



Council Plan 2021-25



Acknowledgement of Country

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.

This publication is available in alternative accessible formats on request.

Electronic copy

PDF versions of this report can be downloaded from yarracity.vic.gov.au

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中文 9280 1937

Ελληνικά 9280 1934

Italiano 9280 1931

Español 9280 1935

Tiếng Việt 9280 1939

Other 9280 1940

REF 19,077

On the cover: Yarra provides city living on the doorstep of nature. Pictured here is the busy Yarra Boulevard, a popular place amongst nature for bike riders, pedestrians and runners

Contents

Welcome to the Council Plan 2021-25	4
Message from the Mayor	6
Council and what we do	8
Our Councillors	10
Community Vision	18
City context	22
Quick facts about Yarra	26
How to read this document	30
Strategic Objective one: Climate and environment	32
Strategic Objective two: Social equity and health	39
Strategic Objective three: Local economy	44
Strategic Objective four: Place and nature	48
Strategic Objective five: Transport and movement	54
Strategic Objective six: Democracy and governance	58
Next steps	63
Appendices	64
1. About this Council Plan	64
2. How this plan was developed	65
3. Relationship between the Community Vision and Council Plan	67
4. Integrated planning framework	72
5. Municipal Public Health and Wellbeing Plan	74
6. Glossary	80
7. Quick facts data sources	82

Welcome to the Council Plan 2021-25

The Council Plan 2021-25 is Yarra City Council's key strategic document. It informs all our work and decision-making and sets out what Council seeks to achieve over its four-year term. The Council Plan 2021-25 is informed by extensive engagement, including a deliberative community panel, and addresses the Yarra 2036 Community Vision.

The Council Plan 2021-25 (Council Plan) is our commitment to the community. It outlines where we will focus our efforts as we work towards the Yarra 2036 Community Vision.

It identifies six Strategic Objectives that represent our Strategic Direction, each with supporting Strategies and Initiatives defining what Council will work to achieve over the next four years. To monitor our achievement of the Strategic Objectives, the Council Plan identifies Indicators.

In developing the Council Plan, we listened to the community's hopes, aspirations and priorities for the next 15 years in the Yarra 2036 Community Vision (Vision). The result is a Council Plan that responds to, and aligns with, the Vision and voices of our diverse community.

The Council Plan incorporates the Municipal Public Health and Wellbeing Plan (MPHWP) and outlines how Council will protect, improve and promote public health and wellbeing in the City of Yarra. This plan addresses our obligations under the *Local Government Act 2020* and the *Public Health and Wellbeing Act 2008*.

This plan is the product of extensive consultation, which started with broad community engagement on the Vision in November 2020. A deliberative panel met in May 2021, and we shared a draft Council Plan for feedback in September 2021. We heard from over 1,300 people during the engagement process, including people from all suburbs, age groups, cultural and linguistic backgrounds and abilities.

For more information about the process followed to develop the Council Plan and incorporated MPHWP, see Appendix 2.

We listened to the
community's hopes,
aspirations and
priorities

Yarra 2036 Community Vision

Council Plan 2021-25

Strategic Objective one: Climate and environment

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

Strategic Objective two: Social equity and health

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

Strategic Objective three: Local economy

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

Strategic Objective four: Place and nature

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

Strategic Objective five: Transport and movement

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

Strategic Objective six: Democracy and governance

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

Figure 1: The Yarra 2036 Community Vision has informed the Council Plan 2021-25 and the six Strategic Objectives that represent the Strategic Direction for the next four years

Message from the Mayor

I am proud to lead a plan that will help us build a climate-safe, equitable and liveable Yarra for everyone. This four-year plan guides our most important projects and activities, so that together we can build a strong foundation for the future.

For the first time, Yarra's Council Plan has drawn on the hopes, aspirations and priorities identified in the Yarra 2036 Community Vision. We have worked in partnership with the community and listened to residents to achieve the best outcomes for Yarra.

