Implications

16. It is worth noting that the planning scheme provides for the 'VicSmart' process which generally captures the installation of solar panels. While this does not alter the application fee, it does mean that processing times are substantially shorter (10 working days).

Legal Implications

17. Nil

Conclusion

18. Solar panels are a positive environmental product, but they are just one of a range of environmentally positive features that can be incorporated into designs or retrofitted to buildings. All these environmental features also bring economic positives that will comfortably offset the relatively small cost of the planning application fee (in terms of solar panels, this equates to 2-3 months of operation).
19. Any reduction or removal of fees for solar panels is inequitable to other forms of environmentally sustainable design features.
20. The planning application fee is a small component of the installation of solar panels, and one which will ultimately be paid off in a short time by the cost benefits of the panels.
21. Planning fees are set by the State Government and are equitable across all municipalities. For solar panels, it is considered that the application fee is fair and reasonable.

RECOMMENDATION

1. That Council note the officer report in relation to the statutory planning fees for solar panels.
2. That Council note that solar panels are only one form of environmentally sustainable design elements that can be used to improve the sustainability of buildings.
3. That in this regard, Council resolve to not waive or lower the fee for solar panels as that would create an inconsistency with other development applications that include other forms of Environmentally Sustainable Design elements.

CONTACT OFFICER: Tarquin Leaver
TITLE: Coordinator Statutory Planning
TEL: 9205 5147

Attachments

There are no attachments for this report.

Quarterly Financial Report - March 2017

Trim Record Number: D17/54909

Responsible Officer: Director Corporate, Business and Finance

Purpose

1. To provide a quarterly financial report for Yarra City Council (Council) for the period ending 31 March 2017.

Background

2. The 2016-17 Annual Budget was adopted by Council on 7 June 2016.
3. Council's quarterly financial report (refer Attachment 1) is being presented in accordance with Sections 137 and 138 of the *Local Government Act 1989* (the Act) and the *Local Government (Planning & Reporting) Regulations 2014* (the Regulations).
4. The financial report has been prepared on an accrual basis, to ensure accurate matching of income and expenditure, both operating and capital, for the period ending 31 March 2017.

External Consultation

5. No external consultation was required for this report.

Internal Consultation (One Yarra)

6. This report has been prepared in consultation with Branch managers across the organisation.

Financial Implications

7. The financial report contains information regarding Council operations and capital expenditure compared with the budget. Explanations of variations and commentary are also included.

Economic Implications

8. There are no economic implications.

Sustainability Implications

9. There are no sustainability implications.

Social Implications

10. There are no social implications.

Human Rights Implications

11. There are no human rights implications.

Communications with CALD Communities Implications

12. No communications with CALD Communities were required for this report.

Council Plan, Strategy and Policy Implications

13. There are no Council Plan, Strategy, or Policy implications.

Legal Implications

14. A quarterly financial report to Council is a statutory requirement as specified in the Act.

Other Issues

15. The financial result for Council is favourable to the year to date budget for the nine months ending 31 March 2017 by \$11.84m. Income is favourable overall mainly due to grants received in advance and fees and charges performing better than budgeted. Expenditure is favourable mainly due to timing of payments for contracts and other materials and services, as well as lower than expected depreciation.
16. Council continues to work towards improving its cash position. Business units have been requested to identify opportunities to contribute towards a better than budget result. This will assist with Council's performance in relation to the VAGO sustainability indicators – particularly working capital. The Budget Expenditure Review Committee (BERC) continues to monitor budget vs. actuals and identifying any potential savings towards the end of the financial year. The Service Level Efficiency Dividend (SLED) has been applied to all business units. This comprises \$500k savings in employee costs and \$500k savings in materials and services.

Options

Operating Result – Budget

17. As at 31 March 2017 the year to date operating result is a surplus of \$42.59m as compared with the year to date (YTD) budget of \$30.75m, which is favourable by \$11.84m. This surplus is mainly due to recognising the annual rate income raised for the year. It is expected that the surplus at the end of the financial year will be \$10.79m. **It is important to note that the surplus is not available cash. The surplus result is reflected in accordance with the accounting treatment required under the Australian Accounting Standards.** Council's cash flow statement reflects the cash inflows and outflows, and the cash in the bank at the end of the reporting period.

Cash Position

18. Council's cash position at the end of March 2017 is \$24.38m, reflecting a net cash inflow of \$1.83m for the financial year to date.
19. Rate debt is \$7.19m higher than for the same time last year which reflects the removal of the pay in full option (which was 15 February 2016 last financial year). The rate debt will reduce as payments for the May instalment are received over the coming months.
20. Council has \$23m in investments and also access to overdraft.

Debtors

21. Rates debtors as at the end of March 2017 totalled \$30.72m of which \$1.45m relates to rates outstanding from previous rate years. The move to four quarterly instalments has improved cash levels significantly in the first half of the year.
22. Parking debtors amounted to \$4.82m (net of doubtful debt provisions). Long term infringements are referred to the Infringements Court for collection. As collection activities improve, debt provision levels are expected to decrease.
23. Other debtors (net of doubtful debt provisions), including GST receivable, outstanding at the end of March 2017 was \$4.4m. This is mainly comprised of sundry debtors of \$1.4m, fines and costs of \$0.98m, GST clearing of \$0.83m, building and planning of \$0.32m, and leisure centre of \$0.17m. All areas of operation that carry debt are being reviewed in conjunction with branch managers and assessed for collection according to the new debtor management policy.

Capital Works Program

24. The March 2017 capital works report (refer Section 3) reflects expenditure of \$19.29m, compared with a year to date budget of \$31.56m, and represents 46% of the capital works program of \$42.05m (including 2015/16 c/fwds).
25. The year-end capital works program is forecast to reach \$38.74m. Several road infrastructure projects have required deferral to next financial year due to utility authority reconstruction works planned for 2016-17. As at 31 March there have been \$2.03m off approved carry-forwards into 2017-18; \$1.01m for Open Space Infrastructure projects, and \$1.02m for Information Systems projects.

Conclusion

26. Council officers have prepared a quarterly financial report for the period ending 31 March 2017, in accordance with the Act. The report, in Attachment 1, is presented to Council for approval and adoption.

RECOMMENDATION

1. That Council approves and adopts the quarterly financial report for the period ending 31 March 2017, in accordance with sections 137 & 138 of the *Local Government Act 1989*.

CONTACT OFFICER: Ange Marshall
TITLE: Chief Financial Officer
TEL: 9205 5544

Attachments

- 1 Financial Report - March

Attachment 1 - Financial Report - March



**CITY OF YARRA
FINANCIAL REPORT
for the period ending 31 March 2017**

Attachment 1 - Financial Report - March

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Attachment 1 - Financial Report - March

1 Executive Summary

1.1 Finance Overview and Recommendations

The financial result for Council is favourable to the year to date budget for the nine months ending 31 March 2017 by \$11.84m. Income is favourable overall mainly due to grants received in advance and fees and charges performing better than budgeted. Expenditure is favourable mainly due to timing of payments for contracts and other materials and services, as well as lower than expected depreciation.

Council continues to work towards improving its cash position. Business units have been requested to identify opportunities to contribute towards a better than budget result. This will assist with Council's performance in relation to the VAGO sustainability indicators – particularly working capital. The Budget Expenditure Review Committee (BERC) continues to monitor budget vs. actuals and identifying any potential savings towards the end of the financial year. The Service Level Efficiency Dividend (SLED) has been applied to all business units. This comprises \$500k savings in employee costs and \$500k savings in materials and services.

1.2 Operating Result – Budget

As at 31 March 2017 the year to date operating result is a surplus of \$42.59m as compared with the year to date (YTD) budget of \$30.75m, which is favourable by \$11.84m. This surplus is mainly due to recognising the annual rate income raised for the year. It is expected that the surplus at the end of the financial year will be \$10.79m. It is important to note that the surplus is not available cash. The surplus result is reflected in accordance with the accounting treatment required under the Australian Accounting Standards. Council's cash flow statement reflects the cash inflows and outflows, and the cash in the bank at the end of the reporting period.

Council's cash position is still regarded as tight, with a modest increase in cash year to date. An overdraft facility is in place and this has only been used infrequently. Forward cash estimates indicate a slightly improved result. This will be monitored as Council progresses to the end of the financial year.

Attachment 1 - Financial Report - March

The forecast result includes the following major variances (+/- 10% and/or +/- >\$50,000):

| Category | Category Variance Budget vs Forecast \$'M Fav/(Unfav) | Reason | Item Variance Budget vs Forecast \$'M Fav/(Unfav) |
|---------------------------------------|--|---|--|
| Income | | | |
| Statutory Fees & Fines | (\$1.23m) | <ul style="list-style-type: none"> Forecast variance is mainly due to the expected lower level of Parking Infringements due to the delay in the implementation of the new parking technology and recent vandalism of parking meters. | (\$1.23m) |
| User Fees | \$1.83m | <ul style="list-style-type: none"> Forecast variance in Statutory Planning is mainly due to additional revenue to be received following the increase of statutory fees for planning matters. Family, Youth & Child Services also have a favourable forecast variance in child care fees due to increases in utilisation. Property Services within the Governance branch also has a favourable forecast variance mainly due to new lease agreements which were additional to budget. Construction management has a favourable variance mainly due to additional fees expected for enforcement work. Compliance and Parking is favourable to budget mainly due to increased fees received for local laws and animal control. Leisure Centre Fees are expected to be greater than budget due to an increased uptake in memberships. | \$0.90m \$0.19m \$0.22m \$0.13m \$0.15m \$0.13m |
| Reimbursements | \$0.15m | <ul style="list-style-type: none"> Construction has a favourable variance to budget mainly due to increases in contributions for reinstatement works. Building Assets has a favourable forecast variance to budget due to reimbursements received from lessees for outgoings (such as cleaning costs). These were not originally budgeted. | \$0.01m \$0.04m |
| Grants – Operating | \$0.25m | <ul style="list-style-type: none"> Aged and Disability Services has an unfavourable variance mainly due to reduced grants received following implementation of NDIS. This is offset by a number of favourable variances, including: A favourable variance in Family, Youth and Child Services for grants received from State Government for preschool services, family support and maternal/child health services. Traffic & Special Projects has received a grant from the Transport Accident Commission (TAC) that was not known at the time of budget. Arts, Venues and Events grants received for the Public Art Program and the Yarra Live Music Festival that was not known at budget. Library services has forecast a favourable variance due to receipt of a grant for the Pierre Gorman Award which was not budgeted. City works has a favourable variance due to a grant received for mural installations. | (\$0.22m) \$0.28m \$0.08m \$0.04m \$0.03m \$0.02m |
| Capital Grants | \$1.74m | <ul style="list-style-type: none"> Forecast variance is mainly due to grants received in Traffic & Special Projects for roads projects which were advised post budget preparation. | \$1.66m |
| Contributions - Monetary | \$0.24m | <ul style="list-style-type: none"> The favourable forecast variance is mainly due to increased developer contributions received towards projects in Engineering and Asset Management. | \$0.21m |
| Net Gain/(Loss) on disposal of assets | (\$0.1m) | <ul style="list-style-type: none"> The unfavourable forecast reflects the lower than anticipated sale of fleet vehicles over the financial year. | (\$0.1m) |
| Expenditure | | | |
| Employee Costs | (\$0.76m) | <ul style="list-style-type: none"> The forecast variance includes additional Maternity Leave costs and a higher than anticipated WorkCover premium. City Works has an unfavourable forecast variance mainly due to costs associated with restructure and service reviews. Building Assets has an unfavourable variance mainly due to lower than anticipated capital salary transfers and backfill of long term leave. Arts, Venues & Events has an unfavourable forecast variance mainly due to increased casual costs related to responding to | (\$0.56m) (\$0.32m) (\$0.31m) (\$0.15m) |

Attachment 1 - Financial Report - March

| | | | |
|------------------------------|---------|--|---|
| | | <ul style="list-style-type: none"> service delivery. Traffic & Special Projects is unfavourable to forecast mainly due to an unanticipated termination payment. These are offset by a favourable variance in Family, Youth and Child Services as a result of continued vacant positions. | <p>(\$0.13m)</p> <p>\$0.84m</p> |
| Other Materials and Services | \$1.23m | <ul style="list-style-type: none"> The favourable variance is mainly due to Risk, Audit & Procurement having a favourable forecast variance due to renegotiation of insurance premiums. This is offset by a large number of favourable and unfavourable variances, including: <ul style="list-style-type: none"> A favourable variance in Recreation & Open Space due to contract renegotiations in open space maintenance A favourable variance in Aged & Disability Services due to reduced service requests following the implementation of NDIS. Fleet Management & Maintenance has a favourable variance mainly due to savings in fuel expenditure and minor insurance claims, offset by an unfavourable variance for leasing costs (which were originally forecast as a capital expense). Leisure Services has a favourable variance to forecast mainly due to savings in contract payments, as well as savings anticipated for merchandise and consumable purchases. Engineering & Asset Management have a favourable forecast variance mainly due to funds for software maintenance that are no longer required. City Works has a favourable forecast variance mainly due to savings in materials purchases for waste management & cleansing. An unfavourable variance in Information Services is mainly due to the transfer of parking technology funds from capital to operating expenses, as well as additional costs for PABX systems that were unforeseen at budget time. Governance branch has an unfavourable forecast variance due to an anticipated increase in legal costs, as well as increased lease fees for Council leases, that were unknown at budget. Construction branch has an unfavourable forecast variance due to increased expenditure for reinstatement works. | <p>\$1.05M</p> <p>\$0.50m</p> <p>\$0.22m</p> <p>\$0.22m</p> <p>\$0.20m</p> <p>\$0.13m</p> <p>\$0.12m</p> <p>(\$0.53m)</p> <p>(\$0.59m)</p> <p>(\$0.19m)</p> |
| Bad & Doubtful Debts | \$0.5m | <ul style="list-style-type: none"> Bad & Doubtful debts is favourable to forecast due to increased work undertaken during the financial year to recover outstanding debts. | \$0.5m |
| Depreciation | \$1.33m | <ul style="list-style-type: none"> Depreciation has a favourable variance to budget due to slower than anticipated capex spend and capitalisation of assets. | \$1.33m |
| Debt Servicing Costs | \$0.47m | <ul style="list-style-type: none"> The favourable variance for debt servicing costs is due to the loan borrowings included in the budget being taken up later than anticipated. | \$0.47 |

The year to date result includes the following major budget variances (+/- 10% or +/- >\$50,000):

| Category | Category Budget Variance \$'M Fav/(Unfav) | Items | Item Variance \$'M Fav/(Unfav) |
|---------------|---|---|--|
| Income | | | |
| Rate Revenue | \$0.16m | <ul style="list-style-type: none"> Rate revenue is favourable to YTD budget mainly due to the receipt of supplementary rates earlier in the financial year than anticipated, as well as additional interest income on overdue payments. | \$0.16m |
| User Fees | \$1.76m | <ul style="list-style-type: none"> Family, Youth and Child Services is favourable to phasing in Child Care Centre fees. This trend will continue as long as utilisation remains at current levels. Compliance & Parking are ahead of phasing in Health Inspection, Animal Control and Local Laws. This will balance to forecast over the financial year. Statutory Planning is favourable to year to date budget | <p>\$0.17m</p> <p>\$0.40m</p> <p>\$0.78M</p> |

Attachment 1 - Financial Report - March

| | | | |
|--------------------------|---------|--|---|
| | | <p>due to the increase of statutory fees for planning matters. This will result in a favourable result over the financial year.</p> <ul style="list-style-type: none"> Property Services is favourable to the year to date budget mainly due to commercial property fees being received ahead of phasings. This will balance to forecast at the end of the financial year. | \$0.49m |
| Reimbursements | \$0.18m | <ul style="list-style-type: none"> Construction branch is favourable to the YTD budget mainly due to increased contributions for reinstatement works. This variance is likely to continue over the financial year. City Works is favourable to the YTD budget mainly due to increased reimbursements for recycling as well as road reinstatement reimbursements. This variance is likely to continue over the financial year. Building assets is favourable to phasing mainly due to reimbursements received for leased properties where Council has paid the contractor for services (such as cleaning). This is a permanent variance as it was not known at time of budget. | <p>\$0.07m</p> <p>\$0.05m</p> <p>\$0.03m</p> |
| Grants – Operating | \$1.79m | <ul style="list-style-type: none"> Family, Youth and Child Services have received grants for Early Years and Children's Centres ahead of expectations. This is mainly due to higher than budgeted utilisation of child care centres. This is likely to be a permanent variance. Aged & Disability Services are ahead of expectations mainly due to the early receipt of home care grants as well as grants received for the Willowview Centre. This variance will likely change due to the NDIS implementation and uncertainty around uptake of services. Social Policy & Research has a favourable variance due to a grant received for Community Safety which was not known at the time of budget. This will be a permanent variance. Traffic & Special Projects has a favourable variance mainly due to a grant received from the Transport Accident Commission (TAC) that was not known at the time of budget. Library services has forecast a favourable variance due to receipt of a grant for the Pierre Gorman Award which was not budgeted, as well as receipt of a grant for Tech Savvy Seniors. These are permanent variances. | <p>\$1.3m</p> <p>\$0.10m</p> <p>\$0.14m</p> <p>\$0.06m</p> <p>\$0.05m</p> |
| Grants – Capital | \$1.23m | <ul style="list-style-type: none"> Capital grants are slightly favourable to the year to date budget due to grants received in Recreation & Open Space ahead of schedule. This will balance to forecast over the financial year. Traffic & Special Projects is favourable to year to date budget due to the receipt of additional funds for road works that were not anticipated when the adopted budget was prepared. This is a permanent variance. This is offset by an unfavourable variance in Engineering & Asset Management Roads to Recovery Funding not yet received. This will balance to forecast at the end of the financial year. | <p>\$0.09m</p> <p>\$1.38m</p> <p>(\$0.35m)</p> |
| Contributions – Monetary | \$0.38m | <ul style="list-style-type: none"> Statutory Planning is favourable to the YTD budget due to earlier than anticipated receipt of developer contributions. This will balance to forecast at the end of the financial year. A favourable YTD variance was also recorded in Engineering & Asset Management mainly due to increased developer contributions received towards projects. This is a permanent variance. | <p>\$0.20m</p> <p>\$0.14m</p> |
| Other Income | \$0.11m | <ul style="list-style-type: none"> Arts, Venues & Events due to income received for the Yarra Live Music Festival, as well as additional fees received for venue hire; and, Finance is favourable to the YTD budget due to the proceeds of sales of right of ways and other additional income. These are permanent variances. | <p>\$0.07m</p> <p>\$0.06m</p> |

Attachment 1 - Financial Report - March

| Expenditure | | | |
|-----------------------------|---------|--|---|
| Materials and Services | \$3.91m | <ul style="list-style-type: none"> Governance has a favourable variance to the YTD budget mainly due to slower than anticipated legal expenses. Risk, Audit & Procurement has achieved a favourable variance due to renegotiation of insurance premiums. This variance reflects a permanent saving for Council. Aged & Disability Services are favourable to YTD budget due to the timing of payments for contracts for meals delivery and home care services, as well as the Linkages program. City Strategy has recorded a favourable variance in Strategic Planning, the Yarra Planning Scheme Review and the Heritage restoration fund expenditure. Community Partnerships has a favourable result mainly due to the timing of invoices for contract payments. Leisure Services have a favourable variance mainly due to savings in support services and retail merchandise, as well as timing of invoices for contract payments. City Works has a favourable result mainly due to slower than anticipated expenditure in waste and other services. Family, Youth & Child Services are favourable to the YTD budget due to the timing of payments for the Share Care grant, food supplies and other contributions. | \$0.70m \$1.0m \$0.60m \$0.48m \$0.17m \$0.29m \$0.55m \$0.10m |
| Bad & Doubtful Debts | \$0.43m | <ul style="list-style-type: none"> The favourable variance to YTD budget due to lower than expected parking fees, and improved debt collection activity. | \$0.43m |
| Depreciation & Amortisation | \$1.31m | <ul style="list-style-type: none"> Depreciation has a favourable variance to budget due to slower than anticipated capex spend and capitalisation of assets. | \$1.31m |
| Borrowing Costs | \$0.17m | <ul style="list-style-type: none"> The variance is favourable due to the loan borrowings included in the budget being taken up later than anticipated. | \$0.17m |

Year to date budgets and forecasts will continue to be reviewed by budget managers with finance staff assistance in the coming months to reflect the actual spend pattern across the financial year with an aim to reduce the number of budget variations.

