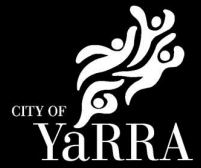


Community Infrastructure Plan

Implementation Plan – October
2025



Yarra City Council acknowledges the Wurundjeri Woi Wurrung people as the Traditional Owners and true sovereigns of the land now known as Yarra. We also acknowledge the significant contributions made by other Aboriginal and Torres Strait Islander people to life in Yarra. We pay our respects to Elders from all nations and to their Elders past, present and future.

Introduction

The implementation plan identifies a variety of outcomes to achieve the objectives of the Community Infrastructure Plan 2025.

Unless already committed in the *Long-Term Financial Plan 2025-26 to 2034-35*, the identified activities listed are subject to funding and resource allocation through future Council planning and budget cycles.

The Community Infrastructure Plan is designed to continually analyse community need and infrastructure performance, with agility to respond as needs change. The implementation plan is a live document that will be updated as priorities change to reflect need.

Activities are grouped into three categories:

1. Delivery pipeline – infrastructure projects to meet growing and changing community need.
2. Implementing the Community Infrastructure Plan – activities that enable Council to achieve the objectives of the Plan, e.g. responding to community need, maximised use, inclusive and accessible.
3. Operationalising the Community Infrastructure Plan – activities to embed the Plan into the way we work.

The timeframes in which activities will be delivered are:

- Committed – funding is allocated in the 2025/26 Budget towards the project (particularly capital delivery projects)
- Short – to be achieved within 1 to 4 years
- Medium – to be achieved within 5 – 10 years
- Long – to be achieved in 10 or more years
- Ongoing – continuous or cyclical operational activities

Delivery projects are categorised as:

- Major Project – major capital investment for Council (where co-funding will be required)
- Capacity – increase the capacity of the asset / create a new asset to meet growing need
- Functionality – enhance the asset to uplift and sustain use, which may include minor increase to capacity
- Property – strategic property acquisitions and disposals, to be referred to Property Strategy processes and actions
- Advocacy – projects to be delivered by others, not on Council land.

The delivery pipeline is based on what is known now. As the Community Infrastructure Plan is an agile Plan, this means projects identified in this implementation plan may change or be brought forward or back based on how community needs may change. Further work is required to determine outstanding unmet demand based on the identified projects outlined below. E.g. where do gaps remain if these projects are carried out as listed?

1. Delivery pipeline (2025)

1.1 Yarra

No.	Location	Asset	Project, description	Project type	Strategic alignment	Timing
1.1.1	Yarra	To Be Determined	<p>Yarra Civic Gallery</p> <p>New Civic Gallery Space (alongside arts storage for Council's cultural collections). Location and size to be determined. Potential opportunities within higher order civic and community facilities.</p>	Major Project	Strategic objective 3: data driven and socially responsive	Long Term
1.1.2	Yarra	To Be Determined	<p>Yarra Civic Arts Store</p> <p>Dedicated museum-grade arts store (alongside future Civic Gallery Space) to store Council's cultural collections). Required in the short term to ensure valuable items are safely and securely stored and to free up other locations where collections are currently being stored for greater community use.</p>	Capacity	Strategic objective 2: maximise the potential of the community infrastructure we have	Short Term
1.1.3	Yarra	Multiple sites	<p>Access automation to community buildings</p> <p>Facilitate improved efficiencies and user experience in accessing Council infrastructure (e.g. seamless experience to book online and access building without needing to collect and return keys / swipe cards at a customer service centre)</p>	Functionality	Strategic objective 4: innovative and financially viable solutions	Medium Term
1.1.4	Yarra	Multiple sites	<p>HVAC automation to community buildings</p> <p>Facilitate improved efficiencies in facility management and user experience in using Council infrastructure (e.g. automated / remote-controlled heating and cooling)</p>	Functionality	Strategic objective 4: innovative and financially viable solutions	Long Term