Along with my fellow Councillors we considered how this plan aligns with our community's vision for the future, as well as our responsibility to mitigate climate change, to support the social equity of our people and to sustain the Council organisation financially.

Through it, we commit to investing in community infrastructure that will support the health and wellbeing of everyone in our community, especially those experiencing disadvantage, as well as projects that will enhance and protect the natural environment.

On behalf of Council I am incredibly proud of the work that has been done to bring this plan to fruition.

The Council Plan 2021-25 is the culmination of more than 10 months of community engagement between November 2020 and September 2021. We received more than 1,300 contributions as part of our community engagement process and a representative deliberative community panel met four times for a total of 13 hours.

Your input has helped develop Council's first-ever Community Vision, which in turn has guided, informed and shaped our Council Plan Strategic Objectives, particularly around community building and environmental sustainability. Our goal is to build a fairer, more equal Yarra community and tackle the climate emergency.

Some highlights from the Council Plan include:

- taking a strong stand on climate action by developing and acting on a roadmap to zero to drive down Yarra's community carbon emissions
- prioritising sustainable and active transport modes to make our city easier and healthier to live in and get around, as well as drive down transport emissions
- increasing our green open space by creating seven new or expanded parks in Yarra

- reinforcing our commitment to transform our approach to waste and recycling
- planning for the Collingwood Community Hub to provide equitable access and opportunities to facilities and services for marginalised people and support public housing residents
- strengthening Yarra as a place that values Aboriginal culture and identity, embedding Aboriginal voices and aspirations in our core business
- revitalising our local retail, arts and culture, and night-time economy to build our economic capacity and prosperity.

You have entrusted me and my fellow councillors with a very important role. We are committed to listening and engaging with you to ensure transparency and accountability as we work to implement this plan.

The Council Plan provides the framework for us to monitor our progress and most importantly report back on how we are tracking.

This plan outlines an exciting future for the City of Yarra and we look forward to working with you to ensure that Yarra continues to be a wonderful place to live, work, play and visit.

I would like to take this opportunity to sincerely thank everyone who has contributed to the development of this important plan. Your insights, feedback and ideas have influenced and shaped our priorities for the future and have led to the creation of a Council Plan I am incredibly proud to lead.



Councillor Gabrielle de Vietri
Mayor, City of Yarra



Council and what we do

The role of a council is to provide good governance in its municipal district for the benefit and wellbeing of the municipal community and is defined by the Section 8(1) of the *Local Government Act 2020*.

Councils are the closest form of government to the community. They are best placed to observe community needs and respond accordingly. They operate in a complex environment in a broader context with State and Federal Governments. Yarra Council's functions and services include:

- local service delivery (e.g. maternal and child health, aged and disability, libraries, childcare, waste collection and recycling)
- infrastructure provision, improvement and maintenance (e.g. cycling infrastructure, roads, footpaths, streetscape improvements, parks and open space, community centres, recreation facilities, public toilets)
- strategic planning that prepares plans that guide future development (e.g. land use)
- regulation and enforcement (e.g. local laws, permits, food premises inspections)
- facilitation (e.g. economic development, strategic planning, arts and culture events)
- representation and advocacy (e.g. social justice issues, health outcomes, gender equality, lobbying to better public transport, working with other tiers of government and organisations)
- community development (e.g. supporting neighbourhood houses, community grants program)
- partnerships and funding agreement (e.g. working with service providers to assist new migrants).

Local government is uniquely situated to understand the community's needs and plays an important role in influencing health and wellbeing outcomes locally.

All councils consist of democratically elected Councillors, who form the Council, and the organisation (council employees) led by a chief executive officer.

Yarra Council actively champions diversity and inclusion and is a proud leader in flexible work arrangements and gender equality. Our organisational values of accountability, respect and courage guide staff conduct and working relationships with colleagues and the community.