1.3 Cash Position

Council's cash position at the end of March 2017 is \$24.38m, reflecting a net cash inflow of \$1.83m for the financial year to date.

Rate debt is \$7.19m higher than for the same time last year which reflects the removal of the pay in full option (which was 15 February 2016 last financial year). The debt will reduce as payments for the May instalment are received over the coming months.

Council has \$23m in investments and also access to overdraft (refer Table 4.1).

1.4 Debtors

Rates debtors as at the end of March 2017 totalled \$30.72m of which \$1.45m relates to rates outstanding from previous rate years. The move to four quarterly instalments has improved cash levels significantly in the first half of the year.

Parking debtors amounted to \$4.82m (net of doubtful debt provisions). Long term infringements are referred to the Infringements Court for collection. As collection activities improve, debt provision levels are expected to decrease.

Other debtors (net of doubtful debt provisions), including GST receivable, outstanding at the end of March 2017 was \$4.4m. This is mainly comprised of sundry debtors of \$1.4m, fines and costs of \$0.98m, GST clearing of \$0.83m, building and planning of \$0.32m, and leisure centre of \$0.17m. All areas of operation that carry debt are being reviewed in conjunction with branch managers and assessed for collection according to the new debtor management policy.

Attachment 1 - Financial Report - March

Section 5 has more detailed information on debtors.

1.5 Capital Works Program

The March 2017 capital works report (refer Section 3) reflects expenditure of \$19.29m, compared with a year to date budget of \$31.56m, and represents 46% of the capital works program of \$42.05m (including 2015/16 c/fwds).

The year-end capital works program is forecast to reach \$38.74m. Several road infrastructure projects have required deferral to next financial year due to utility authority reconstruction works planned for 2016-17. As at 31 March there have been \$2.03m off approved carry-forwards into 2017-18; \$1.01m for Open Space Infrastructure projects, and \$1.02m for Information Systems projects.

Attachment 1 - Financial Report - March

2 Financial Statements

2.1 Income Statement for the year ending 31 March 2017

| | Adopted Budget \$'000 | YTD Actual \$'000 | YTD Budget \$'000 | YTD Variance Fav/(Unfav) \$'000 | YTD Actual to Budget Variance Fav/(Unfav) % | Current EOY Forecast \$'000 | Forecast Variance Fav/(Unfav) \$'000 | Forecast Variance Fav/(Unfav) % |
|--|-----------------------------|-------------------------|-------------------------|--|---|-----------------------------------|---|--|
| Revenue from ordinary activities | | | | | | | | |
| Rates and charges | 101,964 | 101,588 | 101,430 | 158 | 0.2% | 101,989 | 25 | 0.0% |
| Statutory fees and fines | 28,617 | 19,823 | 19,802 | 21 | 0.1% | 27,393 | (1,224) | (4.3%) |
| User Fees | 25,574 | 21,199 | 19,443 | 1,756 | 9.0% | 27,409 | 1,835 | 7.2% |
| Reimbursements | 1,445 | 1,185 | 1,006 | 179 | 17.8% | 1,599 | 154 | 10.7% |
| Grants - Operating | 10,975 | 9,478 | 7,688 | 1,790 | 23.3% | 11,227 | 252 | 2.3% |
| Grants - Capital | 1,281 | 2,011 | 782 | 1,229 | 157.2% | 3,023 | 1,742 | 136.0% |
| Contributions - monetary | 4,199 | 3,530 | 3,152 | 378 | 12.0% | 4,436 | 237 | 5.6% |
| Net gain/(loss) on disposal of property | 805 | 806 | 330 | 476 | 144.2% | 705 | (100) | (12.4%) |
| Other Income | 1,334 | 889 | 781 | 108 | 13.8% | 1,377 | 43 | 3.2% |
| | 176,194 | 160,509 | 154,414 | 6,095 | 3.9% | 179,158 | 2,964 | 1.7% |
| Expenses from ordinary activities | | | | | | | | |
| Employee Costs | 76,492 | 58,367 | 58,291 | (76) | (0.1%) | 77,251 | (759) | (1.0%) |
| Materials and services | 68,413 | 41,768 | 45,682 | 3,914 | 8.6% | 67,182 | 1,231 | 1.8% |
| Bad and doubtful debts | 2,540 | 1,484 | 1,910 | 426 | 22.3% | 2,040 | 500 | 19.7% |
| Depreciation & Amortisation | 21,561 | 14,986 | 16,299 | 1,313 | 8.1% | 20,230 | 1,331 | 6.2% |
| Borrowing costs | 2,139 | 1,319 | 1,485 | 166 | 11.2% | 1,665 | 474 | 22.2% |
| | 171,145 | 117,924 | 123,667 | 5,743 | 5% | 168,368 | 2,777 | 1.6% |
| Surplus/(Deficit) | 5,049 | 42,585 | 30,747 | 11,838 | 39% | 10,790 | 5,741 | 113.7% |

Attachment 1 - Financial Report - March

Chart 2.1 – YTD Income from Operating Activities

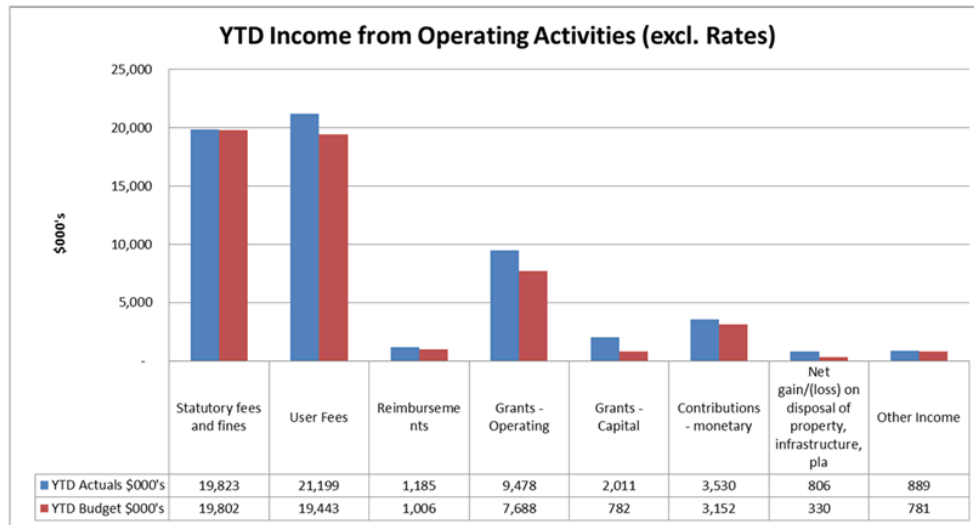
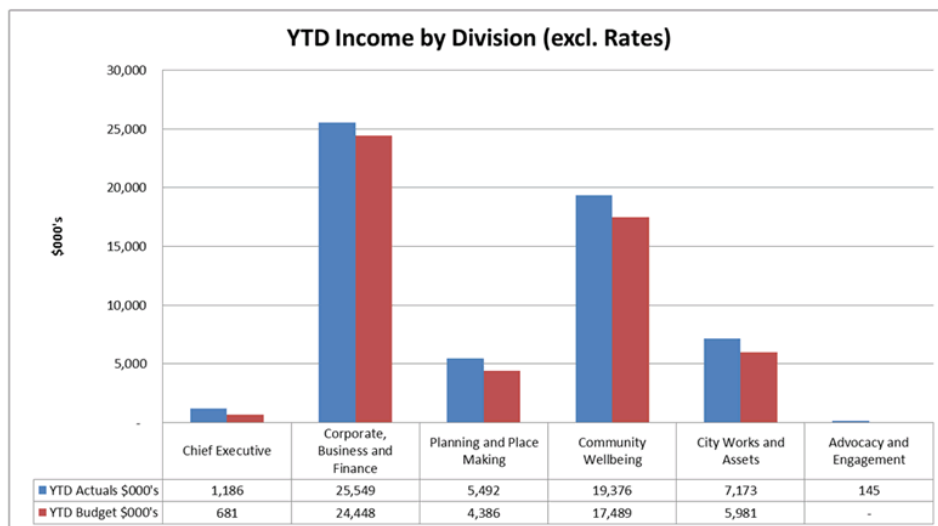


Chart 2.2 – YTD Income by Division



Attachment 1 - Financial Report - March

Chart 2.3 – YTD Expenditure on Operating Activities

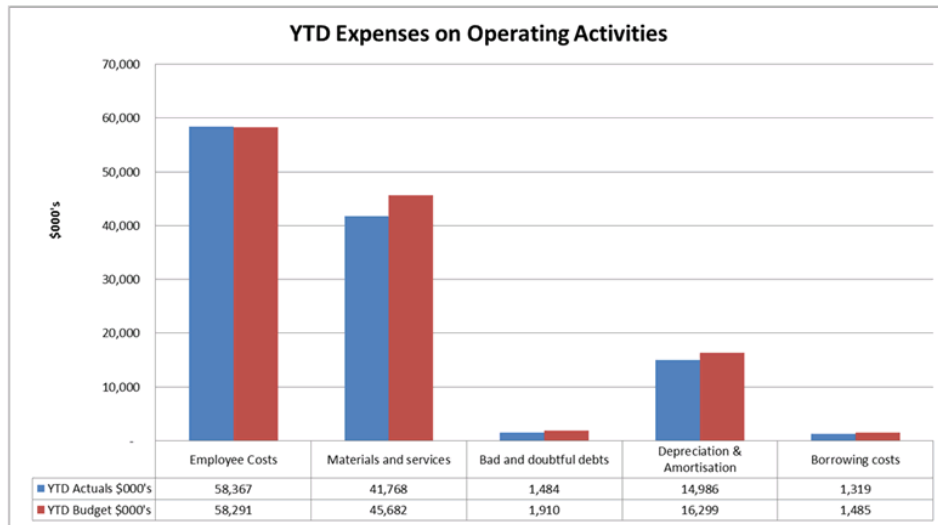
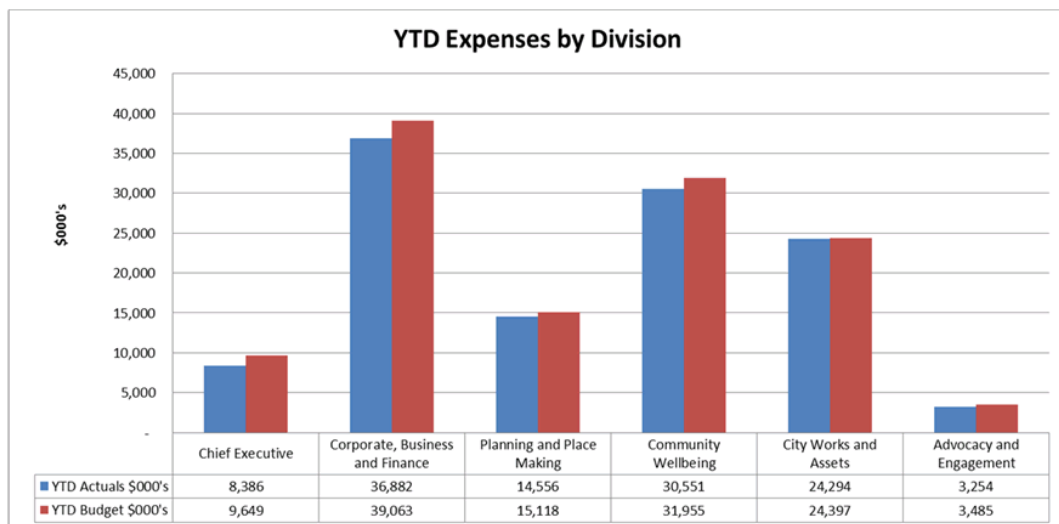


Chart 2.4 – YTD Expenditure by Division



Attachment 1 - Financial Report - March

2.2 Balance Sheet at 31 March 2017

| | Mar-17 \$000's | Mar-16 \$000's |
|---|-------------------|-------------------|
| CURRENT ASSETS | | |
| Cash and cash equivalents | 24,378 | 31,602 |
| Receivables - Rates | 30,717 | 23,532 |
| Receivables - Parking | 4,817 | 3,851 |
| Receivables - Other | 4,401 | 3,691 |
| Accrued income | 52 | 218 |
| Prepayments | 26 | 64 |
| Inventories | 130 | 135 |
| Assets Held for Sale | 1,073 | 640 |
| TOTAL CURRENT ASSETS | 65,594 | 63,733 |
| NON-CURRENT ASSETS | | |
| Non-current receivables | 230 | 230 |
| Non-current investments | 20 | 20 |
| Financial assets | 5 | 5 |
| Property, infrastructure, plant and equipment | 1,674,548 | 1,571,037 |
| TOTAL NON-CURRENT ASSETS | 1,674,803 | 1,571,292 |
| TOTAL ASSETS | 1,740,397 | 1,635,025 |
| CURRENT LIABILITIES | | |
| Payables | 1,115 | 343 |
| Fire Services Levy | 4,895 | 9,637 |
| Trust funds | 2,975 | 2,143 |
| Accrued Expenses | 3,825 | 2,709 |
| Employee benefits | 12,939 | 12,308 |
| TOTAL CURRENT LIABILITIES | 25,749 | 27,140 |
| NON-CURRENT LIABILITIES | | |
| Trust Accounts | 585 | 585 |
| Employee benefits | 1,416 | 1,297 |
| Interest-bearing liabilities | 32,500 | 32,500 |
| TOTAL NON-CURRENT LIABILITIES | 34,501 | 34,382 |
| TOTAL LIABILITIES | 60,250 | 61,522 |
| NET ASSETS | 1,680,147 | 1,573,503 |
| EQUITY | | |
| Accumulated surplus | 581,749 | 574,749 |
| Asset revaluation reserves | 1,035,634 | 946,159 |
| General Reserves | 20,179 | 17,169 |
| Retained Earnings | 42,585 | 35,426 |
| TOTAL EQUITY | 1,680,147 | 1,573,503 |

Attachment 1 - Financial Report - March

2.3 Cash Flow Statement at 31 March 2017

| CASH FLOW STATEMENT | | |
|---|-----------------------------|-----------------------------|
| | 31-Mar-17 | 31-Mar-16 |
| | Inflows / (Outflows) | Inflows / (Outflows) |
| | \$'000 | \$'000 |
| Cash Flows from Operating Activities | | |
| Rates and Charges | 75,512 | 83,029 |
| Parking Revenue | 17,746 | 18,663 |
| Government Grants Received | 8,197 | 7,597 |
| Victoria Grants Commission | 1,342 | 667 |
| User Charges, Fees and Other Fines Received | 22,389 | 21,435 |
| Reimbursements and Contributions Received | 1,297 | 1,312 |
| Interest Revenue | 229 | 265 |
| Other Revenue | 6,357 | 5,887 |
| Payments to Suppliers | (48,882) | (53,750) |
| Payments to Employees | (57,425) | (57,532) |
| Net GST | (466) | 647 |
| Net Cash Provided by Operating Activities | 26,296 | 28,220 |
| Cash Flows from Investing Activities | | |
| Proceeds from Sale of Property, Plant & Equipment | 702 | 108 |
| Payments for Infrastructure, Property Plant & Equipment | (24,427) | (18,399) |
| Net Cash (Used in) Investing Activities | (23,725) | (18,291) |
| Cash Flows from Financing Activities | | |
| Finance Costs | (737) | (762) |
| Net Cash (Used In) Financing Activities | (737) | (762) |
| Cash Balances | | |
| Change in Cash Held | 1,834 | 9,167 |
| Opening Cash Balance | 22,544 | 22,435 |
| Cash at the End of the Financial Period | 24,378 | 31,602 |

Attachment 1 - Financial Report - March

3 Capital Works

3.1 Overview of Budgeted and Actual Capital Works 2016-17

Total capital works expenditure to the end of March 2017 totals \$19.29m compared with a year to date budget of \$31.56m and an adopted budget of \$42.05m, with a year to date variance of \$12.27m.

To March 2017 deferrals of \$2.63m have been identified, mainly in roads projects, and carry-forwards of \$2.03m have been requested for open space assets and information systems projects.

Commentary on major variations between the year to date budget and actual expenditure, and final year-end projections are as follows:

- Road Infrastructure expenditure is lower than the year to date budget by \$1.18m. This is mainly due to delays in works on footpath, drainage, kerb and channel, pavement, and lanes-pavement, offset by increases in transport and root barrier treatments;
- Open Space Infrastructure is lower than the year to date budget by \$3.26m. This is mainly due to underspends on playgrounds, sports and pedestrian assets – these projects are being monitored closely and change requests are being prepared to adjust projects where needed;
- Buildings and Equipment Assets is lower than the year to date budget by \$4.17m. This is due to all building projects being behind schedule for timings of invoices. Approximately 70% of works have been completed on ground. Carry-forwards are being assessed; and,
- Other Assets including Information Systems and Library Assets are collectively lower than the program budget by \$3.67m. This is mainly due to low expenditure against IS projects overall (\$2.79m unfavourable), as well as delayed YTD expenditure for plant and equipment (due to slower replacement of vehicles) and lower than expected expenditure for library assets.