1.2 Abbotsford

No.	Location	Asset	Project, description	Project type	Strategic alignment	Timing
1.2.1	Abbotsford	Victoria Park	Victoria Park Oval – Surface Reconstruction Council decision (09/09/2025) to support Collingwood Football Club delivering these works in 2025/26. Resurfacing to maximise utilisation.	Capacity	Strategic objective 2: maximise the potential of the community infrastructure we have	Committed
1.2.2	Abbotsford	To Be Determined	New kindergarten Investigations for and establishment of a new kindergarten in Abbotsford to increase service capacity.	Capacity	Strategic objective 1: strengthen and respond to community need.	Short Term
1.2.3	Abbotsford	To Be Determined – Abbotsford Community Hub	Abbotsford Community Hub Investigations for and establishment of an integrated Community Hub, which could include library, multiple flexible meeting spaces and community kitchen for service delivery and broader community use, open air space (e.g. garden areas for broad community use).	Capacity	Strategic objective 1: strengthen and respond to community need	Medium Term
1.2.4	Abbotsford	Stanton Street Hall	Stanton Street Hall Improvement Make improvements to sustain use	Functionality	Strategic objective 2: maximise the potential of the community infrastructure we have	Medium Term
1.2.5	Abbotsford	Collingwood Town Hall	Collingwood Town Hall Venue Uplift Address acoustics within the ballroom, facilitate maximum use of the balcony, enhance toilets and rear foyer	Functionality	Strategic objective 2: maximise the potential of the community infrastructure we have	Long Term

Dependencies and opportunities

1. Future use for Victoria Park

1.3 Carlton North – Princes Hill

No.	Location	Asset	Project, description	Project type	Strategic alignment	Timing
1.3.1	Carlton North – Princes Hill	Princes Hill Kindergarten & MCHC	Princes Hill Kindergarten Playground Upgrade and Building Renewal Works With grant funding. Accessibility improvements and playground and landscaping improvements	Functionality	Strategic objective 2: maximise the potential of the community infrastructure we have	Committed

1.4 Central Richmond

No.	Location	Asset	Project, description	Project type	Strategic alignment	Timing
1.4.1	Central Richmond	Richmond Library	Richmond Library Redevelopment Redevelop Richmond Library as a community hub anchored by a library service. Include: library, flexible spaces, community kitchen, Changing Places, and other uses, acknowledging that in 2025/26 feasibility work is being carried out	Major Project	Strategic objective 1: strengthen and respond to community need.	Short Term
1.4.2	Central Richmond	Burnley Oval	Burnley Oval Resurfacing Oval resurfacing to maximise playing time	Capacity	Strategic objective 2: maximise the potential of the community infrastructure we have	Medium Term
1.4.3	Central Richmond	Burnley Pavilion	Burnley Pavilion Improvement Improvements to make space more functionals and maximise use	Functionality	Strategic objective 2: maximise the potential of the community infrastructure we have	Medium Term

1.5 Clifton Hill

No.	Location	Asset	Project, description	Project type	Strategic alignment	Timing
1.5.1	Clifton Hill	Collingwood Leisure Centre	Collingwood Leisure Centre plant upgrade With grant funding. Electrification, ventilation and cooling upgrade works, and various renewal works	Major Project	Strategic objective 5: progressive leadership	Committed
1.5.2	Clifton Hill	Ray Coverdale Pavilion	Ray Coverdale Pavilion Expansion Improve functionality of shared spaces to support gender equity and future use	Capacity	Strategic objective 1: strengthen and respond to community need.	Medium Term
1.5.3	Clifton Hill	Walker Street Reserve	Walker Street Reserve Toilets and Change New building to provide toilets and small changing facility to support greater use of the soccer pitch	Capacity	Strategic objective 1: strengthen and respond to community need.	Medium Term
1.5.4	Clifton Hill	Mayors Park	Mayors Park Court Resurfacing and Lighting 2027/28 completion. Court resurfacing and lighting, to deliver compliance with current lighting and court standards	Functionality	Strategic objective 2: maximise the potential of the community infrastructure we have	Committed
1.5.5	Clifton Hill	George Knott Reserve	George Knott Sports and Lighting Upgrade Lighting in 2026/27, Oval Surface Upgrade in 2027/28.	Functionality	Strategic objective 2: maximise the potential of the community infrastructure we have	Committed
1.5.6	Clifton Hill	Walker Street Kindergarten	Walker Street Kindergarten Bathroom Renewal 2025/26 completion. Bathroom renewal including toilet cubicle doors	Functionality	Strategic objective 2: maximise the potential of the community infrastructure we have	Committed
1.5.7	Clifton Hill	Ramsden Reserve	Ramsden Reserve Oval Resurfacing and Lighting Resurfacing and lighting for minor uplift in capacity	Functionality	Strategic objective 2: maximise the potential of the community infrastructure we have	Long Term

Dependencies and opportunities

1. Full condition audit of Collingwood Leisure Centre, after completing upgrade. Audit will likely recommend additional projects for consideration.