Image: Aerial view of the Clifton Hill recycling drop-off centre, looking towards central Melbourne



Our Councillors

The current Council was elected in November 2020 for a four-year term.

The Council is made up of nine elected Councillors, including the Mayor and Deputy Mayor.

The City of Yarra is divided into three geographic wards. Each ward is represented by three Councillors.

Map legend

- 1 Nicholls Ward
- 2 Langridge Ward
- 3 Melba Ward
- 4 Nicholson Street
- 5 Brunswick Street
- 6 Hoddle Street
- 7 Eastern Freeway
- 8 Victoria Street
- 9 Church Street
- 10 Swan Street

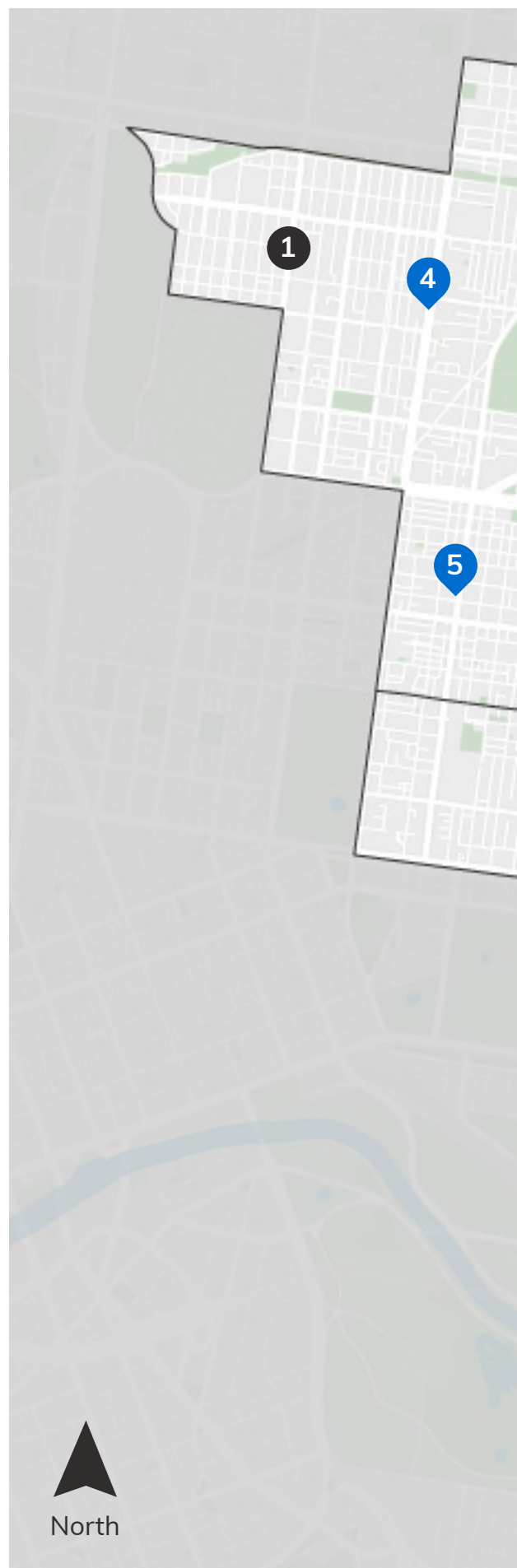
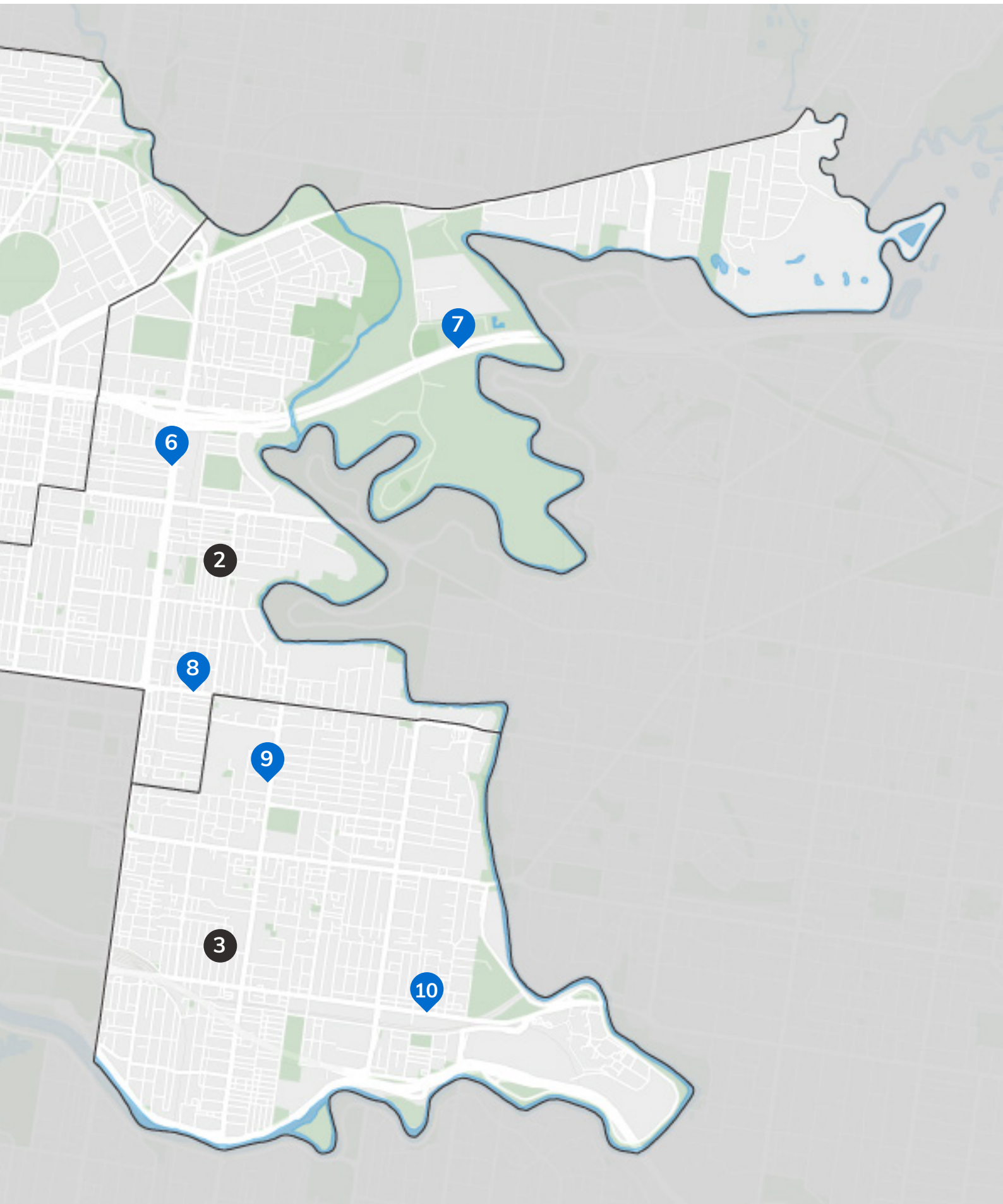