Attachment 1 - Financial Report - March

3.2 Capital works for the period ending 31 March 2017

| Capital Level 1 | Capital Level 1 Description | Adopted Budget | Final Projection | Budget YTD | Actuals | Commitments | Actual Plus Commitments | Carry Over |
|-----------------|-----------------------------|-------------------|-------------------|-------------------|-------------------|------------------|-------------------------|------------------|
| 100 | Road Infrastructure | 10,183,000 | 11,488,327 | 6,755,895 | 5,575,209 | 1,636,578 | 7,211,787 | 0 |
| 300 | Open Space Infrastructure | 8,424,000 | 3,925,156 | 4,557,455 | 1,296,743 | 1,306,512 | 2,603,256 | 1,005,000 |
| 400 | Building & Equipment Assets | 17,973,000 | 18,020,509 | 14,917,567 | 10,751,950 | 4,896,507 | 15,648,457 | 0 |
| 600 | Information Systems | 3,352,000 | 2,907,556 | 3,531,460 | 744,157 | 462,117 | 1,206,274 | 1,020,000 |
| 700 | Other General Assets | 1,465,000 | 1,628,602 | 1,200,000 | 497,380 | 295,779 | 793,160 | 0 |
| 800 | Library | 650,000 | 768,563 | 599,500 | 421,967 | 155,432 | 577,398 | 0 |
| Total | | 42,047,000 | 38,738,713 | 31,561,877 | 19,287,406 | 8,752,926 | 28,040,332 | 2,025,000 |

| Asset Type | Asset Type Description | Adopted Budget | Final Projection | Budget YTD | Actuals Project | Commitments | Actual Plus Commitments | Carry Over |
|--------------|-------------------------|-------------------|-------------------|-------------------|-------------------|------------------|-------------------------|------------------|
| CAPN | Capital Project New | 15,896,000 | 12,355,299 | 13,543,330 | 8,675,721 | 1,595,221 | 10,270,942 | 795,000 |
| CAPR | Capital Project Renewal | 25,526,000 | 23,601,733 | 17,582,297 | 9,522,900 | 6,909,661 | 16,432,562 | 1,230,000 |
| CAPU | Capital Project Upgrade | 625,000 | 2,781,681 | 436,250 | 1,088,785 | 248,043 | 1,336,828 | 0 |
| Total | | 42,047,000 | 38,738,713 | 31,561,877 | 19,287,406 | 8,752,926 | 28,040,332 | 2,025,000 |

Attachment 1 - Financial Report - March

| Asset Class | Asset Class Description | Adopted Budget | Final Projection | Budget YTD | Actuals Project | Commitments | Actual Plus Commitments | Carry Over |
|--------------|-------------------------------|-------------------|-------------------|-------------------|-------------------|------------------|-------------------------|------------------|
| 150 | Kerb & Channel | 959,000 | 616,964 | 466,666 | 301,753 | 226,616 | 528,369 | 0 |
| 160 | Footpath | 2,414,000 | 2,001,307 | 1,525,710 | 1,071,789 | 478,941 | 1,550,730 | 0 |
| 170 | Pavement | 2,855,000 | 2,909,625 | 1,998,000 | 1,312,679 | 264,464 | 1,577,143 | 0 |
| 180 | Drainage | 1,370,000 | 1,459,143 | 959,519 | 556,288 | 305,585 | 861,873 | 0 |
| 185 | Root Barrier Treatments | 402,000 | 417,423 | 402,000 | 414,651 | 0 | 414,651 | 0 |
| 200 | Lanes - Pavement | 680,000 | 740,632 | 680,000 | 495,830 | 35,790 | 531,620 | 0 |
| 205 | Lanes - Drainage | 227,000 | 211,735 | 107,000 | 71,337 | 110,000 | 181,337 | 0 |
| 220 | Bridges | 50,000 | 50,000 | 25,000 | 0 | 0 | 0 | 0 |
| 225 | Retail - Footpath/Car Park | 436,000 | 416,944 | 265,000 | 235,026 | 38,467 | 273,494 | 0 |
| 240 | Street Furniture | 76,000 | 77,873 | 51,750 | 52,873 | 0 | 52,873 | 0 |
| 260 | Transport | 654,000 | 2,796,681 | 405,250 | 1,091,065 | 215,183 | 1,306,248 | 0 |
| 300 | Open Space - Playground | 819,000 | 149,100 | 351,100 | 48,042 | 21,420 | 69,462 | 210,000 |
| 304 | Open Space - Sports | 959,000 | 778,615 | 748,700 | 591,371 | 163,745 | 755,117 | 0 |
| 306 | Open Space - Irrigation | 135,000 | 134,555 | 84,555 | 83,214 | 41,908 | 125,122 | 0 |
| 310 | Open Space - Walls and Fences | 275,000 | 225,602 | 125,000 | 179,493 | 7,905 | 187,398 | 0 |
| 320 | Open Space - Pathway | 1,925,000 | 1,289,837 | 1,110,406 | 128,163 | 663,542 | 791,705 | 545,000 |
| 330 | Waste Management | 60,000 | 59,932 | 60,000 | 59,930 | 0 | 59,930 | 0 |
| 335 | Open Space - Horticulture | 40,000 | 44,600 | 10,000 | 24,989 | 19,720 | 44,709 | 0 |
| 340 | Open Space - Turf | 125,000 | 20,000 | 125,000 | 20,000 | 0 | 20,000 | 0 |
| 350 | Open Space - Park Furniture | 0 | 295,000 | 145,000 | 2,300 | 273,011 | 275,311 | 0 |
| 370 | Open Space - Arboriculture | 396,000 | 400,847 | 264,362 | 83,103 | 69,561 | 152,664 | 0 |
| 400 | Buildings -Floors | 301,000 | 271,000 | 371,000 | 97,776 | 118,924 | 216,700 | 0 |
| 410 | Buildings -Walls | 194,000 | 427,323 | 138,000 | 137,064 | 208,439 | 345,503 | 0 |
| 420 | Buildings -Roof | 2,215,000 | 2,015,000 | 916,000 | 187,191 | 1,607,293 | 1,794,484 | 0 |
| 430 | Buildings -Mechanical | 457,000 | 432,000 | 283,570 | 98,039 | 113,716 | 211,755 | 0 |
| 440 | Buildings -Plumbing | 40,000 | 49,500 | 30,000 | 14,151 | 5,366 | 19,516 | 0 |
| 450 | Buildings -Electrical | 1,051,000 | 1,038,000 | 690,999 | 108,404 | 207,916 | 316,320 | 0 |
| 460 | Buildings -Miscellaneous | 7,610,000 | 3,496,419 | 2,116,000 | 1,653,600 | 1,445,093 | 3,098,693 | 0 |
| 470 | Building Assets -Carry over | 4,780,000 | 10,254,566 | 10,256,998 | 8,459,671 | 1,180,368 | 9,640,038 | 0 |
| 500 | Plant & Equipment | 1,325,000 | 1,648,670 | 1,565,000 | 546,682 | 355,577 | 902,259 | 200,000 |
| 610 | IS Projects | 3,352,000 | 2,857,556 | 3,331,460 | 744,157 | 427,557 | 1,171,714 | 820,000 |
| 700 | Other Capital Projects | 5,215,000 | 622,000 | 1,593,332 | 144,718 | 50,122 | 194,840 | 250,000 |
| 801 | Library Projects | 650,000 | 530,264 | 359,500 | 272,058 | 96,698 | 368,756 | 0 |
| Total | | 42,047,000 | 38,738,713 | 31,561,877 | 19,287,406 | 8,752,926 | 28,040,332 | 2,025,000 |

Attachment 1 - Financial Report - March

4 Cash and Investments

Graph 4.1: Cash Flow Comparison

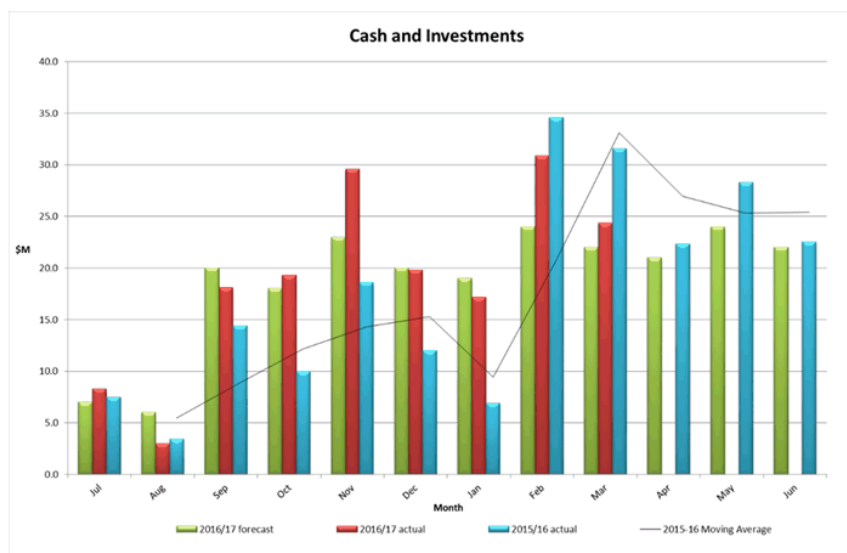


Table 4.1: Cash and Investments

| | 31-Mar-17 \$'000 | 28-Feb-17 \$'000 | 31-Mar-16 \$'000 |
|--------------------------------------|---------------------|---------------------|---------------------|
| Cash at Bank | 1,368 | 10,863 | 4,591 |
| Cash on Hand (Floats & Petty Cash) | 10 | 10 | 11 |
| Money Market Call Account/Bank Bills | 23,000 | 20,000 | 27,000 |
| Total Cash Assets | 24,378 | 30,873 | 31,602 |

Attachment 1 - Financial Report - March

5 Rate and Other Debtors

Table 5.1: Rate Debtors

| | 31-Mar-17 \$'000 | 28-Feb-17 \$'000 | 31-Mar-16 \$'000 |
|-------------------------------|---------------------|---------------------|---------------------|
| Rate & Charges -Current Year | 29,269 | 34,132 | 22,008 |
| Rate & Charges Arrears | 1,448 | 1,598 | 1,524 |
| Total Rate and Charges | 30,717 | 35,730 | 23,532 |
| % Outstanding | | | |
| Rate & Charges - Current Year | 95% | 96% | 94% |
| Rate & Charges - Arrears | 5% | 4% | 6% |

Table 5.2: Parking Infringement Debtors

| | 31-Mar-17 \$'000 | 28-Feb-17 \$'000 | 31-Mar-16 \$'000 |
|------------------------------------|---------------------|---------------------|---------------------|
| Parking Infringement Debtors | 25,938 | 25,690 | 23,435 |
| Less: Provision for Doubtful Debts | (21,121) | (20,915) | (19,584) |
| Total Rate and Charges | 4,817 | 4,775 | 3,851 |

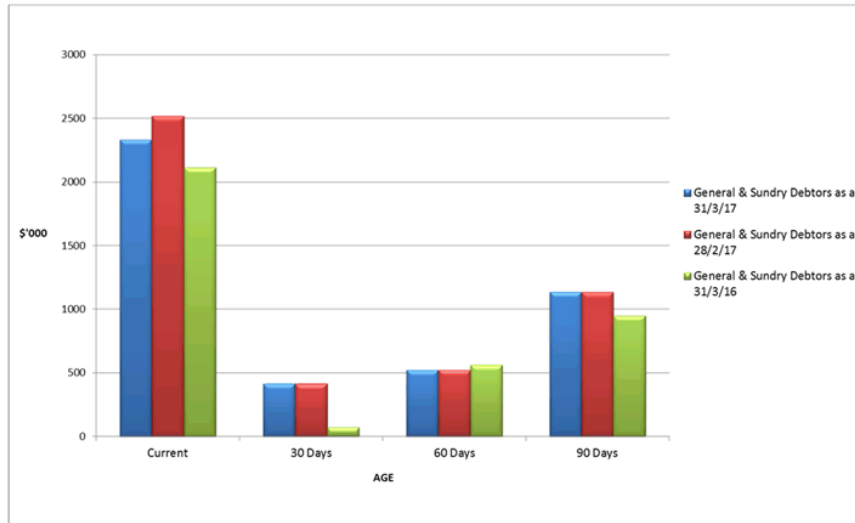
General & Sundry Debtors – Aged Comparison Graph

Table 5.3: General & Sundry Debtors

| | 31-Mar-17 \$'000 | 28-Feb-17 \$'000 | 31-Mar-16 \$'000 |
|---------------------------------------|---------------------|---------------------|---------------------|
| General & Sundry Debtors | 4,551 | 4,971 | 4,254 |
| Less: Provision for Doubtful Debts | (976) | (976) | (1,211) |
| Net General and Sundry Debtors | 3,575 | 3,995 | 3,044 |
| GST Receivable | 826 | 594 | 647 |
| Total Other Debtors | 4,401 | 4,589 | 3,691 |

Attachment 1 - Financial Report - March

Major General & Sundry Debtors Detail



Attachment 1 - Financial Report - March

6 Employee Costs

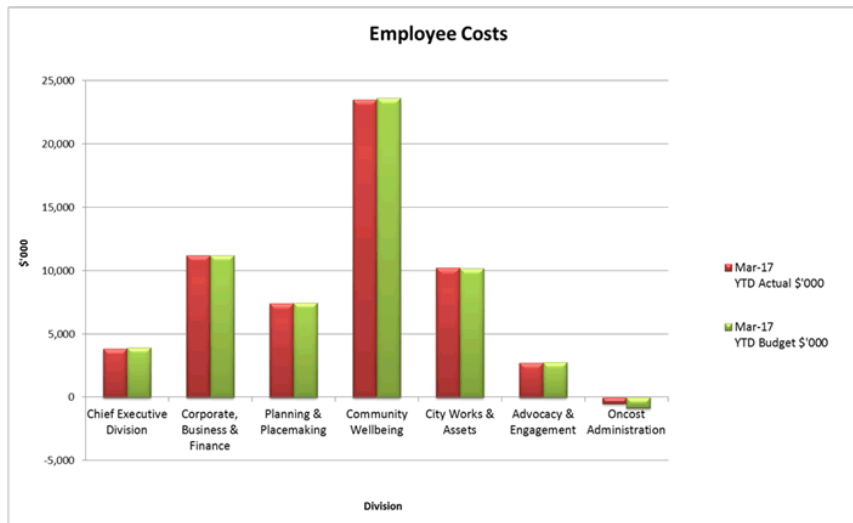
Table 6.1: Employee Costs by Division

| Employee Costs Expenditure | Mar-17 YTD Actual \$'000 | Mar-17 YTD Budget \$'000 | Variance Fav/(Unfav) \$'000 |
|-------------------------------|--------------------------------|--------------------------------|-----------------------------------|
| Chief Executive Division | 3,814 | 3,925 | 111 |
| Corporate, Business & Finance | 11,208 | 11,196 | (12) |
| Planning & Placemaking | 7,404 | 7,471 | 67 |
| Community Wellbeing | 23,494 | 23,614 | 120 |
| City Works & Assets | 10,238 | 10,197 | (41) |
| Advocacy & Engagement | 2,702 | 2,750 | 48 |
| Oncost Administration | (493) | (862) | (369) |
| Total Employee Costs | 58,367 | 58,291 | (76) |

Notes:

- CEO Division is favourable to YTD budget due to savings in Governance branch reflecting vacant positions Corporate Records.
- Community Wellbeing is favourable to budget mainly due to savings in Family, Youth & Child Services and Libraries.
- Oncosts are unfavourable mainly due lower recovery of overheads as a result of ongoing vacant positions (the overhead recovery is budgeted assuming all position are filled). This category also includes maternity leave, WorkCover premiums, and long service and annual leave provisions

Graph 6.1: Employee Costs – Actual to Budget Comparison



Attachment 1 - Financial Report - March

7 Financial Indicators

These indicators are generally measured at year end and are more commonly used as year on year comparatives. Therefore, there are expected variations/fluctuations during the year. The following graphs are provided as an indication of current financial position in the interim at 31 March 2017.

Chart 7.1 – Working Capital (current assets / current liabilities)
Council's working capital ratio is tracking well for the year to date with higher cash balances and lower commitments (liabilities) than forecast at this time.

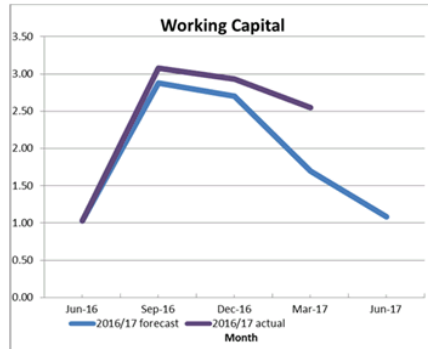


Chart 7.2 – Underlying Result (net surplus / underlying revenue)
Council's surplus has improved as expected and revenue is also tracking well.

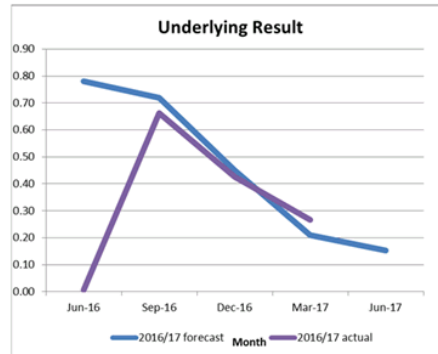


Chart 7.3 – Self Financing (operating cash flows / underlying revenue)
Cashflows from operations (both income and expenditure) has improved as at the end of March and is expected to reach forecast levels by year end.

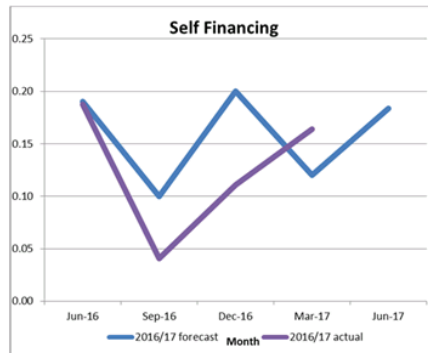


Chart 7.4 – Indebtedness (non-current liabilities / own source revenue)
Council's indebtedness remains steady for the period. Additional borrowings are planned for 2016/17 which has been forecast in the year end target.

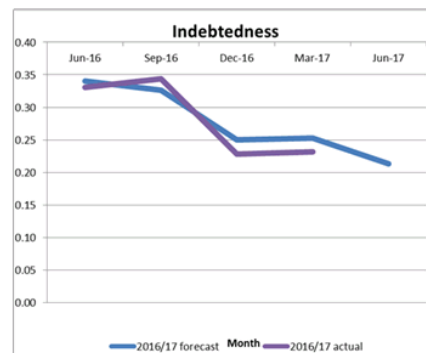


Chart 7.5 – Capital Replacement (capital expenditure / depreciation)
Capital expenditure started slowly but has reached forecast levels in the second quarter. Depreciation is generally spread evenly over the year.

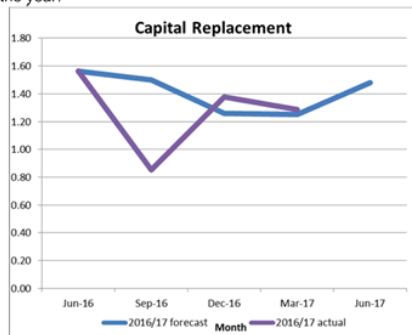
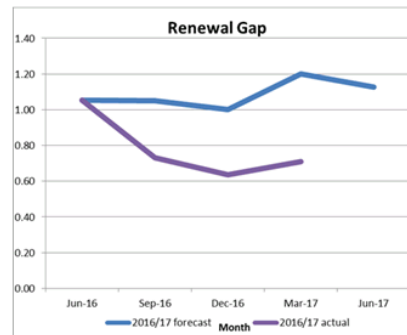


Chart 7.6 – Renewal Gap (capital renewal & upgrade / depreciation)
Renewal and upgrade expenditure are below forecast levels but are expected to improve in the second half of the year.



11.3 Annual Plan Quarterly Progress Report - March 2017

Executive Summary

Purpose

To present the 2016/17 Annual Plan Quarterly Progress Report – March 2017 to Council for noting.