1.6 Collingwood

No.	Location	Asset	Project, description	Project type	Strategic alignment	Timing
1.6.1	Collingwood	Yallabirrang Kindergarten	Yallabirrang Kindergarten Inclusion Works For consideration of potential grant funding. Ceiling and additional wall acoustic treatments, toilet cubicle doors.	Functionality	Strategic objective 2: maximise the potential of the community infrastructure we have	Short Term

Dependencies and opportunities

1. Ongoing provision of vital community services, responsive to changing and growing community need, within Collingwood Housing Estate and surrounding areas.
2. Location of Abbotsford Community Hub will determine its capacity to cater for the needs of Collingwood residents. Additional local services may be required.

1.7 Cremorne and Burnley – Richmond South

No.	Location	Asset	Project, description	Project type	Strategic alignment	Timing
1.7.1	Cremorne and Burnley – Richmond South	Kevin Bartlett Reserve – Bastow 2	Bastow 2 Surface replacement 2027/28 completion. Synthetic turf to increase capacity for play	Capacity	Strategic objective 1: strengthen and respond to community need.	Committed
1.7.2	Cremorne and Burnley – Richmond South	Kevin Bartlett Reserve – Gillon Pavilion	Gillon Pavilion Expansion 2028/29 completion. Increase change rooms for 6-8 rooms, maximise multi-use	Capacity	Strategic objective 1: strengthen and respond to community need.	Committed

No.	Location	Asset	Project, description	Project type	Strategic alignment	Timing
1.7.3	Cremorne and Burnley – Richmond South	Kevin Bartlett Reserve – Fletcher 1	Fletcher 1 Surface reconstruction 2026/27 completion. Surface reconstruction to maximise capacity for play	Functionality	Strategic objective 2: maximise the potential of the community infrastructure we have	Committed
1.7.4	Cremorne and Burnley – Richmond South	Kevin Bartlett Reserve – Johnson Pavilion	Johnson Pavilion Refurbishment Refurbish Pavilion to improve functionality, support gender equity and maximise use	Functionality	Strategic objective 2: maximise the potential of the community infrastructure we have	Medium
1.7.5	Cremorne and Burnley – Richmond South	Kevin Bartlett Reserve – Bastow 1	Bastow 1 Surface reconstruction Surface reconstruction to maximise capacity for play	Functionality	Strategic objective 2: maximise the potential of the community infrastructure we have	Medium
1.7.6	Cremorne and Burnley – Richmond South	Alan Bain Reserve	Alan Bain Reserve Oval Reconstruction Reconstruct to maximise play	Functionality	Strategic objective 2: maximise the potential of the community infrastructure we have	Medium

Dependencies and opportunities

1. Future of Burnley Circus Site

1.8 Fairfield – Alphington

No.	Location	Asset	Project, description	Project type	Strategic alignment	Timing
1.8.1	Fairfield - Alphington	Alphington Bowls Club	Alphington Bowls Club Redevelopment Refurbishment as a sporting and community facility	Capacity	Strategic objective 1: strengthen and respond to community need.	Committed
1.8.2	Fairfield – Alphington	To Be Determined	Increase capacity of kindergarten / long day early education and care in Fairfield - Alphington Investigations for and delivery of additional places to increase service capacity.	Capacity	Strategic objective 1: strengthen and respond to community need.	Medium
1.8.3	Fairfield - Alphington	Yarralea Children's Centre	Yarralea Children's Centre Upgrade Redevelopment to expand kindergarten places to meet demand (minor capacity increase; western end of site)	Functionality	Strategic objective 2: maximise the potential of the community infrastructure we have	Committed
1.8.4	Fairfield - Alphington	River Pavilion, Panther Pavilion	Pavilion improvements and toilets Improve pavilions and toilets	Functionality	Strategic objective 2: maximise the potential of the community infrastructure we have	Medium
1.8.5	Fairfield - Alphington	Kevin Crehan Pavilion and Grandstand	Kevin Crehan Pavilion and Grandstand Improvement Facility improvements to benefit multiple users	Functionality	Strategic objective 2: maximise the potential of the community infrastructure we have	Medium
1.8.6	Fairfield - Alphington	Fairfield Amphitheatre	Fairfield Amphitheatre Accessibility Upgrade Upgrade for DDA compliance. Note: Fairfield Amphitheatre is out of scope for CIP – further work required to determine strategic need.	Functionality	Strategic objective 2: maximise the potential of the community infrastructure we have	Long Term