Figure 2: Map of Yarra's three wards (not to scale)



Our Councillors

Nicholls Ward



Cr Amanda Stone

Amanda.Stone@yarracity.vic.gov.au



Cr Bridgid O'Brien

Bridgid.Obrien@yarracity.vic.gov.au

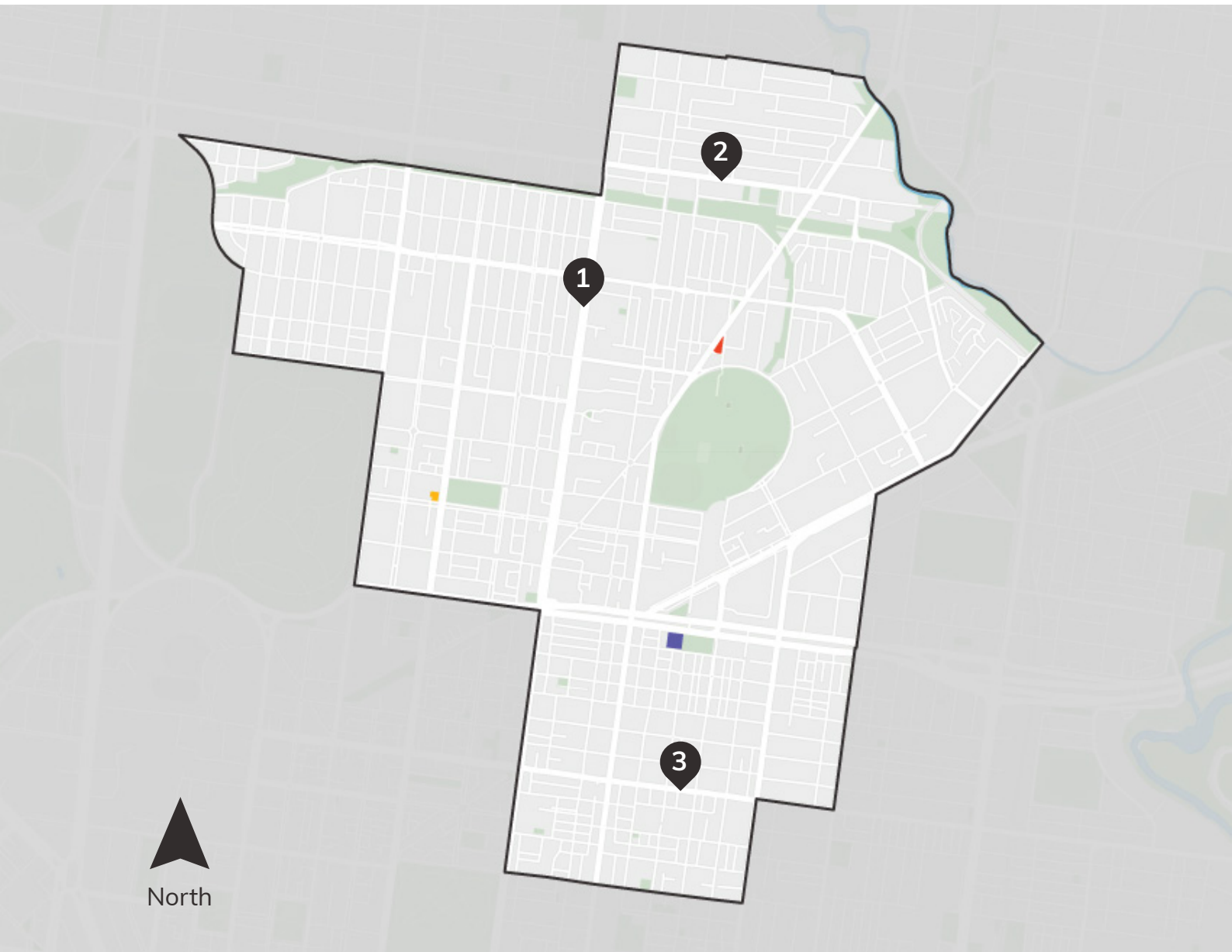


Cr Sophie Wade

Sophie.Wade@yarracity.vic.gov.au

Nicholls Ward

Nicholls Ward is named after Pastor Sir Doug Nicholls, the revered sportsman, Aboriginal community leader and statesman who was associated with Fitzroy for many years.



The ward is made up of :

- Carlton North
- Princes Hill
- Clifton Hill (west of Wellington Street)
- Fitzroy North
- Fitzroy (north of Moor Street)
- Collingwood (the area bounded by Johnston, Wellington and Smith Streets and Alexandra Parade).