Key Issues

The 2016/17 Annual Plan has 46 actions all of which were scheduled to have commenced by March 2017.

Annual targets set a requirement for 75% of Annual Plan Actions to be Complete or On Track by 30 June each year.

At the end of March 76.08% of actions are On Track or Completed.

Financial Implications

There are no financial implications.

PROPOSAL

The Council note the Annual Plan Quarterly Progress Report - March 2017.

11.3 Annual Plan Quarterly Progress Report - March 2017

Trim Record Number: D17/57598

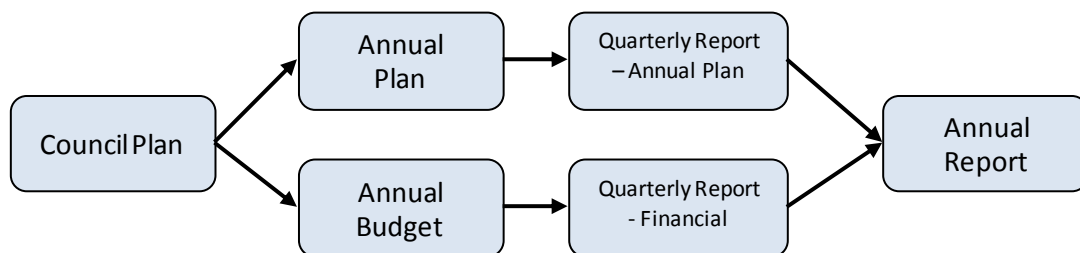
Responsible Officer: Manager Corporate Performance

Purpose

1. To present the 2016/17 Annual Plan Quarterly Progress Report – March 2017 to Councillors' Briefing for noting.

Background

2. This year, 2016/17, represents the final year of the 4-year *Council Plan 2013-17*, adopted by Council on 4 June 2013.
3. The Annual Plan and Annual Plan Quarterly Progress Reports are two of Council's key accountability documents to the community.

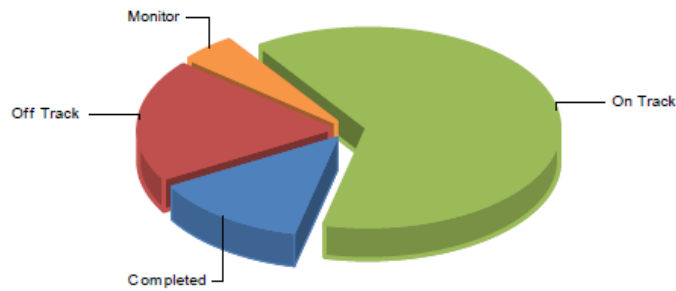


4. The 2016/17 Annual Plan was endorsed by Council on 7 June 2016 and details the organisation's annual response to Initiatives contained in the 4-year Council Plan.
5. Council Plan Initiatives are significant projects and activities that are proposed to be worked on over the term of the Council Plan.
6. The Annual Plan Quarterly Progress Report notes the year-to-date progress of the Annual Plan Actions and Milestones providing a performance rating and supporting commentary.
7. The 2016/17 Annual Plan contains 46 actions spread across the Council Plan's Strategic Objectives. It is achievable, delivers on Council's priorities and reflects the organisation's continued focus on delivering the Council Plan's Initiatives in 2016/17.

| Strategic Objective | Number of Actions |
|--------------------------------|-------------------|
| Celebrating Yarra's uniqueness | 8 |
| Supporting Yarra's community | 12 |
| Making Yarra more liveable | 13 |
| Ensuring a sustainable Yarra | 5 |
| Leading Local Government | 8 |
| Total Actions | 46 |

8. A snapshot of this year's Annual Plan includes:
 - (a) Significant projects that have been worked on over the life of the *Council Plan 2013-17* that are coming to fruition in 2016/17:
 - (i) Action 2.01 – Completion of the North Fitzroy Library and Community Hub;
 - (ii) Action 2.05 – Completion of the Strategic Community Infrastructure Framework;
 - (iii) Action 4.02 – Public exhibition of the draft Urban Forest Strategy;
 - (b) Development and implementation of major Strategies that were identified in the Council Plan 2013-17:
 - (i) Action 1.03 – Aboriginal Partnerships Plan;
 - (ii) Action 2.07 – Access and Inclusion Plan;
 - (iii) Action 5.01 – Organisational Development Strategy;
 - (c) Major capital works projects either planned or delivered:
 - (i) Action 2.03 – Leisure Centre Improvements;
 - (ii) Action 3.02 – New Park at Charles and Mollison Streets, Abbotsford;
 - (iii) Action 3.07 – Wellington Street bicycle lane;
 - (d) Responses to more recent, topical issues:
 - (i) Action 2.04 – Hydrotherapy Pool Feasibility Study;
 - (ii) Action 2.12 – Richmond High School Advocacy;
 - (iii) Action 5.07 – Development of the new Council Plan;
 - (e) Service improvements:
 - (i) Action 2.06 – Service Reviews;
 - (ii) Action 3.08 – New Parking Technology;
 - (f) Advocacy initiatives:
 - (i) Action 2.11 – Socio-economic and social justice advocacy;
 - (ii) Action 3.05 – Bicycle Advocacy; and
 - (iii) Action 3.06 – Public Transport Advocacy.
9. To ensure the integrity and transparency of the Annual Plan, which is endorsed by Council, actions including their descriptions and milestones can only be changed by resolution of Council.
10. Officers or Councillors may propose changes to the Annual Plan.
Quarterly performance
11. The progress of an action is measured by the status of its individual milestones which are weighted to represent the relative time and effort they contribute to achievement of the overall action.
12. The following thresholds are used to determine the status of an action:
 - (a) On track $\geq 90\%$
 - (b) Monitor 75-89%
 - (c) Off track $< 75\%$

13. Annual Plan Action progress summary as at 31 March 2017.



| Strategic Objective | No. of Actions Reported | Complete | On track (>=90%) | Monitor (75-90%) | Off track (<75%) | Not Started |
|--------------------------------|-------------------------|------------|------------------|------------------|------------------|-------------|
| Celebrating Yarra's Uniqueness | 8 | 3 | 5 | 0 | 0 | 0 |
| Supporting Yarra's community | 12 | 1 | 8 | 2 | 1 | 0 |
| Making Yarra more liveable | 13 | 1 | 6 | 0 | 6 | 0 |
| Ensuring a sustainable Yarra | 5 | 0 | 4 | 0 | 1 | 0 |
| Leading local government | 8 | 1 | 6 | 0 | 1 | 0 |
| | 46 (100%) | 6 (13.04%) | 29 (63.04%) | 2 (4.35%) | 9 (19.57%) | 0 (0.00%) |

14. The Annual Plan has 46 actions all of which were scheduled to have commenced by March 2017.
15. Annual targets set a requirement for 75% of Annual Plan Actions to be Complete or On Track by 30 June each year.
16. At the end of March 76.08% of actions are Completed or On Track.
17. The following actions are recorded as Not Started, Off Track or Monitor at the end of December. These actions have experienced delays to one or more of their. More detail is contained in the attached report.
 - (a) Off Track actions:
 - (i) Action 2.03 – Leisure Centre improvements;
 - (ii) Action 3.01 – Strategic Land Acquisition Report;
 - (iii) Action 3.04 – Shared pathway at Coulson Reserve;
 - (iv) Action 3.07 – Wellington Street bicycle lane;
 - (v) Action 3.08 – New parking technology;
 - (vi) Action 3.11 – Urban Growth Management;
 - (vii) Action 3.13 – Licenced Premises Policy update (delayed due to external circumstances);
 - (viii) Action 4.01 – Urban Wildlife Management Plan;
 - (ix) Action 5.03 – Project Management Framework.
 - (b) Monitor actions:
 - (i) Action 2.02 – Regional Sports Facility (delayed due to external circumstances); and
 - (ii) Action 2.05 – Community Infrastructure Planning.

External Consultation

18. A community consultation process is conducted during development of the Council Plan every four years. Members of the community will also have the opportunity to comment on this progress report when it is presented to the Council meeting on 16 May 2017.
19. Projects contained in the 2016/17 Annual Plan are subject to external consultation on a case-by-case basis.

Internal Consultation (One Yarra)

20. Managers and Directors were consulted during development of the 2016/17 Annual Plan Actions, and are responsible for providing quarterly updates on their progress against delivery of these actions

Financial Implications

21. There are no financial implications.

Economic Implications

22. There are no economic implications.

Sustainability Implications

23. There are no sustainability implications.

Social Implications

24. There are no social implications.

Human Rights Implications

25. There are no human rights implications.

Communications with CALD Communities Implications

26. During development of the Council Plan 2013 – 2017, officers undertook a community consultation process which included an opportunity for people from a CALD background to participate.

Council Plan, Strategy and Policy Implications

27. The 2016/17 Annual Plan represents year four of the *Council Plan 2013 – 2017* adopted on 4 June 2013.

Legal Implications

28. There are no legal implications.

Other Issues

29. There are no other issues.

Options

30. The report does not include any options.

Conclusion

31. The 2016/17 Annual Plan Quarterly Progress Report - March 2017 is presented to Council for review and discussion.

RECOMMENDATION

1. That Council note the Yarra City Council Annual Plan Quarterly Progress Report – March 2017, attached to this report as Attachment 1.

CONTACT OFFICER: Shane Looney
TITLE: Corporate Planner
TEL: 9205 5397

Attachments

- 1 Annual Plan Quarterly Progress Report - March 2017

YARRA 2016-17 ANNUAL PLAN

The City of Yarra logo, featuring a stylized black silhouette of a person with arms raised, above the text "CITY OF Yarra" in a serif font.

Q3 PROGRESS REPORT/MAR17

Attachment 1 - Annual Plan Quarterly Progress Report - March 2017

Council Plan 2013-2017 Year 4

2016/17 Annual Plan Quarterly Progress Report - March

Introduction

The Yarra City Council adopted its Council Plan 2013 – 17 on 4 June 2013. The Council Plan 2013 – 17 sets out the medium-term direction of Council and the outcomes sought by Councillors for their term. This financial year, 2016/17 is Year Four of the Council Plan 2013 – 17.

Under the Local Government Act 1989 (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 as well as service reviews and improvements.

The Council Plan 2013 – 17 has five Strategic Objectives which relate to a different aspect of service delivery:

Celebrating Yarra's uniqueness

Yarra is unique. A community different to the other 78 Victorian municipalities. There is a long history and deep identity that matter to people living, moving or visiting Yarra. Our decisions and priorities must respect this.

Supporting Yarra's community

There are strong community values that drive Council services and activity, as well as the representations to state and federal governments on community needs and views.

Making Yarra more liveable

Yarra is experiencing rapid change. Many feel this change is too fast. Growth and development need to add to what is valued in Yarra not detract from it. Consideration is needed for how the City's growth can be consistent with local values and amenities.

Ensuring a sustainable Yarra

Council has made significant inroads into reducing Council's environmental 'footprint'. We need to continue this as well as working to reduce the community's 'footprint' through advocacy and partnerships.

Leading local government

There has been a significant improvement in Council's fiscal management and customer responsiveness over the last few years. Our new focus is on how to ensure services meet changing community need and preferences, and emphasising efficiency and effectiveness in these services.

In response to its Strategic Objectives, Council has committed to 46 projects and activities from a broad cross-section of services in the 2016/17 Annual Plan.

Progress of these projects and actions will be reported in the 2016/17 Annual Plan Quarterly Progress Reports.

Further information can be found in the published version of the Council Plan 2013 – 17 on the City of Yarra's website (www.yarracity.vic.gov.au/Your-Council/Council-Plan/).

Attachment 1 - Annual Plan Quarterly Progress Report - March 2017

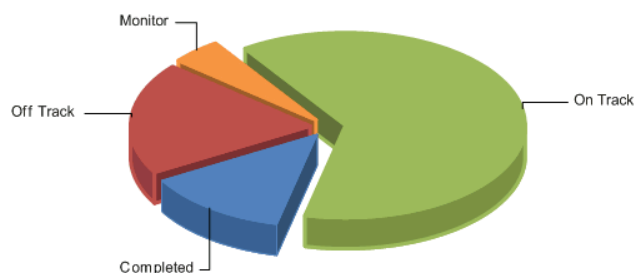
Council Plan 2013-2017 Year 4

2016/17 Annual Plan Quarterly Progress Report - March

Quarter Summary

Council has committed to 46 actions across a range of services. Any variations to the Annual Plan are made openly and transparently in the context of priorities that arise over the course of the year.

The status of actions is classified based on the percentage of targets achieved as assessed by the responsible officer (forecast milestones compared to actual work completed).



| Strategic Objective | No. of Actions Reported | Complete | On track (>=90%) | Monitor (75-90%) | Off track (<75%) | Not Started |
|--------------------------------|-------------------------|------------|------------------|------------------|------------------|-------------|
| Celebrating Yarra's Uniqueness | 8 | 3 | 5 | 0 | 0 | 0 |
| Supporting Yarra's community | 12 | 1 | 8 | 2 | 1 | 0 |
| Making Yarra more liveable | 13 | 1 | 6 | 0 | 6 | 0 |
| Ensuring a sustainable Yarra | 5 | 0 | 4 | 0 | 1 | 0 |
| Leading local government | 8 | 1 | 6 | 0 | 1 | 0 |
| | 46 (100%) | 6 (13.04%) | 29 (63.04%) | 2 (4.35%) | 9 (19.57%) | 0 (0.00%) |

Note: Progress of the following Actions has been delayed due to factors outside of Council's control relating to State Government processes and approvals.

Action 2.02 Regional Sports Facility 
 Action 3.13 Licensed Premises Policy update 

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Attachment 1 - Annual Plan Quarterly Progress Report - March 2017

Council Plan 2013-2017 Year 4

2016/17 Annual Plan Quarterly Progress Report - March

1 . Celebrating Yarra's Uniqueness

Identity is a passionate and recurring theme throughout Yarra . This is about our community diversity, our history and our sense of place – be it our street, neighbourhood, suburb or municipality.

An ongoing focus for Council is how to keep a sense of history and place, as reflected by streetscapes, shops and houses, as well as how to pay tribute to the lived history, connecting with the stories and experiences of those who came before us and shaped the character of Yarra.

Strategies

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

- Protect heritage and the Yarra River corridor.
- Recognise the value of Yarra's Aboriginal cultural heritage.
- Foster and promote Yarra's arts, culture, history, diversity and vitality.
- Represent the community's views and needs, through strategic advocacy to state and federal governments, as well as local services and organisations.
- Engage and strengthen connections with diverse groups in our community.
- Support Yarra's business community and celebrate and promote sustainable, innovative and creative business.
- Advocate to businesses, landowners and state government to ensure Yarra's commercial and retail businesses are provided in accessible buildings.
- Strengthen relationships with key community partners such as Australian Catholic University, St Vincent's Hospital, Epworth Hospital and others.
- Advocacy for increased social and affordable housing in Yarra, including a minimum of 5% of apartments designed to be wheelchair accessible and comply with DDA standards.

The following actions are being undertaken in 2016/17 to work toward achieving Council's strategic objective of Celebrating Yarra's uniqueness.

Action Progress Summary

- ✓ At least 90% of action target achieved
 - ⚠ Between 75 and 90% of action target achieved
 - ✗ Less than 75% of action target achieved
 - ⏸ Not Started
 - Completed
- Target % Complete

| Action | Start Date / End Date | | |
|--|-----------------------|------------------------|---|
| 1.01 Heritage Gap Study | 01/07/16 30/06/17 | <div><div></div></div> | ✓ |
| 1.02 Yarra River corridor planning controls | 01/07/16 30/06/17 | <div><div></div></div> | ● |
| 1.03 Aboriginal Partnerships Plan (APP) 2015-2018 | 01/07/16 30/06/17 | <div><div></div></div> | ✓ |
| 1.04 Multicultural Partnerships Plan (MPP) 2015 – 2018 | 01/07/16 30/06/17 | <div><div></div></div> | ● |
| 1.05 Room to Create | 01/07/16 30/06/17 | <div><div></div></div> | ✓ |
| 1.06 Affordable and suitable spaces for community and creative community | 01/07/16 30/06/17 | <div><div></div></div> | ● |
| 1.07 Public Art Projects | 01/07/16 30/06/17 | <div><div></div></div> | ✓ |


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Attachment 1 - Annual Plan Quarterly Progress Report - March 2017

Council Plan 2013-2017 Year 4

2016/17 Annual Plan Quarterly Progress Report - March

| Action | Start Date | | | | |
|--|------------|--|------------------------|-------------------------|---|
| | / End Date | | | | |
| 1.08 Accessible communication and engagement | 01/07/16 | | <div><div></div></div> | 0% 20% 40% 60% 80% 100% |  |
| | 30/06/17 | | | | |

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Attachment 1 - Annual Plan Quarterly Progress Report - March 2017

Council Plan 2013-2017 Year 4

2016/17 Annual Plan Quarterly Progress Report - March

1.01 Heritage Gap Study

Complete the Heritage Gaps assessments and seek improved planning controls to protect Yarra's heritage buildings.

Council is progressively reassessing areas and places for their heritage significance. A focus this year will be reviewing heritage places, particularly in commercial areas and activity centres, to improve statements of significance. Several outstanding planning scheme amendments have now been approved. Consultants have been engaged to review the heritage assessments of the activity centres as part of broader strategic planning work on the centres.



Branch City Strategy

Quarterly Milestones

September Q1. Report to Council on progress of Amendment C173

March Q3. Identify existing heritage places that require revised statements of significance

Quarterly Progress A panel report on proposed Amendment C173 was considered by Council 20 September and has been referred to Minister for approval.

Comments Identifying existing heritage places that require revised statements of significance will be on-going as sites are identified through strategic projects. Work is occurring in relation to Swan Street to identify any properties which may require a revised statement of significance.

1.02 Yarra River corridor planning controls

Council Plan Initiative:

Advocate to state government for improved controls and active inclusion in the Yarra River Corridor project.

The Yarra River Corridor Strategy prepared by consultants for Council was the basis for seeking interim and permanent controls for the Yarra River. The State Government, through Department of Environment, Land, Water and Planning is preparing a group planning scheme amendment (for 6 Councils) to introduce permanent planning controls to manage future development and its impacts on the Yarra River corridor.



Branch City Strategy

Quarterly Milestones

September Q1. Participate in any exhibition of a group Planning Scheme Amendment led by DELWP

December Q2. Participate in Advisory Committee/Planning panel hearings, as required

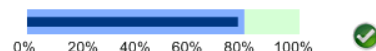
March Q3. Participate in Advisory Committee/Planning panel hearings, as required

June Q4. Brief Council on the progress of the amendment

Quarterly Progress The State Government has introduced new interim planning controls along the Yarra River and will be establishing a Yarra River Trust and prepare legislation to provide greater protection and improved management of the river.

1.03 Aboriginal Partnerships Plan (APP) 2015-2018

The APP 2015-2018 is Council's key document for working with the local Aboriginal and Torres Strait Islander community. The APP 2016 Action Plan (calendar year) contains 29 actions and will be completed by December 2016. The 2017 APP Action Plan will be developed and implementation commenced.