No.	Location	Asset	Project, description	Project type	Strategic alignment	Timing
1.8.7	Fairfield - Alphington	Fairfield Amphitheatre	<p>Fairfield Amphitheatre Event Equipment</p> <p>Upgrade Amphitheatre to provide event equipment.</p> <p>Note: Fairfield Amphitheatre is out of scope for CIP – further work required to determine strategic need.</p>	Functionality	Strategic objective 2: maximise the potential of the community infrastructure we have	Long Term
1.8.8	Fairfield - Alphington	New – Yarra Bend Community Space	<p>Yarra Bend Community space</p> <p>Planning Permit PLN17/0703, Condition 87</p> <p>Minimum 326sqm community space, fitted with kitchen, toilets and storage to be vested to Council. Intended use: Maternal and Child Health service and flexible space.</p> <p>Additional minimum 1,000sqm community centre “warm shell” to be vested to Council. Intended use: to be determined.</p>	Property	Strategic objective 4: innovative and financially viable solutions	Medium Term
1.8.9	Fairfield - Alphington	New – Yarra Bend Sports court and building	<p>Yarra Bend Multi-Purpose Court (netball standard)</p> <p>Planning Permit PLN17/0703, Condition 87</p> <p>Minimum 1,077sqm multi-purpose court build to netball standard including associated toilet, change and storage</p> <p>Intended use: multi-use sport</p>	Property	Strategic objective 4: innovative and financially viable solutions	Medium Term

Dependencies and opportunities

1. Consideration of Yarra Bend Reserve
2. Yarra Bend Childcare Centre: Planning Permit PLN17/0703, Condition 38 allows the use of a childcare centre of up to 120 places. Timing unknown.

1.9 Fitzroy

No.	Location	Asset	Project, description	Project type	Strategic alignment	Timing
1.9.1	Fitzroy	Fitzroy Town Hall	Fitzroy Hub Integration Consideration of all uses in and around Fitzroy Town Hall to maximise access, functionality and use	Major Project	Strategic objective 2: maximise the potential of the community infrastructure we have	Long Term
1.9.2	Fitzroy	Atherton Gardens	Atherton Futsal 2026/27 completion. New Futsal court	Capacity	Strategic objective 1: strengthen and respond to community need.	Committed
1.9.3	Fitzroy	To Be Determined	Increase capacity of kindergarten / long day early education and care in Fitzroy Investigations for and delivery of additional places to increase service capacity.	Capacity	Strategic objective 1: strengthen and respond to community need	Medium Term
1.9.4	Fitzroy	John Street Community Co-op	John Street Community Co-op functionality improvements Explore opportunities to improve functionality of the centre.	Functionality	Strategic objective 2: maximise the potential of the community infrastructure we have	Short Term
1.9.5	Fitzroy	Fitzroy Town Hall	Fitzroy Town Hall Venue Uplift Address acoustics within the main hall, structural improvements to the roof and stage, facilitate maximum use of the balcony, and improve accessibility	Functionality	Strategic objective 2: maximise the potential of the community infrastructure we have	Long Term

Dependencies and opportunities

1. Ongoing provision of vital community services, responsive to changing and growing community need, within Fitzroy Public Housing Estate.
2. Full condition audit of Fitzroy Swimming Pool (first priority). Audit will likely recommend additional projects for consideration.