Map legend

- Bargoonga Nganjin, North Fitzroy Library
- Carlton Library
- Fitzroy Swimming Pool
- 1 Nicholson Street
- 2 Holden Street
- 3 Johnston Street

Figure 3: Map of Nicholls Ward (not to scale)

Our Councillors

Langridge Ward



Cr Gabrielle de Vietri

Gabrielle.deVietri@yarracity.vic.gov.au



Cr Stephen Jolly

Stephen.Jolly@yarracity.vic.gov.au



Cr Anab Mohamud

Anab.Mohamud@yarracity.vic.gov.au

Langridge Ward

Langridge ward is named after George David Langridge, a prominent 19th century Mayor of Collingwood, Member of Parliament, Acting Premier and developer of low cost housing for workers.



The ward is made up of:

- Abbotsford
- Alphington (south of Heidelberg Road)
- Clifton Hill (east of Wellington Street)
- Collingwood (except for the area bounded by Johnston, Wellington and Smith Streets and Alexandra Parade)
- Fairfield (south of Heidelberg Road)
- Fitzroy (south of Moor Street)
- Richmond (the area bounded by Hoddle, Victoria, Lennox and Highett

Figure 4) Map of Langridge Ward (not to scale)

Map legend

- Collingwood Town Hall
- Collingwood Library
- Collingwood Leisure centre
- Fitzroy Town Hall
- Fitzroy Library