Branch People, Culture and Community

Quarterly Milestones

September Q1. Continue implementation of the 2016 APP Action Plan

December Q2. Complete implementation of the 2016 AAP Action Plan

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Attachment 1 - Annual Plan Quarterly Progress Report - March 2017

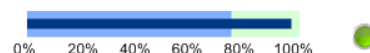
Council Plan 2013-2017 Year 4

2016/17 Annual Plan Quarterly Progress Report - March

| | |
|------------------------------------|---|
| March | Q2. Develop the 2017 AAP Action Plan Q3. Report on 2016 AAP Action Plan Q3. Present 2017 APP Action Plan for endorsement |
| June | Q4. Continue implementation of the 2017 APP Action Plan |
| Quarterly Progress Comments | <p>The Aboriginal Partnership Plan Action Plan for 2016 has been completed, the internal RAP group membership has been refreshed and the group has contributed to the development of the 2017 APP Action Plan</p> <p>Advocated for the Wurundjeri Council's contribution towards the Stolen Generations Marker . Artists have presented their proposals to the Panel in the Stolen Generations Marker project.</p> <p>The completion of the Aboriginal mural at Youth services .</p> <p>The continued membership and contribution of Council's Age and Disability Services towards Balit Narrum (successfully advocating for Aboriginal positions in the NDIS).</p> <p>Facilitated negotiations with Wurundjeri around naming of Bargoonga Nganjin and its spaces .</p> |

1.04 Multicultural Partnerships Plan (MPP) 2015 – 2018

The MPP 2015 – 2018 has been developed to guide Council's relationship with its multicultural residents and communities, and includes actions in the areas of relationship building, access and inclusion, opportunities and anti-racism. The MPP 2016 Action Plan (calendar year) contains 34 actions and will be completed by December 2016. The 2017 APP Action Plan will be developed and implementation commenced.



Branch *People, Culture and Community*

Quarterly Milestones

| | |
|------------------------------------|---|
| September | Q1. Continue implementation of the 2016 MPP Action Plan |
| December | Q2. Complete implementation of the 2016 MPP Action Plan |
| March | Q3. Develop the 2017 MPP Action Plan |
| June | Q4. Report on 2016 MPP Action Plan |
| Quarterly Progress Comments | <p>The 2017 Multicultural Partnerships Action Plan has been developed and endorsed by Council on 7 February 2017.</p> <p>A draft version of the Stand Together Project – developing a resource for Yarra residents to use in the case of racial or religious abuse or attack, will be tested with focus groups and community leaders and then used as a capacity building opportunity for community leaders to share with their communities.</p> <p>Approximately 250 people from the Yarra community attended the Cultural Diversity Week event on 22 March at Collingwood Town Hall to celebrate cultural diversity with performances and food .</p> <p>Taste of Harmony at Yarra – celebrating the diversity of staff at Council , lunches were held at Collingwood Town Hall, Richmond Town Hall and the Depot.</p> |

1.05 Room to Create

Council Plan Initiative:
Establish City of Yarra Room to Create Charitable Fund.

The Yarra Room to Create Charitable Fund supports arts organisations with infrastructure related expenses . This contribution will help build the fund and enable more grants to be made. In 2016 Council granted \$10,000 in total to five worthy organisations.



Branch *Arts, Culture and Venues*

Quarterly Milestones

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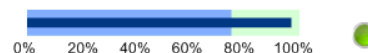
Council Plan 2013-2017 Year 4

2016/17 Annual Plan Quarterly Progress Report - March

| | |
|------------------------------------|--|
| September | Q1. Promote Room to Create fund via Council publications and networks |
| December | Q2. Distribute grants for Room to Create to creative organisations |
| March | Q3. Promote positive outcomes from Room to Create grant distribution |
| June | Q4. Continue to grow the Room to Create Fund throughout the year |
| Quarterly Progress Comments | <p>A Room to Create Fund grant round has not been established for the 2016/17 period and the Room to Create Panel are yet to decide on expenditure for this cycle.</p> <p>Once the framework for the next distribution of funds (interest raised) is determined by the panel we will proceed to invite applications.</p> <p>The Room to Create program contributed to the new Skylab dance studio. The creation of Skylab was promoted by Dancehouse through key programs which included DanceMassive, Melbourne Fringe Festival.</p> <p>Plans have been developed to promote of Council's leading infrastructure grants to live music venues for a venues forum in July.</p> <p>A conference paper on Room to Create has been developed and submitted to a forthcoming international conference in Melbourne.</p> |

1.06 Affordable and suitable spaces for community and creative community

Undertake a range of actions to deliver and facilitate the development of affordable and suitable spaces for community use and specifically for the creative community.



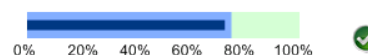
Branch Arts, Culture and Venues

Quarterly Milestones

| | |
|------------------------------------|--|
| September | Q1. Deliver a new community facility in 520 Victoria Street Richmond |
| | Q1. Submit funding applications for minor upgrades to 150 Princes St Carlton |
| March | Q3. Distribute grants to live music venues |
| Quarterly Progress Comments | <p>All the Queen's Men (a dance club for LGBTI elders) has been hosted at the Fitzroy Town Hall on a monthly basis since January 2017 with hire costs covered from the Arts Development budget.</p> <p>Council is currently exploring options to attract artists to activate underutilised spaces such as The Stables and Williams Reserve Community Room.</p> <p>The existing pool of Room to Create Live Music Venues grants have been distributed</p> |

1.07 Public Art Projects

Undertake a range of actions to deliver and facilitate the development of public art opportunities in Yarra.



Branch Arts, Culture and Venues

Quarterly Milestones

| | |
|------------------------------------|---|
| September | Q1. Contribute to the project team for the Stolen Generations Public Recognition Project |
| | Q1. Develop a curated exhibition program for: Carlton Library, Billboard Art Program |
| | Q1. Develop a roving projection art program |
| | Q1. Develop concept for new public art awards |
| December | Q2. Run EOI for Plinth Project for Edinburgh Gardens |
| March | Q3. Installation of new artwork at Edinburgh Gardens |
| June | Q4. Contribute to the project team for the Stolen Generations Public Recognition Project |
| | Q4. Deliver public art awards |
| Quarterly Progress Comments | <p>Adam Stone's sculpture Fall from Grace has been successfully installed on the Edinburgh Gardens Queen Victoria Plinth.</p> |

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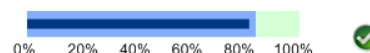
Council Plan 2013-2017 Year 4

2016/17 Annual Plan Quarterly Progress Report - March

An Expression of Interest for the next artwork has been developed and published. A determination will be made by the Visual Arts Panel in May 2017.

1.08 Accessible communication and engagement

Implement the Community Engagement Policy specifically access and inclusion initiatives for CALD communities and people with disabilities.



Branch *Advocacy and Engagement*

Quarterly Milestones

| | |
|------------------------------------|---|
| September | Q1. Provide information to front line staff about the new Council service information kits to CALD communities so they are trained and equipped to promote and distribute them Q1. Initiate an internal creative support network of community engagement practitioners from across the organisation to act as a reference group, share learnings and improve engagement practice Q1. Promote the Council service information kits via communications channels that reach CALD communities |
| December | Q2. Train frontline staff in the use of the communications boards to assist people with a disability and people with English as a second language to better understand and communicate with Council |
| March | Q3. Ensure the Council Plan engagement strategy has specific focus on engaging CALD and disability stakeholders |
| June | Q4. Develop, publish and promote a Community Engagement Handbook resource for staff |
| Quarterly Progress Comments | Community engagement on the draft Council Plan was open for almost three months from 2 November 2016 to 23 January 2017. One of the objectives of the engagement strategy was to provide the opportunity for a broad cross-section of the community to participate, including under-represented groups such as young people, older residents, people with low proficiency in English, people who are disadvantaged or vulnerable. |

To achieve this objective we facilitated 13 workshops for a diverse range of groups including with a Chinese elderly residents association, Vietnamese disability group, a seniors group, people experiencing homelessness, parents from multicultural playgroups and the Billabong BBQ participants (local Aboriginal community).

We also held a combined workshop for our 14 advisory groups with representation from the Disability Advisory Committee and Yarra's Multicultural Advisory Group. In addition to this we advertised the engagement in CALD media. Input from these workshops was presented to Councillors in developing the draft Council Plan and Budget and an engagement summary was made available to participants.

Attachment 1 - Annual Plan Quarterly Progress Report - March 2017

Council Plan 2013-2017 Year 4

2016/17 Annual Plan Quarterly Progress Report - March

Highlights and Achievements

Branch *Arts, Culture and Venues*
Unit *Arts and Cultural Services*

New exhibition from Polly Hollyoak at Richmond Town Hall.
 Approximately 15,000 hits per month on the yarracityarts.com.au website- January was particularly busy with over 19,000 views.
 Artworks by Kiron Robinson and Mila Poblete have been installed at the new Bargoonga Nganjin community hub.
 Rohingya- refugee crisis in colour photography exhibition by Ali MC has been launched at Fitzroy Library . Ali was the recipient of a small project grant from the City of Yarra .
 Several successful events and festivals have taken place over the last quarter including the Lunar Festival on Victoria St, Collingwood Harvest Festival and the Summer Series at Fairfield Amphitheatre .
 Successful Reconciliation Comedy Gala was held at Malthouse Theatre on 26th January raising \$15,000 towards the Stolen Generations Marker.

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Attachment 1 - Annual Plan Quarterly Progress Report - March 2017

Council Plan 2013-2017 Year 4

2016/17 Annual Plan Quarterly Progress Report - March

2. Supporting Yarra's community

Yarra is a great place to live, to raise families, with access to a wide range of services, support and facilities, and is home to a diverse community.

Council provides many local human services and facilities important to the community's health and wellbeing. This includes ensuring early childhood health, education and development, providing support and opportunities for younger adults, ensuring access and inclusion for people with disabilities, supporting positive ageing, as well as assisting older residents and people with disabilities to remain in their homes. Sports, recreation facilities and infrastructure encouraging active lifestyles are also important to local wellbeing as are thriving local businesses offering jobs and services.








Strategies

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

- Champion rights to civic and community participation for residents experiencing social disadvantage.
- Continue to create a resident-friendly city that reduces isolation, improves access to the built environment and builds social connections.
- Undertake Community Infrastructure Planning for all Yarra neighbourhoods to inform advocacy, funding applications and developer contribution negotiations.
- Encourage greater social cohesion and participation through volunteer initiatives and community development activities.
- Support Yarra's disadvantaged community into employment through direct recruitment, social procurement or development of social enterprises.
- Deliver Council services that meet community priorities and needs.
- Ensure Council strategies and plans address community aspirations and needs and work to deliver outcomes in a highly integrated manner.
- Ensure Council's Asset Management Plans deliver infrastructure and facilities that are fit for purpose.
- Implement the new Disability Action Plan continuing our focus on the empowerment of residents with a disability.

The following actions are being undertaken in 2016/17 to work toward achieving Council's strategic objective of Supporting Yarra's community.

Action Progress Summary

-  At least 90% of action target achieved
 -  Between 75 and 90% of action target achieved
 -  Less than 75% of action target achieved
 -  Not Started
 -  Completed
-  Target
 -  % Complete

| Action | Start Date / End Date | | |
|--|--------------------------|--|--|
| 2.01 North Fitzroy Library and Community Hub | 01/07/16 30/06/17 | | |
| 2.02 Regional Sports Facility | 01/07/16 30/06/17 | | |
| 2.03 Leisure Centre Improvements | 01/07/16 30/06/17 | | |
| 2.04 Hydrotherapy pool feasibility study | 01/07/16 30/06/17 | | |
| 2.05 Community Infrastructure Planning | 01/07/16 30/06/17 | | |
| 2.06 Service Reviews | 01/07/16 30/06/17 | | |





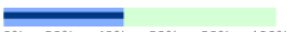

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Council Plan 2013-2017 Year 4

2016/17 Annual Plan Quarterly Progress Report - March

| Action | Start Date / End Date | | | | | | | |
|---|--------------------------|--|----|-----|-----|-----|-----|------|
| 2.07 Access and Inclusion Plan | 01/07/16 30/06/17 |  | 0% | 20% | 40% | 60% | 80% | 100% |
| 2.08 Positive Ageing Strategy | 01/07/16 30/06/17 |  | 0% | 20% | 40% | 60% | 80% | 100% |
| 2.09 National Home Care and Disability Care reforms | 01/07/16 30/06/17 |  | 0% | 20% | 40% | 60% | 80% | 100% |
| 2.10 Communities that Care | 01/07/16 30/06/17 |  | 0% | 20% | 40% | 60% | 80% | 100% |
| 2.11 Socio-economic and social justice advocacy | 01/07/16 30/06/17 |  | 0% | 20% | 40% | 60% | 80% | 100% |
| 2.12 Richmond High School advocacy | 01/07/16 30/06/17 |  | 0% | 20% | 40% | 60% | 80% | 100% |

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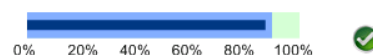
2.01 North Fitzroy Library and Community Hub

Council Plan Initiative:

Complete construction and commence operation of North Fitzroy Community Hub.

The North Fitzroy Community Hub development will feature the North Fitzroy Library, Maternal and Child Health Centre and spaces for multicultural groups and community meetings. With a focus on service integration, the Hub will feature increased space for library collections and activities, providing the neighbourhood with a new centre of community life.

This year construction of the North Fitzroy Community Hub will be completed and operations commenced.



Branch *Building Assets*

Quarterly Milestones

September Q1. Complete 70% building construction

December Q2. Complete building construction

March Q3. Launch the new North Fitzroy Library and Community Hub

Q3. Commence occupation and operations from the new facility

June Q4. Complete transition of Maternal and Child Health services

Quarterly Progress Bargoonga Ngangin, North Fitzroy Library, Occupancy Certificate was issued Thursday 30/3/17. Staff have access to the building, Information Technology and library collections are being installed.

Comments The facility will commence operations and open to the public on Thursday 6 April. Official opening 8 April 2017

2.02 Regional Sports Facility

Council Plan Initiative:

Continue to advocate for the development of a major indoor sports facility for the Yarra community.

Council will continue to advocate to the State Government, Places Victoria and relevant agencies for the completion of a funding case for the building of the proposed Regional Sports Facility as part of the mixed use development proposed by the Government for the former Gas Works Site, 433 Smith Street, Fitzroy.



Branch *Office of the Director City Works and Assets*

Quarterly Milestones

September Q1. Assist Places Victoria with phase one community engagement and consultation process

December Q2. Update Council on the draft master planning process

March Q3. Present the outcomes of the master planning process to Council

June Q4. Update Council on the proposed statutory planning process

Quarterly Progress Council has been regularly updated on the draft master plan process. Development Victoria have prepared a report and are scheduled to brief Council in April on the progress of the master plan.

Comments

2.03 Leisure Centre Improvements

Council's three Leisure Centres attract over one million visitors per annum.

As part of the capital renewal program, a significant investment is being made to improve facilities at Richmond Recreation Centre, Fitzroy Swimming Pool and Collingwood Leisure Centre.

Highlights include:

Renovation of male and female change rooms at Fitzroy Swimming Pool

Renovation of 'wet' change rooms at Richmond Recreation Centre

Installation of dry side HVAC system (Heating, Ventilating and Air Conditioning) at Collingwood Leisure Centre

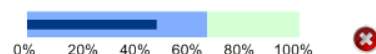
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Branch *Leisure Services*

Quarterly Milestones

September Q1. Complete 'wet' change room works at Richmond Recreation Centre

June Q2. Complete installation of dry side HVAC system at Collingwood Leisure Centre
Q2. Complete 'wet' change room works at Fitzroy Swimming Pool

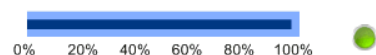
Quarterly Progress Works on the male change rooms at Fitzroy Swimming Pool are under way with a carry over into 2017/18 financial year for the remainder of the works to the female, family/disabled and ramp areas.

Comments The new HVAC system for Collingwood Leisure Centre dryside has been tendered out and is currently being awarded.

Works on the male/female change rooms at Richmond Recreation Centre have been completed and they are now operational.

2.04 Hydrotherapy pool feasibility study

Council will undertake a feasibility study for a warm water pool (Hydrotherapy Pool) will include an Industry analysis of the six latest facilities to be built, resulting in a design brief, preferred operating model, the most suitable site in Yarra and likely capital costs and return on investment for consideration by Executive for a capital works submission.



Branch *Leisure Services*

Quarterly Milestones

September Q1. Develop facility design brief
Q1. Undertake Yarra site analysis
Q1. Determine preferred operating model
Q1. Undertake industry analysis

December Q2. Present feasibility report to Executive for consideration

Quarterly Progress A report was presented to Councillor Briefing 21/3/17. The Hydrotherapy Pool will be considered as part of the budget process.

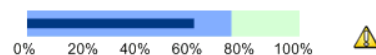
Comments Concept plans for each site have been drafted and the preferred operational model is in progress.

Industry analysis has been completed and the facility design brief has been developed and passed onto the architect.

2.05 Community Infrastructure Planning

Council Plan Initiative:
Complete plans for the future infrastructure required to deliver library, leisure and child care services.

In 2015/16 the Neighbourhood Community Infrastructure Plans began by way of a pilot to guide the delivery of ten neighbourhood specific plans. In 2016/17, each plan will continue to be progressively developed with four plans to be completed by the end of the year.



Branch *Corporate Planning and Performance*

Quarterly Milestones

September Q1. Present proposed Richmond South Plan to Council Briefing

December Q2. Progress development of Neighbourhood Infrastructure Plans

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| | |
|---------------------------|--|
| March | Q3. Present completed draft Neighbourhood Infrastructure Plans to Council Briefing |
| June | Q4. Present final completed Neighbourhood Infrastructure Plans to Council for endorsement |
| Quarterly Progress | The Strategic Community Infrastructure Framework and Richmond South Community Infrastructure Framework were adopted by Council 6 December. The SCIF is a decision making tool to inform investments in community infrastructure as Yarra experiences continued growth and development. |
| Comments | |

Work has progressed on the development of the draft Neighborhood Infrastructure Plans, the first Plans are intended for to be presented to Council Briefing in July 2017.

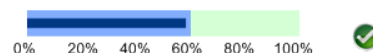
2.06 Service Reviews

Council Plan Initiative:

Develop a service review framework and undertake a review of the long term direction of all Council services.

In 2013/14 Council adopted a new Service Review Framework. To date Parking Services, Leisure Services and the Councillor Support Unit have completed Service Reviews. In addition to this, Statutory Planning, City Works, Family, Youth and Children's Services and Aged and Disability Services reviews are in progress. Planning is underway to evaluate the program and determine which services will be reviewed next.

The internal service level agreement framework will be linked to Service Reviews. A framework will be scoped as part of the first internal Service Review. So far the Service Review program has focussed on external service areas.



Branch Corporate Planning and Performance

Quarterly Milestones

September Q1. Implement the Service Review program in accordance with agreed priorities.

December Q2. Implement the Service Review program in accordance with agreed priorities.

March Q3. Implement the Service Review program in accordance with agreed priorities.

June Q4. Implement the Service Review program in accordance with agreed priorities.

Q4. Commence scoping of an internal service level and agreement framework.

Quarterly Progress City Works

Key Findings and Action Plan were presented to Council Briefing in mid-July. This review is complete and the Action Plan is guiding service improvements for 2016/17.