1.10 Fitzroy North

No.	Location	Asset	Project, description	Project type	Strategic alignment	Timing
1.10.1	Fitzroy North	Brunswick Street Reserve	Brunswick Street Oval sporting and community facilities 2027/28 completion. New sporting and community facilities to service AFL, tennis and other purposes, additional courts and resurfacing, minor grandstand improvements	Capacity	Strategic objective 1: strengthen and respond to community need.	Committed
1.10.2	Fitzroy North	To Be Determined	Increase capacity of kindergarten / long day early education and care in Fitzroy North Investigations for and delivery of additional places to increase service capacity.	Capacity	Strategic objective 1: strengthen and respond to community need.	Short Term
1.10.3	Fitzroy North	WT Peterson Oval	Peterson Oval Reconstruction 2028/29 completion. Improve oval with minor capacity uplift	Functionality	Strategic objective 2: maximise the potential of the community infrastructure we have	Committed
1.10.4	Fitzroy North	Clifton Childcare Co-op	Clifton Childcare Co-op functionality improvements Explore opportunities to improve functionality of the centre.	Functionality	Strategic objective 2: maximise the potential of the community infrastructure we have	Short Term
1.10.5	Fitzroy North	Alfred Crescent Reserve	Alfred Crescent Oval Reconstruction Improve oval with minor capacity uplift	Functionality	Strategic objective 2: maximise the potential of the community infrastructure we have	Medium Term
1.10.6	Fitzroy North	Bargoonga Nganjin North Fitzroy Library	BNNFL functionality improvements Ensure BNNFL meets contemporary needs for the community	Functionality	Strategic objective 2: maximise the potential of the community infrastructure we have	Medium Term

1.11 North Richmond

No.	Location	Asset	Project, description	Project type	Strategic alignment	Timing
1.11.1	North Richmond	To Be Determined	Interim North Richmond Library Service Investigate opportunity to provide an interim library service that is directly accessible to the North Richmond community	Capacity	Strategic objective 1: strengthen and respond to community need.	Short Term
1.11.2	North Richmond	To Be Determined	Increase capacity of kindergarten / long day early education and care in North Richmond Investigations for and delivery of additional places to increase service capacity.	Capacity	Strategic objective 1: strengthen and respond to community need.	Short Term
1.11.3	North Richmond	Richmond Multicultural Children's Centre	Richmond Multicultural Children's Centre functionality improvements Explore opportunities to improve functionality of the centre.	Functionality	Strategic objective 2: maximise the potential of the community infrastructure we have	Short Term
1.11.4	North Richmond	Yarraberg Children's Centre	Yarraberg Children's Centre functionality improvements Explore opportunities to improve functionality of the centre.	Functionality	Strategic objective 2: maximise the potential of the community infrastructure we have	Short Term
1.11.5	North Richmond	Citizen's Park	Citizen's Park Lighting and Oval Resurfacing Improved lighting and surface	Functionality	Strategic objective 2: maximise the potential of the community infrastructure we have	Medium Term
1.11.6	North Richmond	Richmond Town Hall	Richmond Town Hall Venue Uplift Address acoustics in meeting rooms 1-3, replace blinds with theatre blacks, and other improvements	Functionality	Strategic objective 2: maximise the potential of the community infrastructure we have	Long Term

No.	Location	Asset	Project, description	Project type	Strategic alignment	Timing
1.11.7	North Richmond	New – North Richmond Housing Estate	<p>North Richmond Community Hub</p> <p>A multi-purpose community and cultural hub located on the housing estate and funded by the State, which is easily accessible for the broader North Richmond community (e.g. direct access from a street, on major roads and transport networks).</p> <p>The functions should include library, MCH, kindergarten, youth services, and a co-location of other key health, multicultural and community services etc.</p>	Advocacy	Strategic objective 1: strengthen and respond to community need.	Short Term

Dependencies and opportunities

1. Ongoing provision of vital community services, responsive to changing and growing community need, within the North Richmond Housing Estate and surrounds.
2. Suitable location and requirements for a North Richmond Community Hub, with State government on the North Richmond Housing Estate
3. Full condition audit of Richmond Recreation Centre (after Fitzroy and Collingwood) Audit will likely recommend additional projects for consideration.
4. Future of former Richmond Police Station building