Our Councillors

Melba Ward



Cr Edward Crossland

Edward.Crossland@yarracity.vic.gov.au



Cr Claudia Nguyen

Claudia.Nguyen@yarracity.vic.gov.au

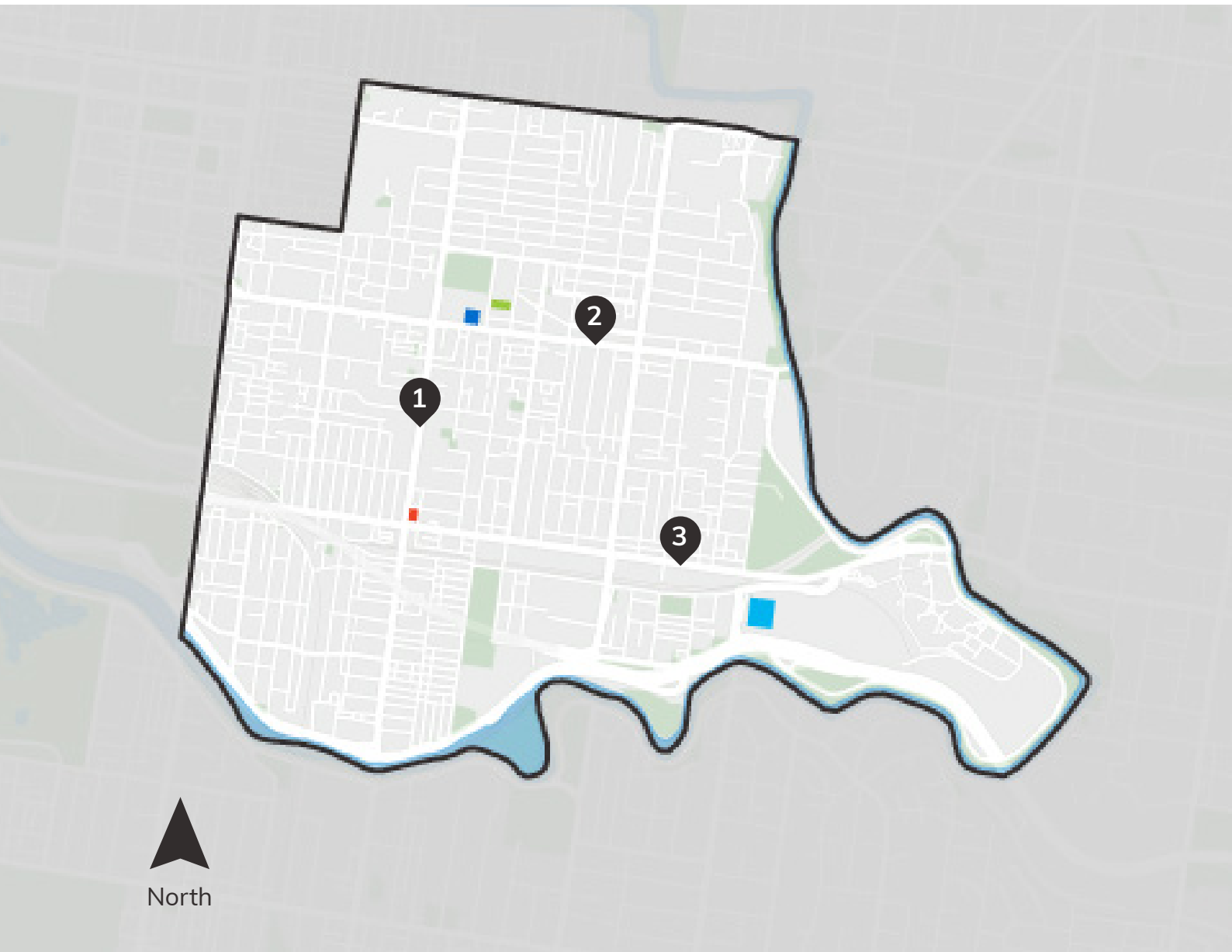


Cr Herschel Landes

Herschel.Landes@yarracity.vic.gov.au

Melba Ward

Melba ward is named after international opera singer Dame Nellie Melba, who grew up in Doonside in Richmond.



The ward is made up of:

- Burnley
- Cremorne
- Richmond (except the area bounded by Hoddle, Victoria, Lennox and Highett streets).

Map legend

- Richmond Town Hall
- Richmond Library
- Richmond Leisure Centre
- Burnley Golf Course
- 1 Church Street
- 2 Bridge Road
- 3 Swan Street

Figure 5: Map of Melba Ward (not to scale)

Community Vision

Vision Statement

Yarra is a vibrant, safe and inclusive environment. We celebrate and embrace our diversity and connection to each other and the land. Our community is empowered to work together and support one another with respect and trust.

Yarra 2036 Community Vision (Vision) is our first-ever community vision. It sets out the community's hopes, aspirations and priorities for the next 15 years.

It is an important, long term strategic document that will guide all planning and decision making for Council and the community.

The Vision includes:

- a Vision Statement describing the future state of Yarra in 2036
- eight Vision Themes representing the key areas of focus
- 30 Future Priorities describing the key aspirations for the future of Yarra, presented by Vision Theme.

How we developed the Vision

The Vision is the product of a two-staged engagement approach, which started with broad community engagement in November 2020. During this stage we asked the wider community its thoughts and aspirations for Yarra's future and heard from more than 1,300 people.

The data was analysed by an independent researcher for transparency. Their report helped us identify what the broader

community did and did not agree on. It also provided a foundation for the community panel to understand the range of views that exist in Yarra.

A representative community panel of 55 people met four times, in person, during May 2021 – a total of 13 hours of learning and deliberations.

They considered the views of the broader Yarra community, and the diverse perspectives of other panel participants. They discussed and debated the views of the broader Yarra community to create the final Vision.

Councillors made the following commitment to the panel:

“We commit to receiving this vision and adopting it as you provide it. The aspirations and priorities you identify will inform our strategic planning including, but not limited to, our four-year Council Plan and long-term financial and asset plans. We will continue to work in partnership with our community to see this Vision achieved.”