Family, Youth and Children's Services

Further research and consultation has been planned, involving both internal and external stakeholders. This work is scheduled to occur in early 2017. It is expected this review will be completed in the fourth quarter of 2016/17.

Aged and Disability Services

The current phase of this review is to understand and position Council's role in the future Commonwealth Home Support Program. The project consultant has been updating service profiles for all major service areas in Aged and Disability Services. It is expected this review will be completed in the fourth quarter of 2016/17.

Statutory Planning Service Review

Key findings and recommendations for Statutory Planning Service Review to be presented to Council Briefing in first half of 2017.

Service Reviews Evaluation

The Corporate Planning and Performance Branch has commenced a process evaluation of the Service Review program. A Program Evaluator has been appointed and interviews with internal stakeholders have commenced. The purpose of this evaluation is to identify achievements to date and issues arising from program implementation. The evaluation will provide recommendations on future program delivery. The evaluation is planned to be completed by April 2017.

Recreation and Open Space

In October, Executive endorsed the commencement of a Service Review for this Branch. Planning has commenced for this review with the leadership group. It is anticipated that a review scope will be presented

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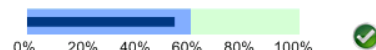
to Executive and Council Briefing in the third quarter of 2016/17.

2.07 Access and Inclusion Plan

Council Plan Initiative:

Renew and adopt Yarra's Disability Action Plan.

Council's Access and Inclusion Plan covers the period 2014-2017. The Plan aims to improve access to community participation, employment and social activities; increase awareness and access to the built environment.



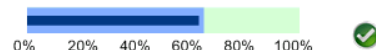
Branch Aged and Disability Services

Quarterly Milestones

- December** Q2. Conduct a Seminar on Universal Design Principles for City Works and Assets staff to enhance their understanding of how to achieve accessibility that exceeds minimum compliance with Building Code of Australia
Q2. Provide training for managers on disability awareness, including recruitment and selection of new staff
- March** Q3. Develop and maintain an access and inclusion webpage, featuring all aspects of accessibility at Council
- June** Q4. Develop access and inclusion key performance indicator that requires managers to meet their designated targets in the new actions for 2016 and 2017 (This KPI will be outlined in the Performance Development and Review of all relevant managers)
Q4. Continue to promote and advocate for improved access and equity for Aboriginal people with disabilities and their carers
- Quarterly Progress Comments** The development of the webpage with information on accessibility aspects at Council coincides with the re-building of the organisational website to meet global WCAG (Web Content Accessibility Guidelines) standard for IT accessibility at the AA level standard benchmark. Consequently content about the aged and disability planning and services has been updated, and relevant information is provided to the community about accessibility, community supports and advocacy at Council. The project is nearing completion and achieved 90% completion rate.

2.08 Positive Ageing Strategy

The River of Life: Positive Ageing Strategy is a whole of Council strategy developed to respond to both the opportunities and the challenges of an ageing population in Yarra. The strategy aims to improve opportunities for older residents to participate in the community and remain active and independent.



Branch Aged and Disability Services

Quarterly Milestones

- September** Q1. Develop the second LGBTI Plan to support inclusive practice within ADS services
- March** Q3. Support transition of older persons groups into new community facilities such as North Fitzroy Community Hub and Studio One
- June** Q4. Assess and report on implementation of the LGBTI Plan
- Quarterly Progress Comments** Several meetings were held with representatives from CALD group at International House to plan their transition to Bargoonga Nganjin late April. Representatives from the groups will attend an Induction to the building on Monday 10th April. Many staff from Council will be assisting with the group induction.
- Initial meeting hosted with the President of the Collingwood Greek Senior's Citizens Club to discuss the groups return to their home base at the Collingwood Senior's Hub.

2.09 National Home Care and Disability Care reforms

The national aged and disability care reforms will continue to roll-out over 2016-2017. The reforms have significant implications for how Yarra residents are supported into the future and the role of Council.



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Branch Aged and Disability Services

Quarterly Milestones

| | |
|------------------------------------|---|
| September | Q1. Complete MyAged Care (MAC) Assessor training and be an established MAC Assessment agency under the new Commonwealth Home Support Program (CHSP) Q1. Provide information to Yarra residents, in collaboration with NDIA about the introduction of the disability reforms |
| December | Q2. Work with local agencies and residents to assist in understanding the new CHSP and MAC referral pathways |
| March | Q3. Complete implementation of Council's role within the NDIS Q3. Support eligible residents to be ready to transition to the National Disability Insurance Scheme (NDIS) |
| June | Q4. Advocate for special needs groups interests to be included in the NDIS |
| Quarterly Progress Comments | Council officers have assisted eligible service users to transition to the National Disability Insurance Scheme (NDIS) - 39 people have transferred to date as part of the phasing in process. Advice has continued to be provided to residents regarding how to check for eligibility and how to identify service providers. |

Council is on track to complete its transition with clients moving to the NDIS, in line with the phasing in schedule established by the NDIA. Information is being provided to residents and staff are contacting clients once Council is notified.

2.10 Communities that Care

Council is providing funding to support Communities That Care (CTC) which is an evidence-based process aimed at building capacity within communities to improve the healthy development of children and young people.

The Communities that Care project will drive evidence-based program delivery for each of the Yarra CTC priority areas, which are to:

Reduce alcohol and other drug use
Strengthen family relationships and management
Improve personal resilience of middle years young people



Branch Family, Youth and Children's Services

Quarterly Milestones

| | |
|------------------------------------|--|
| September | Q1. Launch Yarra CTC community wide action and implementation plan for 2016 – 2019 Q1. Finalise Yarra CTC community wide action and implementation plan for 2016 – 2019 |
| December | Q2. Complete Yarra CTC evaluation plan Q2. Complete Yarra CTC funding strategy Q2. Drive evidence-based program delivery for each of the Yarra CTC priority areas |
| March | Q3. Drive evidence-based program delivery for each of the Yarra CTC priority areas Q3. Monitor Yarra CTC action plan delivery Q3. Establish and maintain funding partners for the action plan delivery |
| June | Q4. Drive evidence-based program delivery for each of the Yarra CTC priority areas Q4. Monitor Yarra CTC action plan delivery Q4. Establish and maintain funding partners for the action plan delivery |
| Quarterly Progress Comments | Yarra Communities That Care (CTC) 2016 -2019 Action Plan has been developed and reviewed regularly by CTC Program Leader. Yarra CTC evaluation role (Feb 2017 – June 2017) has also been approved, and is developing overarching and program level CTC evaluation and monitoring frameworks. Funding partnerships have been established for all aspects of the Yarra CTC Action Plan delivery that is currently underway. Including, in this quarter: <ul style="list-style-type: none"> In-kind contribution from cohealth of a 0.2 EFT role for six months to support the delivery of the SMART generation in Yarra in 2017 Contribution of \$10k from cohealth to match Collingwood Colleges \$10K contribution to implement the 12 month Berry Street Education Model (BSEM) across their whole school (p -12) \$55k secured through a Victorian Department of Education and Training (DET) grant to deliver 2x the |

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Strengthening Families Program in Yarra for families

- External funding has also been secured to support the development of a Yarra CTC evaluation framework and measurement tools, which will enable Yarra CTC to monitor and measure the collective impact of the Yarra CTC

Delivery of all six evidence-based programs chosen by Yarra CTC Key Partners is currently underway. These programs are being implemented to address the Yarra CTC priorities:

To reduce underage alcohol and other drug use

- 2 secondary schools City of Yarra have committed to deliver the SMART generation program in 2017. Staff from these schools will undergo training in May 2017

To build young people's personal resilience

- Whole school delivery (p – 12) of the 12 month Berry Street Education Model (BSEM) has commenced at Collingwood College. Melbourne University has been engaged to evaluate this delivery of the BSEM at Collingwood College
- Fitzroy High School and Yarra Primary School lead teachers are being trained in the Berry Street Education Model in 2017, and will use their learning to drive school level practice change
- Four primary schools in Yarra continue to implement the whole school PATHS approach

To strengthen Family relationships and management

- In term 2 2017, 40 local service providers and community members will be trained as Tuning into Kids and Tuning into Teens Program facilitators
- Planning is underway to deliver 6-8 Tuning into Kids/Teens programs for families with children aged 8 – 14 years in 2017, using the locally trained program facilitators
- In term 2 2017, 20 local service provider will be trained as Strengthening Family Connections Program facilitators
- Funding has been secured and a partnership between 5 local organisations and 2 primary schools has been established to deliver two Strengthening Family Connections program in Yarra in 2017

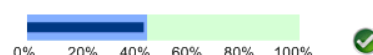
2.11 Socio-economic and social justice advocacy

Council Plan Initiative:

Conduct advocacy campaign on Yarra's diverse socio-economic profile and social justice issues.

As Yarra's population continues to grow and general socio-economic status improves there will be increasing importance for telling the underlying story of disadvantage and social justice to ensure appropriate access to funding and service responses. Around eight percent of Yarra's population lives in public or social housing and it is in this cohort that there is significant disadvantage and a need for a proactive advocacy to support identified needs.

Advocacy is a focus of key strategies including the Aboriginal Partnerships Plan, Multicultural Partnerships Strategy, Access and Inclusion Plan, as well as the homelessness, social and affordable housing, Neighbourhood Houses and community safety portfolio areas.



Branch *People, Culture and Community*

Quarterly Milestones

| | |
|-----------------|---|
| December | Q2. Conduct an event for Poverty Week 2016 which involves raising awareness and advocacy |
| March | Q3. Plan and implement staff training and advocacy on responding to primary homelessness in partnership with Launch Housing Q3. Advocate for and support Neighbourhood Houses in planning for long term sustainability and viability |
| June | Q4. Build external partnerships with existing and new service providers to the Aboriginal community in Yarra Q4. Conduct an event for Refugee Week in 2017 which involves raising awareness and advocacy Q4. Advocate around the implementation of harm reduction strategies and issues arising from injecting drug use Q4. Renew Council's Reconciliation Action Plan to continue a cross-organisational approach to implementing actions from the Aboriginal Partnerships Plan 2015-2018 |

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|------------------------------------|--|
| Quarterly Progress Comments | <p>Belgium Avenue Neighbourhood House internship project was conducted in February 2017 with Melbourne University. The interns explored and developed strategies on how to improve financial sustainability.</p> <p>A forum was held on the 22 March at Studio 1 called "Stronger Together". The presenter was Heather McTaggart from The Basin Neighbourhood House and she spoke with great enthusiasm about how the formation of the Knox Learning Alliance had opened up so many new opportunities. This alliance is made up of five Neighbourhood Houses.</p> <p>An information session was delivered to staff at Depot on Council's response to homelessness and rough sleeping, in partnership with Launch Housing outreach team</p> |
|------------------------------------|--|

2.12 Richmond High School advocacy

The State Government has announced a new secondary school in the Richmond Town Hall precinct: the announcement was to open the school for 2018. The Department of Education has set up a planning committee to deliver this school.



Branch Office of the Director Planning and Place Making

Quarterly Milestones

| | |
|------------------------------------|---|
| September | <p>Q1. Advocate to the State Government to consult with groups that use Citizen's Park</p> <p>Q1. Continue to liaise with the State Government Project Director and appointed architects to seek to influence outcomes having regard to the overall precinct</p> <p>Q1. Provide information to the community regarding the State Government project</p> <p>Q1. Brief Councillors regularly</p> |
| December | <p>Q2. Continue to keep the community informed of the State Project</p> <p>Q2. Inform Council on the design adopted by the State Government</p> |
| March | <p>Q3. Brief Councillors on progress</p> <p>Q3. Brief Council on possible shared service arrangements</p> |
| June | <p>Q4. Report to Council on possible shared service arrangements</p> <p>Q4. Brief Councillors on progress</p> |
| Quarterly Progress Comments | <p>Construction of Sports Precinct of the Richmond High School commenced around 15 March 2017. Council was advised of this in the Ebulletin received 17 March 2017.</p> <p>Council was also advised that the New School Planning Group which has operated for the past 18 months had its final meeting on 2 March 2017. The Director Planning and Place Making has been Council's representative on the group.</p> <p>The Victorian School Building Authority has advised Council that any shared service arrangements need to be discussed with the principal. A meeting with the Principal is scheduled for 3 May.</p> <p>The traffic and parking implications of the new school are being analysed by officers and discussions occurring with Department of Education and Training</p> |

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Highlights and Achievements

Branch *Family, Youth and Children's Services*
Unit *Service Planning and Development*

Staff completed consultations with community providers of education and care services who lease council facilities regarding proposed renewal of leases with new service agreement component. This process includes an administrative review of Council's Priority of Access Policy and the proposal to include adherence to Council policy in service agreements. Services were supportive of clarity of intention with the Service Agreement proposal. To support Council Plan consultations, FYC branch has been providing additional consultative activities with children attending kindergarten and after school care programs. Delivering sustainable active transport planning for parents and staff at early childhood centres with development of action plans for participating centres.

Branch *Library Services*
Unit *Community Learning and Partnerships*

Community Learning and Partnerships-

- New Yarra Libraries Opening Hours report was adopted by Council which will result in Libraries opening an additional 35 hours per week across the service.
- New library strategy 2017-2020 consultation process commenced.
- Tim Winton came to Yarra, attracting over 200 participants.
- Family Fun day held at the Atherton Gardens Estate with over 700 community members in attendance, in partnership with the Connie Benn Centre, DHHS, Infoxchange, Family Service and Youth Services.
- Richmond Community Learning Centre partnered with Richmond library in our first progressive lunch. The booked out event hosted an Entrée at the Richmond Library, followed by a walk to Studio 1 for main course, then onto Burnley Backyard for dessert. This event jointly promotes Yarra Libraries and RCLC and strengthens our working relationship. Over 30 people attended the event.

Create Inviting Spaces

- Fitzroy Library to purchase new furniture.
- Bargoonga Nganjin, North Fitzroy Library planning for opening and Launch.

Realise Value from Technology

- Tech Savvy Seniors commenced - Grant from the State Library Victoria – Vietnamese and Chinese seniors groups of 10 for a 6 weeks basic computer training course.

Invest in our People

- Two interns started the 'Stepping into Internship Program' aims to support individuals with a disability to gain meaningful work experience.
- Two Library staff were selected to participate in the State Library of Victoria's Shared Leadership Program 2017.

Extend our Reach

- Adult Literacy State Library Grant – Partnering with Carringbush Adult Education, Fitzroy Learning Network and Carlton Learning Centre to apply for the \$30,000 grant. This is the first time Yarra Libraries have worked directly with these three learning centres
- Richmond Community Learning Centre – Family Fun day, Storytime plant potting, Progressive lunch.
- Author Talks in partnership with Brunswick Street Bookstore — Tim Winton, held at the Fitzroy Town Hall with over 200 community members attended
- Yarra Family and Children's Services – One Million Stories Project – Outreach into the centres – delivering storytimes and variety of book collections
- Alice Springs Public Library - One Million Stories Project – Joint programming
- U3A programming events together – Tech Savy Seniors, Learning programs
- Carlton Neighbourhood Learning Centre – Training staff on delivery of a conversation lounge at Carlton Library.
- Yarra Multicultural Advisory Group – staff member now a member of the group and building partnerships and discussing potential programs
- Crèche, kinder, MCHC, and preschool external visits – storytimes and book delivery
- Yarra Vacation Care – external visit – storytimes and book delivery
- Livewires internal visit to Collingwood – future program planning

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Highlights and Achievements

Branch *Library Services*
Unit *Library Development*

In partnership with the IS team, Yarra libraries have initiated a project to update all library computers to Windows 10 and streamline the application management/maintenance process of library computers utilising the Microsoft Systems Centre. This will allow library public computers to be managed centrally, maintain a standard operating environment and be flexible in applications we offer while remaining isolated from the Council corporate network.

Successful implementation will result in significantly low response times for IT helpdesk incidents, less onsite troubleshooting/fixes, centralise automated software distribution and most importantly greater application choices for library patrons.

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3. Making Yarra more liveable

Maintaining Yarra's valued qualities whilst the City continues to grow – both in residents, workers and visitors – will occupy more of our attention. Mediating conflicting needs and competition for space – parking, travel, recreation, social, environmental needs – will require considered community engagement and creative innovative solutions.








Strategies

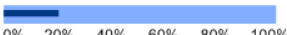





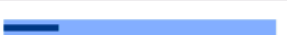



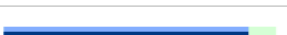



Council's work to achieve this Strategic Objective will include the following strategies:

- Manage competing demands for use of public and green open space.
- Continue to identify opportunities to convert road spaces and laneways for parks or improved pedestrian spaces.
- Increase amount of public and open space in areas with least access, in accordance with the Open Space Strategy.
- Advocate to protect green and open spaces on Yarra's public housing estates.
- Upgrade and refresh Leisure Centres, sports and recreation facilities and grounds to meeting growing demands.
- Seek to achieve more communal private open space within large developments.
- Increase cycling through improved access and infrastructure.
- Increase pedestrian activity and safety through improved access and infrastructure. This needs to include improved access for mobility aid devices.
- Advocate for public transport improvements.
- Continue to implement Council's Local Area Traffic Management Study (LATMS) program.
- Manage competing parking needs of residents, business and visitors.
- Manage change in Yarra's built form and activity centres through community engagement, land use planning and appropriate structure planning processes.
- Protect Council assets through effective proactive construction management.
- Improve disability access to community amenities and built environment.

The following actions are being undertaken in 2016/17 to work toward achieving Council's strategic objective of Making Yarra more liveable.

Action Progress Summary

-  At least 90% of action target achieved
-  Between 75 and 90% of action target achieved
-  Less than 75% of action target achieved
-  Not Started
-  Completed
-  Target
-  % Complete

| Action | Start Date / End Date | | |
|--|--------------------------|--|---|
| 3.01 Strategic land acquisition report | 01/07/16 30/06/17 |  |  |
| 3.02 New parks | 01/07/16 30/06/17 |  |  |
| 3.03 Installation of sports lights at Kevin Bartlett Reserve | 01/07/16 30/06/17 |  |  |
| 3.04 Shared pathway at Coulson Reserve | 01/07/16 30/06/17 |  |  |
| 3.05 Bicycle Advocacy | 01/07/16 30/06/17 |  |  |
| 3.06 Public Transport Advocacy | 01/07/16 30/06/17 |  |  |
| 3.07 Wellington Street bicycle lane | 01/07/16 30/06/17 |  |  |

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| Action | Start Date / End Date | |
|---|--------------------------|--|
| 3.08 New parking technology | 01/07/16 30/06/17 | <div><div></div></div> <div>0%20%40%60%80%100%</div> <div></div> |
| 3.09 Traffic management initiatives | 01/07/16 30/06/17 | <div><div></div></div> <div>0%20%40%60%80%100%</div> <div></div> |
| 3.10 Advocacy on growth and change within Yarra | 01/07/16 30/06/17 | <div><div></div></div> <div>0%20%40%60%80%100%</div> <div></div> |
| 3.11 Urban Growth management | 01/07/16 30/06/17 | <div><div></div></div> <div>0%20%40%60%80%100%</div> <div></div> |
| 3.12 Yarra Activity Centre Built form review | 01/07/16 30/06/17 | <div><div></div></div> <div>0%20%40%60%80%100%</div> <div></div> |
| 3.13 Licensed Premises Policy update | 01/07/16 30/06/17 | <div><div></div></div> <div>0%20%40%60%80%100%</div> <div></div> |

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3.01 Strategic land acquisition report

Council Plan Initiative:

Acquire land for development or redevelop existing land as open space in accordance with the Yarra Open Space Strategy.