2. Implementing the Community Infrastructure Plan

2.1 Delivery program opportunities

Strategic programs

No.	Activity	Description	Relationship to other work	Strategic alignment	Timing
2.1.1	Investigate opportunities to respond to demand for community infrastructure for Children's Services, aligned with the Kindergarten Infrastructure and Service Plan (KISP)	Develop a pipeline of projects to increase capacity and improve functionality of Council's community infrastructure assets providing Children's Services, as well as other complementary services.	Related to Kindergarten Infrastructure and Service Plan (KISP)	Strategic objective 1: strengthen community and respond to need Strategic objective 6: adaptive to act on opportunities	Short Term
2.1.2	Review the Yarra Development Contributions Plan (DCP) 2017, considering revised community infrastructure priorities identified through the Community Infrastructure Plan	Explore alternative revenue streams to fund community infrastructure, particularly where additional demand is driven by new development. Seek highest and best value for contributions to maintain Yarra's financial sustainability while responding to community need. Commence in short term (1-4 years), noting the process to incorporate a revised DCP into the Yarra Planning Scheme is a lengthy process.	Current DCP and collection	Strategic objective 6: adaptive to act on opportunities	Short Term
2.1.3	Establish a suite of functional requirements to guide design and construction of community infrastructure and respond to service-specific requirements	Establish general requirements for improved accessibility and inclusion (i.e. a consistent commitment to meeting the guiding principles of the CIP). Service-specific requirements, aligned to regulatory requirements and service level agreements, that inform expectations regarding functionality of community infrastructure assets (i.e. assessing and meeting functionality requirements).		Strategic objective 2: maximise the potential of the community infrastructure we have	Medium Term

2.1.4	Seek opportunities to strategically secure community infrastructure through private development (commercial and residential) in response to meeting community need	Explore and advocate for opportunities to achieve community infrastructure outcomes based on evidence of need. Consider what infrastructure is required, how it is built, how it is to be tenanted or managed.		Strategic objective 4: innovative and financially viable solutions	Medium Term
2.1.5	Investigate opportunities to respond to demand for community infrastructure for Library	Consider the future role of each of Yarra's libraries within the network and opportunities to respond to future unmet demand.	Related to Yarra Libraries Strategic Plan 2022-2026	Strategic objective 1: strengthen community and respond to need	Medium Term
2.1.6	Carry out more detailed analysis of current and future demand for flexible spaces and identify priority areas for investment	Explore the role of flexible spaces to meet Council's core service delivery, as well as availability for broader service delivery and community use.		Strategic objective 1: strengthen community and respond to need	Medium Term
2.1.7	Replace the <i>Public Toilets Strategy</i> with a Public Toilets Policy	Consolidate planning for future public toilet infrastructure into the Community Infrastructure Plan. Establish a policy that guides decisions about opening hours, or the types of toilets to be provided beyond compliance, recognising the diversity and intersectionality of Yarra's community. Establish criteria around where Changing Places facilities in Yarra are needed.		Strategic objective 3: data driven and socially responsive	Medium Term
2.1.8	Carry out a sports provision and participation study	Strengthen Council's understanding of trends in sports participation, the availability of and capacity for use of existing recreation infrastructure. Explore opportunities to seek out new recreation infrastructure in Yarra.		Strategic objective 1: strengthen and respond to need	Medium Term

2.1.9	Carry out a creative industries mapping study	Strengthen Council's understanding of community and economic opportunities to participate in creative and cultural service offerings in Yarra. Consider trends within the industry in and around Yarra, and the gaps and barriers, and determine Council's role in meeting future community needs.	Related to Economic Development Strategy	Strategic objective 1: strengthen community and respond to need	Medium Term
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Key Precincts

No.	Activity	Description	Relationship to other work	Strategic alignment	Timing
2.1.10	Determine the community infrastructure needs within and around Richmond Library	Utilise the community services and infrastructure audit to determine the future community infrastructure needs at Richmond Library	Delivered through Richmond Library Feasibility Project	Strategic objective 2: maximise the potential of the community infrastructure we have	Committed
2.1.11	Advocate for the retention and expansion of community infrastructure within and around public housing estates	Advocate for the community infrastructure in these precincts, that is out of Council's control, to remain available and responds to the growing and changing needs of the community		Strategic objective 2: maximise the potential of the community infrastructure we have	Short Term
2.1.12	Consider the needs for and advocate for community infrastructure opportunities within the Yarra Bend development	Determine the uses required for community infrastructure provision that is subject to a planning permit condition within the development		Strategic objective 2: maximise the potential of the community infrastructure we have	Short Term
2.1.13	Consider the revitalisation and future purpose for Victoria Park to meet the needs for future generations	Consider the future community needs within and around Victoria Park while respecting the legacy of the place.		Strategic objective 2: maximise the potential of the community infrastructure we have	Medium Term
2.1.14	Determine the future purpose of town hall precincts in the provision of community infrastructure	Consider how the town halls and surrounding land and buildings can provide community infrastructure opportunities, while also recognising heritage conservation, improved activation and community access.		Strategic objective 2: maximise the potential of the community infrastructure we have	Medium Term

Capital outcomes

No.	Activity	Description	Relationship to other work	Strategic alignment	Timing
2.1.15	Develop a pipeline of improvement requirements for each service	Utilise the functionality assessment to determine a pipeline of improvement works for each service, for referral to the capital program	Long Term Financial Plan Asset Plan	Strategic objective 3: data driven and socially responsive	Ongoing – every 4 years or as required
2.1.16	Develop a pipeline of major projects to meet future community needs	Utilise the various components of the community services and infrastructure audit to determine a pipeline of major projects to increase / create new capacity of community infrastructure, for referral to the capital program	Long Term Financial Plan Asset Plan	Strategic objective 3: data driven and socially responsive	Ongoing – every 4 years or as required

2.2 CIP continuous improvement

No.	Activity	Description	Relationship to other work	Strategic alignment	Timing
2.2.1	Expand the scope of the community services and infrastructure audit to include back of house and staff functions.	Expand the scope of the audit to better analyse the performance of back of house community infrastructure (e.g. plant equipment, green room, technology) and staff functions (e.g. the administrative and amenity spaces for frontline staff within community infrastructure)	Service Planning Workforce Planning	Strategic objective 2: maximise the potential of the community infrastructure we have	Short Term
2.2.2	Consider the appropriate strategic planning and management mechanisms for storage and display of Council's cultural collections	Determine the mechanisms to plan for and manage the storage and display of Council's cultural collections, where the infrastructure currently being utilised for these purposes may be better suited to alternative community infrastructure outcomes.	Strategic Asset Management	Strategic objective 2: maximise the potential of the community infrastructure we have	Short Term
2.2.3	Consider the appropriate strategic infrastructure planning	Determine the mechanisms to plan for rotundas, amphitheatres and shelters that facilitate community gathering and events.	Strategic Asset Management	Strategic objective 2: maximise the potential	Short Term

	mechanism for rotundas, amphitheatres and shelters			of the community infrastructure we have	
2.2.4	Review and update the CIP every four years	<p>Apply a continuous improvement approach to enhance capability and build maturity within Council.</p> <p>Maintain the CIP as a dynamic and agile plan, which is kept up to date.</p> <p>Plan for major reviews in line with Council planning cycles.</p>		Strategic objective 5: progressive leadership	Ongoing – every 4 years
2.2.5	Expand the scope of the CIP to include civic spaces (town halls, Chamber spaces, staff accommodation).	Work towards including additional spaces within the scope of the CIP, with a view to opening the town halls for greater community use	Councillor Support Workforce Planning	Strategic objective 2: maximise the potential of the community infrastructure we have	Medium Term

3. Operationalising the Community Infrastructure Plan

3.1. Embedding the CIP within integrated strategic planning processes

No.	Activity	Description	Relationship to other work	Strategic alignment	Timing
3.1.1	Embed the CIP within the integrated strategic planning process	<p>Examples include:</p> <ul style="list-style-type: none"> • Inform initiatives and actions in relevant strategies such as the Property Strategy • Alignment to advocacy and readiness to respond to opportunities • Influence in annual business planning processes <p>Alignment of planning activities between community infrastructure, open space, and transport</p>		Strategic objective 5: progressive leadership	Ongoing
3.1.2	Establish processes to conduct cyclical assessments as part of the community services and infrastructure audit	Embed review cycles into business as usual to ensure assessments are carried out on time, with results informing prioritisation and decision-making		Strategic objective 5: progressive leadership	Short Term
3.1.3	Establish prioritisation criteria to assist decision-making and allocation of resourcing	Criteria that guide consistent and transparent decision making and resource allocation when there are competing priorities.		Strategic objective 5: progressive leadership	Short Term
3.1.4	Establish processes to ensure that the CIP data informs and is informed by service planning and review initiatives	Utilise community services and infrastructure audit data to inform service planning priorities.		Strategic objective 5: progressive leadership	Short Term
3.1.5	Establish operational guidance resources to successfully operationalise and implement the CIP	<p>Establish resources to articulate the expectations and agreed ways of working to successfully operationalise and implement the CIP.</p> <p>Examples include:</p> <ul style="list-style-type: none"> • Ongoing stewardship of the CIP 		Strategic objective 5: progressive leadership	Short Term