Seek endorsement from Council to proceed with land acquisition for the purposes of creating new public open space.



Branch Recreation and Open Space

Quarterly Milestones

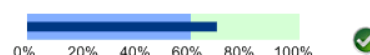
March Q3. Prepare a report to Council recommending the acquisition of land for open space purposes.

Quarterly Progress A market valuation for two parcels of land has been received and further due diligence on one of those parcels has commenced.

Comments Upon completion of this piece of work, officers will report back to Executive and Council on the opportunities to acquire this land for public open space.

3.02 New parks

Commence construction on a new park at Charles and Mollison Streets, Abbotsford.



Branch Recreation and Open Space

Quarterly Milestones

September Q1. Report to Council on the outcomes of consultation and seek approval to proceed.

Q1. Complete the design process and seek community feedback on the design.

June Q4. Subject to Council approval, document and tender the works for construction.

Quarterly Progress In August 2016, Council endorsed a proposal to construct a new park at Charles and Mollison Streets, Abbotsford by way of a road discontinuance. The project is now in the detailed design stage and construction of the project is expected to be delivered across the 2017/18 – 2018/19 financial years.

3.03 Installation of sports lights at Kevin Bartlett Reserve

Council will install sports lights at two soccer fields in Kevin Bartlett Reserve to ensure that lighting levels are appropriate for sports training. This will increase the capacity for training on these pitches.



Branch Recreation and Open Space

Quarterly Milestones

December Q2. Appoint contractor to deliver works

March Q3. Complete works prior to commencement of winter sports

Quarterly Progress Sports lights have been installed at the Fletcher 1 and 2 sports ovals at Kevin Bartlett reserve.

Comments Lights have been tested and are operational.

3.04 Shared pathway at Coulson Reserve

The shared pathway connection on the Merri Creek Trail adjacent to Coulson Reserve, Clifton Hill is a recommendation of the Merri Creek Trail Review, endorsed by Council in 2007.

The connection removes a steep descent/climb at the Heidelberg Road underpass, addressing a significant risk identified in the Merri Creek Trail Review. The new connection will be designed and built at an accessible gradient and will remove the need for path users to use low bridges that are subject to inundation.

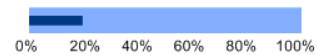
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Branch *Recreation and Open Space*

Quarterly Milestones

December Q2. Complete Stage 1 of the works

March Q3. Complete Stage 2 of the works (subject to funding being provided as part of the 2016/17 budget process)

Quarterly Progress The pedestrian crossing works have been completed.

Comments Tenders for construction of the ramp have closed and tender evaluation is underway for the package of works. A contractor will be appointed in April 2017, works will commence in May and will be completed in September 2017

3.05 Bicycle Advocacy

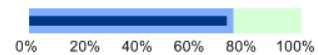
Council Plan Initiative:

Lobby for the extension of the Melbourne bike share scheme into Yarra and other inner -city areas.

If additional funding for the bike share scheme is included in the State 2016/17 budget, officers will continue to work with PTV to develop potential bike share locations in Yarra.

Council will:

- Continue to advocate for state funding of bicycle infrastructure on roads in Yarra, as part of any road infrastructure projects in Yarra funded by the State.
- Seek opportunities for funding by Active Transport department.
- Advocate (with City of Melbourne, Darebin and Moreland) to VicRoads for improved bicycle route connections across municipal borders.



Branch *Sustainability and Strategic Transport*

Quarterly Milestones

September Q1. Identify any opportunities in State 2016/17 Budget which could include bicycle infrastructure projects and advise Council

December Q2. If opportunities are identified at State level, work with VicRoads, PTV, ATV, Parks to advocate and seek outcomes within Yarra, and inform Council

March Q3. Inform Councillors (if any updates)

June Q4. Inform Councillors (if any updates)

Quarterly Progress The Bicycle Strategy has been reviewed and 10 years of future projects identified. Council officers are engaging with State Government on future initiatives as part of the States work on Strategic Cycling Corridors project.

3.06 Public Transport Advocacy

Council Plan Initiative:

Advocate for Melbourne Metro and Doncaster Rail project, and other public transport improvements, as a priority for Federal and State funding.

Improvements to Yarra's sustainable transport capacity are critical to accommodating a growing population. While Council can work on major improvements to cycling and walking infrastructure, strong advocacy to state and federal governments by Council and the community is needed to significantly improve public transport infrastructure and capacity. Enhanced public transport capacity is needed to ensure trams and trains are able to serve Yarra residents and workers in peak periods.

Melbourne Metro

Melbourne Metro is now back on the agenda as a key city shaping rail project.

Transport solutions for Doncaster

Improved transport solutions to Doncaster is important to reduce the dominance of car travel from that region to the

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inner city business areas creating further road congestion. The Doncaster Rail project has been a key priority for Yarra City Council in conjunction with other eastern suburb Councils for a number of years. Ongoing advocacy is required to continue the momentum for increased public transport by the State to serve the Doncaster region.

The state government is committed to finding solutions to the problem of congestion on Hoddle Street. It is considered that the 2016/7 state budget will include a major project on Hoddle St. Advocacy is likely to be needed to deliver best outcomes for Yarra residents.

New Tram Stops

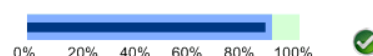
DDA compliant tram stops are proposed for the following locations:

Nicholson Street

Brunswick Street

Chandler Highway

The State Government has announced that a new bridge across the Yarra River abutting the current Chandler Highway bridge will be built and opened in mid-2018. Council has expressed a position on this project and that will continue to be advocated to the State Government and VicRoads.



Branch Sustainability and Strategic Transport

Quarterly Milestones

| | |
|---------------------------|--|
| September | Q1. Commence Brunswick St tram route consultation Q1. Commence advocacy for improved Hoddle St project outcomes Q1. Continue to advocate for improved public transport across Chandler Hwy to commence if new bridge is built |
| December | Q2. Inform Council of any updates on Chandler Highway |
| March | Q3. Inform Council of any updates on Chandler Highway |
| June | Q4. Complete Brunswick St tram route consultation |
| Quarterly Progress | Council is liaising with VicRoads to improve the Hoddle Street project outcomes. |
| Comments | A number of meetings have occurred with Public Transport Victoria (PTV) and VicRoads to advocate for improved public transport across Chandler Hwy. A new north south bus route has been identified and we are continuing to work towards getting this delivered. It has yet to be formally confirmed/funded. PTV have recently put in a budget bid and it has a high level of priority. |

The Brunswick Street tram route project has been delayed by PTV and will need to go through another PTV business case/submission process. Urban design are continuing to develop the streetscape master plan.

3.07 Wellington Street bicycle lane

Planning and commencement of construction of 500m of 'Copenhagen' separated bicycle lane on both sides of Wellington Street between Gipps Street and Johnston Street (subject to formal inclusion in the adopted 2016/17 budget).



Branch Sustainability and Strategic Transport

Quarterly Milestones

| | |
|---------------------------|---|
| September | Q1. Finalise design and specification for project (if in 2016/17 adopted budget) |
| December | Q2. Establish whether the project requires a planning permit Q2. Undertake tender process and evaluate tenders |
| March | Q3. Report to Council |
| June | Q4. Commence construction if no planning permit is required and Council has approved project |
| Quarterly Progress | Tender documents have been finalised. Tender bids will be sought in May. |
| Comments | |

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3.08 New parking technology

Council Plan Initiative:

Implement emerging parking enforcement technologies to improve efficiency and effectiveness of parking enforcement operations.

As part of Council's innovation program, new parking technology is being rolled out to make on street parking more accessible to the public and to encourage efficient turnover/sharing of on road parking spaces.

This project involves the implementation of technology to support the enforcement operations and improved data analysis and reporting on the effectiveness of the operations.

In addition, Council resolved to undertake a trial of variable parking fees in Bridge Road and explore a one hour free parking option.



Branch Innovation

Quarterly Milestones

| | |
|---------------------------|--|
| September | Q1. Install and test Infringement management system Q1. Roll-out new hand held ticket issuing devices Q1. Install new "pay stay" mobile phone payment option in all paid parking bays Q1. Develop sensor implementation plan |
| December | Q2. Complete sensor "pilot" trial and sensor roll-out in the sporting precinct in accordance with implementation plan Q2. Develop a project brief for a trial of Variable parking fees in Bridge Road |
| March | Q3. Complete sensor roll-out in Sporting Precinct Q3. Commence a variable pricing trial in dedicated bays in Bridge Road Q3. Install in ground sensors in Bridge Road and compile occupancy data to help develop the pricing model |
| June | Q4. Complete sensor roll-out for remaining locations in accordance with implementation plan Q4. Evaluate variable pricing trial in Bridge Road and consider options for a broader rollout in other shopping strips |
| Quarterly Progress | A plan to install a "pay stay" mobile phone payment option in all paid parking bays has been prepared and is awaiting Council Steering Committee endorsement. |
| Comments | A plan to implement the installation of parking sensor including a proposed "pilot" trial and sensors roll -out in the sporting precinct has been prepared and is awaiting Steering Committee endorsement. The roll-out of new hand held ticket issuing devices to parking officers has been complete . |

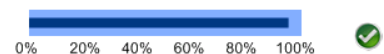
3.09 Traffic management initiatives

Council undertakes Local Area Traffic Management Studies (LATMS) to identify traffic calming measures and safety improvements.

This year Council will investigate the feasibility of a permanent road closure in Station Street, North Carlton.

Subject to funding, activities to deliver the Local Area Traffic Management program in 2016/17 are:

- Completion of Stage Two LATMS 9 (Rose) and
- Stage Two LATMS 10 (Gold)



Branch Traffic Services and Special Projects

Quarterly Milestones

| | |
|-----------------|--|
| December | Q2. Complete Stage Two works, LATMS 9 (Rose) Q2. Prepare a traffic report for VicRoads on temporary road closure in Station Street, North Carlton |
|-----------------|--|

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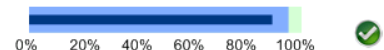
| | |
|---------------------------|---|
| March | Q2. Complete community consultation on temporary road closure in Station Street, North Carlton Q3. Report to Council on temporary road closure in Station Street, North Carlton Q3. Complete Stage Two works, LATMS 10 (Gold) |
| Quarterly Progress | Stage 2 works on LATM's 9 and 10 have been undertaken and 100% of capital budget expended. |
| Comments | The results of the community consultation on the temporary road closure in Station Street, North Carlton and any other representations will be presented to Council for a final decision in April-May 2017 |

3.10 Advocacy on growth and change within Yarra

Council Plan Initiative:

Advocate to State Government of rate of growth and change within Yarra.

Yarra municipality continues to be under significant development pressure. State Government metropolitan policies promote development at localities near public transport and strategic locations. Yarra City Council seeks to manage this growth appropriately.



Branch City Strategy

Quarterly Milestones

| | |
|---------------------------|---|
| September | Q1. Consider the final version of Plan Melbourne Re-fresh, if released, and the Inner City Framework Plan and brief Councillors Q1. Commence Built Form Analysis project of five commercial precincts to inform future planning controls |
| December | Q2. Continue to advocate for improved planning tools to better manage development pressure |
| March | Q3. Continue to advocate for improved planning tools to better manage development pressure |
| June | Q4. Continue to advocate for improved planning tools to better manage development pressure |
| Quarterly Progress | Final Plan Melbourne was released in March 2017 with some changes to planning directions for Yarra. |
| Comments | Advocacy continues with the state government Department of Environment Land Water Planning officials regarding the need for greater planning certainty in local planning scheme in order to manage the rate of growth that is occurring. Regular meetings with local member of Parliament held by CEO, Director Planning and Place Making continue to advocate for these changes. |

The recent Victorian Auditor General's review of the planning system was another opportunity to advocate for improvements to the legal and operational aspects of the Victorian Planning Provisions.

3.11 Urban Growth management

Council Plan Initiative:

Develop an over-arching strategy that seeks to preserve community values and amenity through the effective management of urban growth and the rate of change within Yarra.

As part of council's approach to managing growth in Yarra, this year Council will prepare a draft Housing Strategy and exhibit planning scheme amendments for Swan Street and Johnston Street.



Branch City Strategy

Quarterly Milestones

| | |
|------------------|--|
| September | Q1. Exhibit planning scheme amendments for Swan Street and Johnston Street Q1. Prepare draft spatial economic and employment strategy Q1. Prepare new draft housing strategy |
| December | Q2. Council to consider submissions in relation to Swan Street and Johnston Street amendments |
| March | Q3. Participate in Planning Panel hearings for amendments |
| June | Q4. Consider Planning Panel report and amendment |

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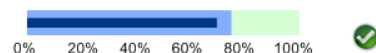
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| | |
|------------------------------------|--|
| Quarterly Progress Comments | Council has been awaiting authorisation from the Minister for Planning to exhibit the proposed Johnston Street planning scheme amendment. The Swan Street planning scheme amendment is being formulated and anticipated to be ready for Council adoption in the first quarter of 2017/18 |
|------------------------------------|--|

3.12 Yarra Activity Centre Built form review

Council will undertake an analysis of the built form of all Yarra activity centres as the basis for preparing urban design guidelines and planning height controls that can be introduced in to the Yarra Planning Scheme.



Branch City Strategy

Quarterly Milestones

| | |
|------------------------------------|--|
| September | Q1. Commence Built Form Analysis study |
| December | Q2. Finalise study |
| March | Q3. Report to Council on study |
| June | Q4. Report to Council with draft Planning Scheme Amendments (DDO's) |
| Quarterly Progress Comments | Study of lessons learnt from Swan Street Built form analysis has been completed. Built form studies underway for the Brunswick Street/Smith Street centres and the Victoria Street and Bridge Road centres. This work is expected to be finalised later this year; reporting to Council will occur when initial work is completed. |

3.13 Licensed Premises Policy update

The update of the Licensed Premises Policy is an action arising out of the Night Time Economy Strategy and the Health Plan. It relates to amending and updating the licensed premises policy in the Planning Scheme.

Background work has been undertaken to provide justification for the policy change. This year Council will consider and exhibit a revised policy.



Branch City Strategy

Quarterly Milestones

| | |
|------------------------------------|---|
| September | Q1. Present draft revised policy to Council for consideration |
| December | Q2. Seek Minister's authorisation to exhibit planning scheme amendment |
| March | Q3. Participate in Planning Panel hearings |
| June | Q4. Present Panel report and amendment to Council for consideration |
| Quarterly Progress Comments | Council was presented with the revised policy and resolved to proceed with the planning scheme amendment on 19 September 2016. Request for authorisation to exhibit planning scheme amendment was submitted and authorisation received on 14 October. |

Council referred submissions to a Planning Panel. Directions hearing is scheduled for 5th April 2017 and the panel hearing is scheduled for the week beginning 24th April 2017.

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Highlights and Achievements

Branch *Recreation and Open Space*

Unit *Open Space Capital Works and Design*

The University of Melbourne coordinated student tours of a selection of Yarra's significant recent projects and visited the Edinburgh Gardens rain garden and the new park at Richmond terrace. Such tours are further recognition of the quality work delivered by the City of Yarra.

The Manager Recreation and Open Space participated as a panel member at an landscape and urban design industry session on "Equity in the Street" regarding sharing public roads highlighting innovative outcomes.

Branch *Recreation and Open Space*

Unit *Open Space Maintenance*

The results from the annual park users satisfaction survey were received in February 2017. The survey has been conducted for more than ten years and Yarra's score continue to sit among the best performing Municipalities

The findings identified an overall satisfaction with Yarra's parks of 8.4 out of 10, which was second highest among the 18 participating Councils.

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4. Ensuring a sustainable Yarra

Reducing Yarra's environmental footprint is critical – including a target to become carbon neutral by 2020, reduce waste going to landfill, increase renewable energy use, improve biodiversity, increase local food production, use more locally collected rainwater to reduce storm water run-off and dependency on Melbourne's water catchments.

In November 2012 Yarra became the first Victorian Council to be certified carbon neutral. This reflects our commitment to reducing the City's environmental footprint – the resources we use to live – such as reducing the use of potable water and energy, as well as reducing waste going to landfill. In 2011 Yarra was named as the Sustainable City of the Year, acknowledging the wide range of programs working to make Yarra more sustainable.

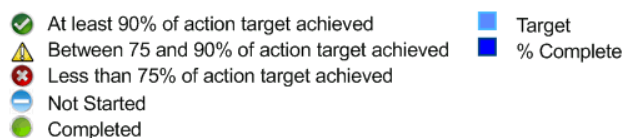
Strategies

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

- Develop and renew Council's key environmental strategies.
- Initiate and implement strategies to reduce Council's carbon emissions and energy use.
- Support the community to reduce greenhouse gas emissions.
- Increase implementation of water-sensitive urban design.
- Encourage urban agriculture.
- Initiate and implement strategies to reduce Council's potable water consumption.
- Initiate and implement strategies to reduce waste to landfill in Yarra.
- Advocate to state and federal governments on their responsibility to achieve a sustainable Yarra.

The following actions are being undertaken in 2016/17 to work toward achieving Council's strategic objective of Ensuring a sustainable Yarra.

Action Progress Summary



| Action | Start Date / End Date | |
|--|--------------------------|--|
| 4.01 Urban Wildlife Management Plan | 01/07/16 30/06/17 | |
| 4.02 Urban Forest Strategy | 01/07/16 30/06/17 | |
| 4.03 Yarra Energy Foundation | 01/07/16 30/06/17 | |
| 4.04 Adaptive Assets Program | 01/07/16 30/06/17 | |
| 4.05 Implementation of new waste management contract | 01/07/16 30/06/17 | |

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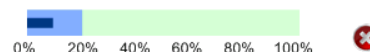
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4.01 Urban Wildlife Management Plan

Council Plan Initiative:

Progress implementation of Council's Urban Wildlife Management Plan.

Developed in 2009, City of Yarra's Urban Wildlife Management Plan aims to identify areas of remaining fauna habitat, identify and address threats to fauna habitat, identify opportunities for potential habitat improvement and protection, review existing control methods or pest animal species and provide recommendations for updating where required.



Branch *Recreation and Open Space*

Quarterly Milestones

September Q1. Draw on outcomes of the biodiversity health survey (April 2016) and review the Urban Wildlife Management Plan

June Q4. Finalise Urban Wildlife Management Plan

Quarterly Progress A consultants' brief has been prepared and fee proposals are being sought to review the Urban Wildlife Management Plan.

Comments

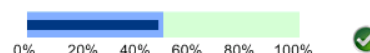
4.02 Urban Forest Strategy

Council Plan Initiative:

Investigate feasibility of an Urban Forests Strategy.

An Urban Forest Strategy will provide broad directions and key principles for the delivery of urban greening initiatives with a particular focus on reducing the impact of the Urban Heat Island effect. Council has commenced the developmental work including data gathering and internal engagement.

This year Council will progress development of the Urban Forest Strategy.