		<ul style="list-style-type: none"> • Review of the Project Management Framework (PMF) and other resources to clarify process, activities, governance and role definition • Build organisation capability • Enhance transparency. 			
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3.2 Community services and infrastructure audit

No.	Activity	Description	Relationship to other work	Strategic alignment	Timing
3.2.1	Complete capacity & utilisation and functionality assessments for this collection period	Ensure a complete set of assessments for all in-scope community infrastructure assets within 2025/26FY.		Strategic objective 3: data driven and socially responsive	Committed
3.2.2	Enhance and publish the community services and infrastructure audit	Enhance and publish the community services and infrastructure audit for transparency with community and to inform the review of Yarra's Development Contributions Plan (DCP).	Dependent on ERP (Asset Register)	Strategic objective 3: data driven and socially responsive	Short Term (after 3.3.1)
3.2.3	Enhance and further develop the community services and infrastructure audit	Identify and implement enhancement opportunities to ensure the audit provides the information required to facilitate evidence-based community infrastructure planning		Strategic objective 3: data driven and socially responsive	Ongoing
3.2.4	Strengthen data collection to inform Council's understanding of community need	Identify and implement enhancement opportunities to ensure quality and meaningful data underpins the community services and infrastructure audit.		Strategic objective 3: data driven and socially responsive	Ongoing

3.3. Council data integrity

No.	Activity	Description	Relationship to other work	Strategic alignment	Timing
3.3.1	Establish the asset register as the primary source of truth for information about Council's community infrastructure assets.	Establish and implement a consistent data model across building and open space assets. Ensure a high quality, consistent up to date register of assets via ERP and aligned to GIS, facilitating the community services and infrastructure audit.	Delivered via Enterprise Resource Plan (ERP) (Asset System)	Strategic objective 3: data driven and socially responsive	Short Term
3.3.2	Update asset-related information in other systems (e.g. booking system), in accordance with the new data model	Resolve discrepancies between systems, e.g. naming conventions between the asset register and the booking system Retrofit previous CIP data to match new convention. Other systems (CIP-related) may include door counter technology, service plans. Other related processes may include, for example, cleaning contract information, leasing and licensing contracts.	Dependent on ERP (Asset System) Achieved via Booking System replacement project	Strategic objective 3: data driven and socially responsive	Short Term (after 3.3.1)
3.3.3	Supply a complete set of floorplans for each asset which includes agreed naming and numbering classifications	Develop up to date floorplans (buildings) or maps (open space assets) for all assets, aligned to naming, numbering and classifications within the new data model	Dependent on ERP (Asset System) for naming / numbering conventions	Strategic objective 3: data driven and socially responsive	Short Term (after 3.3.1)

3.4 Governance and user experience

No.	Activity	Description	Relationship to other work	Strategic alignment	Timing
3.4.1	Establish governance around service owners and asset owners, including identification of roles and responsibilities	Ensure each service / service category has a service owner and identify their responsibilities, including CIP auditing responsibilities.	To be achieved (in part) through the review of the Project Management Framework and new Service Planning and Review Framework	Strategic objective 5: progressive leadership	Short Term

3.5 Community hub models

No.	Activity	Description	Relationship to other work	Strategic alignment	Timing
3.5.1	Establish and implement consistent governance of multi-use community infrastructure assets	Create and resource a framework for governance / facility management within multi-use community infrastructure assets (community hubs). Provide clarity on roles and responsibilities for all stakeholders and user groups		Strategic objective 5: progressive leadership	Short Term
3.5.2	Identify current and planned community hubs	Determine what constitutes a community hub and identify the current community infrastructure that does or could be a community hub. Identify planned community hubs. Consider future community hub model aspirations		Strategic objective 4: innovative and financially viable solutions	Short Term