Branch *Sustainability and Strategic Transport*

Quarterly Milestones

September Q1. Finalise tree inventory data

December Q2. Analyse tree inventory data and continue to formulate strategy

March Q3. Brief Councillors on draft Urban Forest Strategy

June Q4. Present draft Strategy to Council, for public exhibition

Quarterly Progress The tree inventory has been completed and data analysed. Councillors were briefed by officers and the consultant on the Urban Forest Strategy (UFS) on 6 March. Progression on a draft UFS is occurring.

Comments

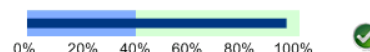
4.03 Yarra Energy Foundation

Council Plan Initiative:

Continue Council support for the work of the Yarra Energy Foundation.

The Yarra Energy Foundation was officially launched in 2011. Council provides funding to support the Foundation. Council will continue to monitor Yarra Energy Foundation's progress against the funding agreement.

The four year funding agreement will conclude in 2016/17. Council will be able to determine whether it wishes to commit to a new agreement.



Branch *Sustainability and Strategic Transport*

Quarterly Milestones

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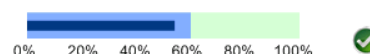
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| | |
|---------------------------|--|
| September | Q1. Present Jan – Jun 2016 six monthly report to Council |
| March | Q3. Present Jul-Dec 2016 six monthly report to Council Q3. Council to resolve whether to enter into a new funding agreement for YEF |
| Quarterly Progress | Six month report for period July-Dec 2016 has been provided by YEF. Info only report being scheduled for Councillor briefing on 1 May. |
| Comments | Officers are currently working with YEF to develop the next funding agreement. It is anticipated that this will come to Council for formal adoption on 6 June. |

4.04 Adaptive Assets Program

Funding has been allocated to support Council to meet its organisational greenhouse reduction and renewable generation targets as set out in the Yarra Environment Strategy (YES). Council is considering an innovative renewable energy project.



Branch Sustainability and Strategic Transport

Quarterly Milestones

| | |
|---------------------------|--|
| December | Q2. Establish asset list to receive new solar and/or battery installations |
| March | Q3. Complete tender and award contract to preferred supplier |
| June | Q4. Complete installations |
| Quarterly Progress | Evaluation panel has completed scoring all submissions. Procurement report is being finalised and expected to be awarded early April 2017. |
| Comments | |

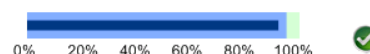
4.05 Implementation of new waste management contract

Council Plan Initiative:
Develop and implement new Waste Management Strategy 2014-20.

Council entered into a new Waste Services contract. The service model for waste management services includes:

weekly domestic garbage collection; housing estate refuse collection; and community education; and
weekly domestic recycling collection; litter bin clearance and maintenance;
recyclables acceptance and sorting;
festivals and events;
at-call green waste collection.

The implementation and transition for the waste contracts includes a comprehensive communication strategy and development of service specific quality and contract management plans.



Branch City Works

Quarterly Milestones

| | |
|---------------------------|---|
| September | Q1. Commence implementation of all waste contracts on 1 July 2016 Q1. Commence contract transition period |
| December | Q2. Undertake contract monitoring during transition period to ensure compliance with contract requirements |
| March | Q3. Undertake formal contract monitoring to ensure full compliance with contract requirements |
| June | Q4. Undertake formal contract monitoring to ensure full compliance with contract requirements |
| Quarterly Progress | Monitoring of the contract performance in on-going, currently maintaining compliance with contract requirements |
| Comments | |

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5. Leading local government

A changing and divergent community requires an agile and responsive organisation. To maximise value to our community, the services and facilities they want it is critical that Council review our services to ensure they are relevant and appropriate.








Strategies

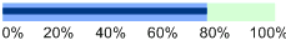

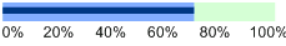

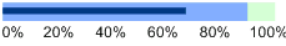

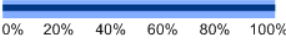

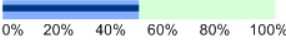

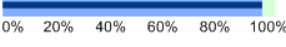

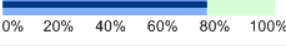



Council's work to achieve this Strategic Objective will include the following strategies:

- Align vision, values and organisational culture.
- Encourage and support a workforce that reflects our community's diversity.
- Enhance internal systems and processes, and their integration, to improve community service delivery and governance support.
- Build Council's emergency management and recovery response.
- Build community engagement to inform Council's policy development and decision making.
- Enhance access to Council information and services, including wider use of digital media.
- Seek to achieve best practice standards, measured by benchmarking all services.
- Enhance procurement and contract management practice to extract better value for money.
- Enhance productivity and business support, and reduce risk for critical business processes.

The following actions are being undertaken in 2016/17 to work toward achieving Council's strategic objective of Leading Local Government.

Action Progress Summary

-  At least 90% of action target achieved
 -  Between 75 and 90% of action target achieved
 -  Less than 75% of action target achieved
 -  Not Started
 -  Completed
-  Target
 % Complete

| Action | Start Date / End Date | | | |
|--|--------------------------|--|---|--|
| 5.01 Develop 2017-20 Organisational Development Strategy | 01/07/16 30/06/17 |  |  | |
| 5.02 Continuous Quality Improvement Program | 01/07/16 30/06/17 |  |  | |
| 5.03 Project Management Framework | 01/07/16 30/06/17 |  |  | |
| 5.04 Executive and Council strategic planning sessions | 01/07/16 30/06/17 |  |  | |
| 5.05 Capital works program | 01/07/16 30/06/17 |  |  | |
| 5.06 Council election 2016 and Councillor induction | 01/07/16 30/06/17 |  |  | |
| 5.07 Development of the new Council Plan | 01/07/16 30/06/17 |  |  | |
| 5.08 Government Relations | 01/07/16 30/06/17 |  |  | |

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Council Plan 2013-2017 Year 4

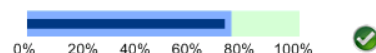
2016/17 Annual Plan Quarterly Progress Report - March

5.01 Develop 2017-20 Organisational Development Strategy

Council Plan Initiative:

Adopt an Organisational Development Strategy and progressively implement actions.

The OD Team will work with the One Yarra CORE group to scope a project plan to develop a new OD strategy. The plan will involve consultation with the business and as a result will produce a three year OD strategy.



Branch *People, Culture and Community*

Quarterly Milestones

| | |
|---------------------------|---|
| September | Q1. Consult with the CORE group, leadership team and employees to scope the actions to be included in the OD strategy |
| December | Q2. Finalise draft of the OD strategy |
| March | Q3. Present OD strategy to Council for adoption |
| June | Q4. Commence implementation of actions as outlined in the strategy |
| Quarterly Progress | The Culture Strategy has been adopted by Executive after having been taken for consultation to the One Yarra Core Group, the People and Culture Team. |
| Comments | |

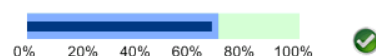
5.02 Continuous Quality Improvement Program

Council Plan Initiative:

Commit to an organisational continuous improvement program.

In 2015/16 Executive endorsed a Continuous Quality Improvement (CQI) Framework. The program is being trialled for branches undertaking a Service Review to redesign systems and process for improved efficiency and effectiveness.

Service Planning and Reviews provide a Continuous Improvement framework for Council whereby Services are consistently and regularly subject to review and critical thinking. We will report to Council on improvements that have been identified and implemented as a result of this process.



Branch *Corporate Planning and Performance*

Quarterly Milestones

| | |
|---------------------------|---|
| September | Q1. Undertake staff training in CQI methodology |
| December | Q2. Develop plan for implementation of CQI actions in two branches |
| June | Q4. Evaluate CQI program to date |
| Quarterly Progress | A plan has been developed for a CQI program in the Children's Services Unit of the Family, Youth and Children's Services Branch. This program has been developed with the assistance of the Improvement and Program Integration Branch of Melbourne City Council. The project, in collaboration with a small number of participating Councils, is to review the Children's Services Registration process from a customer perspective. The project will be facilitated by Melbourne City Council and based on the continuous improvement methods of Lean and Agile. The Acting Co-ordinator of Organisational Performance is the project support officer for Yarra City Council. Two officers from the Children's Services Administration Team will also be participating. The project is planned to commence in early February 2017 with a completion date of early April 2017. |
| Comments | |

The planning for a CQI project in the City Works Branch, as identified in the Service Review Action Plan, has been delayed pending the appointment of the Service Improvement Team Leader. Further discussions are scheduled to occur with the leadership team of the Branch to determine the timing and capacity of Branch staff to participate in a CQI project in the second half of this year.

5.03 Project Management Framework

Council Plan Initiative:

Develop and implement agreed project management principles to improve project completion.

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Council will continue to implement its Project Management Framework to ensure a consistent methodology is applied to managing projects with a key objective of providing best value to the community.

Key activities this year include:

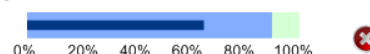
Develop a standard set of project management templates, including status reports and PCG agendas

Develop options and recommendation to Executive for harmonising Capital and Operational project portfolio management, including identification of specific improvements to portfolio reporting for broad based project performance reporting.

Process bids for Capital Upgrade projects using same process as other discretionary project types (Capital New Asset and Operational).

Update PMF policy to improve quality and incorporate learnings from usage of policy to date

Implement agreed changes for harmonising Capital and Operational project portfolio management, including specific improvements to portfolio reporting for broad based project performance reporting.



Branch Corporate Planning and Performance

Quarterly Milestones

September Q1. Develop options and recommendation to Executive for harmonising Capital and Operational project portfolio management, including identification of specific improvements to portfolio reporting for broad based project performance reporting

Q1. Develop a standard set of project management templates, including status reports and PCG agendas

December Q2. Process bids for Capital Upgrade projects using same process as other discretionary project types (Capital New Asset and Operational)

March Q3. Update PMF policy to improve quality and incorporate learnings from usage of policy to date

June Q4. Implement agreed changes for harmonising Capital and Operational project portfolio management, including specific improvements to portfolio reporting for broad based project performance reporting

Quarterly Progress Comments Project Status Report template has been developed that is suitable for use on Capital and Operating projects reported through to Executive and approved by PMF Steering Group. Executive session has been set up to identify portfolio of high value/high profile/high risk projects that should be reported to Executive.

A number of standard templates have been developed including Project Control Group Agenda and Minutes, Project Status Report, Draft Project Concept Brief, Project Risk Register, and financial tracking using EVM (earned value management).

2017/18 Capital Upgrade, Capital New Asset and Operating project bids evaluated using unified process during November-December.

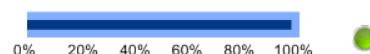
Review of PM policy undertaken and relationship of policy to PMO roadmap and PM procedures established. Principles for Executive and Audit Committee reporting developed.

5.04 Executive and Council strategic planning sessions

Council Plan Initiative:

Establish periodic strategic planning sessions with Executive and Council to work on emerging issues and matters of significant importance to the community (links to strategic advocacy, research and organisational agility).

Strategic planning workshops to facilitate engagement between Executive and Councillors will continue this year. These workshops will focus on emerging issues and significant community priorities.



Branch CEO Office

Quarterly Milestones

December Q2. Hold strategic planning workshop

March Q3. Hold strategic planning workshop

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Quarterly Progress Comments Three Councillor Planning Workshops were held during the third quarter as part of the 2017/18 Annual Planning Process. Community engagement results were presented to Council for consideration in the new four-year Council Plan. Councillors were also focussed on development of the 2017/18 Budget including the capital works program. The proposed Budget and Council Plan are on track to go out on public exhibition in early April.

5.05 Capital works program

Council implements major capital works to improve facilities and services within the municipality. The capital works program ensures facilities and infrastructure are maintained at appropriate standards to meet community and Council needs. Council's target is to complete at least 85% of renewal, upgrade and new capital works projects during the year.



Branch Engineering and Asset Management

Quarterly Milestones

September Q1. Complete 10% of the capital works program
December Q2. Complete 25% of the capital works program
March Q3. Complete 50% of the capital works program
June Q4. Complete 85% of the capital works program

Quarterly Progress Comments Capital program tracking above target with 52% of the annual program completed

5.06 Council election 2016 and Councillor induction

We will conduct a successful Council Election in October 2016 which will result in the election of nine Councillors to the Yarra City Council for the 2016-2020 Council term. Immediately following the election, we will conduct a comprehensive induction process designed to equip both new and returning Councillors with the information and resources they need to undertake their duties.



Branch Governance and Support

Quarterly Milestones

September Q1. Commence Election Period
 Q1. Finalise the voters' list of ratepayers and submission to the Victorian Electoral Commission
 Q1. Open the Early Voting Centre
December Q2. Complete formal Councillor induction program
 Q2. Hold a Special Meeting to elect a Mayor
 Q2. Complete the 2016 Council Election
 Q2. Publish Election Campaign Donation Return summaries
March Q3. Review the Councillor Code of Conduct
June Q4. Review and determine the level of the Councillor allowance and the Mayoral allowance

Quarterly Progress Comments The review of the Councillor Code of Conduct was undertaken in February 2017, and adopted by a Special Meeting of Council on 21 February 2017. Following adoption, a copy of the Code of Conduct was provided to all Councillors and placed on Council's website in accordance with section 76C(6) of the Local Government Act 1989. In addition, all Councillors have made a written declaration that they will abide by the Code of Conduct.

5.07 Development of the new Council Plan

Council is required to develop a Council Plan by 30 June following a general election which will occur on 22 October 2016. The Council Plan is a strategic document, setting out Council's priorities and direction for a four year period. A cross-organisational team will be established to inform the new Council Plan and work with Councillors on its development.



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Branch *Corporate Planning and Performance*

Quarterly Milestones

September Q1. Complete environmental scan and supporting documentation for the new Council

December Q2. Commence discussions with new Council on Council Plan

March Q3. Develop the draft Council Plan

June Q4. Present Council Plan to Council for endorsement for public submission

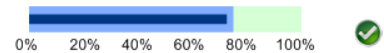
Q4. Present Council Plan to Council for adoption

Q4. Submit Council Plan to the Minister

Quarterly Progress Comments Councillors, members of the executive team and senior staff participated in a number of workshops to review feedback from the community engagement sessions and develop the strategic directions and key initiatives to form the proposed Council Plan 2017-21. The draft plan has been distributed to Councillors and staff and will go out on public exhibition in the first week of April.

5.08 Government Relations

A key action in Yarra's Strategic Advocacy Framework is to advocate for improved State and Federal funding to local government. Key advocacy projects this year include the Richmond Secondary College, Regional Sports Facility, Affordable Housing and AMCOR. Council also advocates for improved bicycle provisions and public transport (See Actions 3.05 and 3.06).



Branch *Advocacy and Engagement*

Quarterly Milestones

September Q1. Promote and inform local members of parliament, relevant Minister and government departments about Yarra's advocacy priorities and funding needs

December Q2. Promote and inform local members of parliament, relevant Minister and government departments about Yarra's advocacy priorities and funding needs

March Q3. Promote and inform local members of parliament, relevant Minister and government departments about Yarra's advocacy priorities and funding needs

June Q4. Promote and inform local members of parliament, relevant Minister and government departments about Yarra's advocacy priorities and funding needs

Quarterly Progress Comments Council continues to advocate strongly to state government on a number of priority projects, including- the, former Gasworks site, planning scheme rewrite, Ryan's reserve, Walmer St planning issues, Queen's Parade, Richmond Secondary School, Pride Centre. Yarra continues its strong leadership in the local government sector advocacy groups such as IMAF and ISMMF.

12.1 Notice of Motion No 12 of 2017 – “Making Renting Fair Campaign”

Trim Record Number: D17/58696

Responsible Officer: Group Manager Chief Executive's Office

I, Councillor Stephen Jolly, hereby give notice that it is my intention to move the following motion at the Ordinary Meeting of Council to be held on 16 May 2017:

“That Council:

- (a) note that the Victorian Government is currently reviewing the *Residential Tenancies Act 1997* (the Act), which controls safety, security and privacy for some 1.2 million people across the state;
- (b) note the request from the Tenant’s Union of Victoria seeking Council’s support to:
 - (i) securing fair rental laws in Victoria as part of the Victorian Government’s current review of the Act; and
 - (ii) the “Make Renting Fair Campaign” which seeks:
 - a. removal of ‘no reason’ eviction notices;
 - b. reforming of unjust tenancy database practices;
 - c. introduction of minimum property standards that address health, safety and energy efficiency;
 - d. creation of incentives for landlords to undertake necessary repairs;
 - e. prevention of unwanted visits and photography;
 - f. allowing tenants to undertake reasonable modifications;
 - g. prevention of unreasonable evictions;
 - h. implementation of the recommendations of the Royal Commission into Family Violence;
 - i. maintenance of existing protections for vulnerable tenants;
 - j. rejection of punitive measures currently under consideration, including:
 - i. making evictions quicker and easier;
 - ii. enforcing onerous and unfair lease terms;
 - iii. introducing new bond payments for pet owners; and
 - iv. restricting stays by guests and family; and
- (c) promote its support of the Make Renting Fair Campaign within the municipality and write to the Minister for Consumer Affairs, The Hon. Marlene Kairouz, advocating for fair rental laws as outlined above.”

Background

The Tenant’s Union notes that there are some positive and some very concerning proposals on the table at the moment and further notes they are concerned that the safety, stability and privacy of Victorian renters could be seriously undermined if the wrong reforms are adopted.

The number of households renting in Victoria has increased from 389,000 to 526,000 in just fifteen years. Due to our affordable housing crisis, more people are renting for greater periods of their lives.

This is a rare opportunity to make positive changes to the current laws, but we are also at risk of seeing consumer protections for tenants weakened. If this happens, more vulnerable tenants will be the ones hit hardest.

The groups most impacted would include people who have been homeless, people living with mental illness, people with a disability, older tenants, students, people from CALD backgrounds, Aboriginal and Torres Strait Islander people, women and children, and low income households.

The Tenants Union of Victoria founded the Make Renting Fair Campaign to make renting fair for everyone and to prevent it becoming an option of last resort for people on low and middle incomes

RECOMMENDATION

1. That Council:
 - (a) note that the Victorian Government is currently reviewing the *Residential Tenancies Act 1997* (the Act), which controls safety, security and privacy for some 1.2 million people across the state;
 - (b) note the request from the Tenant's Union of Victoria seeking Council's support to:
 - (i) securing fair rental laws in Victoria as part of the Victorian Government's current review of the Act; and
 - (ii) the "Make Renting Fair Campaign" which seeks:
 - a. removal of 'no reason' eviction notices;
 - b. reforming of unjust tenancy database practices;
 - c. introduction of minimum property standards that address health, safety and energy efficiency;
 - d. creation of incentives for landlords to undertake necessary repairs;
 - e. prevention of unwanted visits and photography;
 - f. allowing tenants to undertake reasonable modifications;
 - g. prevention of unreasonable evictions;
 - h. implementation of the recommendations of the Royal Commission into Family Violence;
 - i. maintenance of existing protections for vulnerable tenants;
 - j. rejection of punitive measures currently under consideration, including:
 - i. making evictions quicker and easier;
 - ii. enforcing onerous and unfair lease terms;
 - iii. introducing new bond payments for pet owners; and
 - iv. restricting stays by guests and family; and
 - (c) promote its support of the Make Renting Fair Campaign within the municipality and write to the Minister for Consumer Affairs, The Hon. Marlene Kairouz, advocating for fair rental laws as outlined above.