Image: A panel of Yarra locals met in May 2021 to create the Yarra 2036 Community Vision

Why we developed a Vision

The Local Government Act 2020 requires all Victorian councils to develop and adopt a community vision before 31 October 2021. In addition to this they also have important benefits, including:

- helping us understand our community's long-term aspirations
- providing a tool for future planning and decision making in Yarra
- guiding our community's future priorities.

How the Council Plan responds to the Vision

To develop the Council Plan, we looked to what the community said in the Vision. We developed our six Strategic Objectives around the Vision Themes and Future Priorities so that our work over the next four years responds and is anchored to the voices of our community.

The following figure shows how the Council Plan's Strategic Objectives respond to the Community Vision Themes.



Figure 6: How the Community Vision Themes informed the Council Plan Strategic Objectives







City context

An inner metropolitan city, Yarra is home to a diverse community of approximately 103,000 people.

Covering 19.5 square kilometres, Yarra includes the suburbs of:

- 1 Abbotsford
- 2 Alphington
- 3 Burnley
- 4 Carlton North
- 5 Clifton Hill
- 6 Collingwood
- 7 Cremorne
- 8 Fairfield
- 9 Fitzroy
- 10 Fitzroy North
- 11 Princes Hill
- 12 Richmond

Map legend

-  Town hall
-  Library
-  Leisure centre
-  Burnley Golf Course

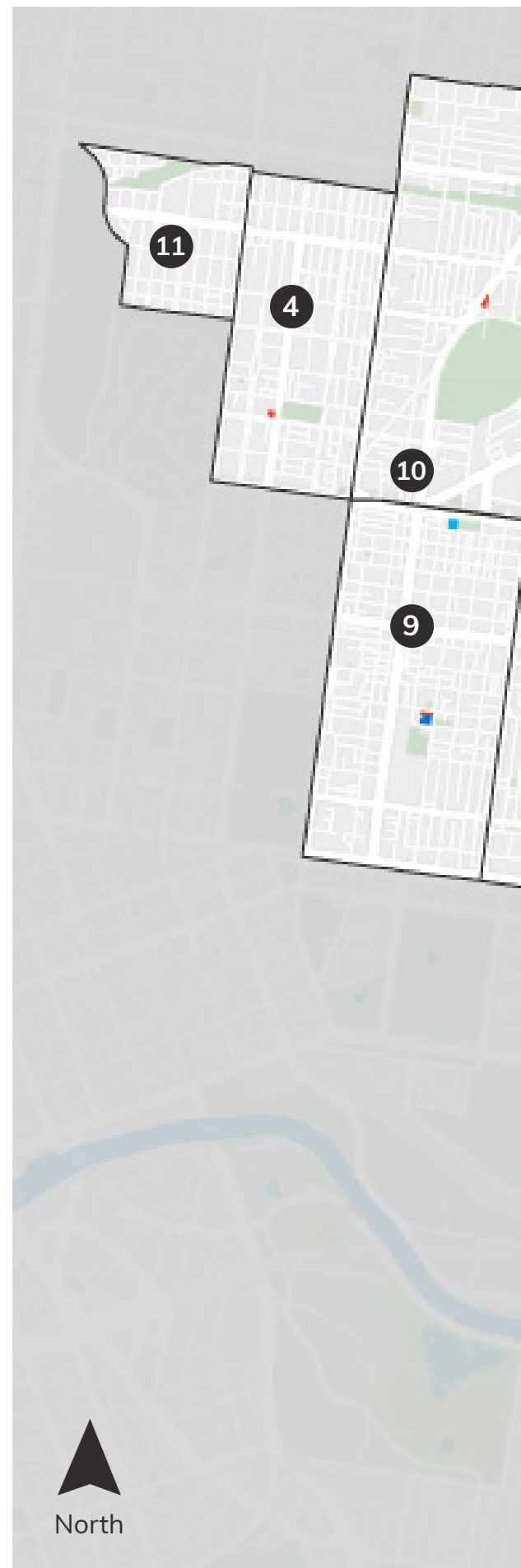
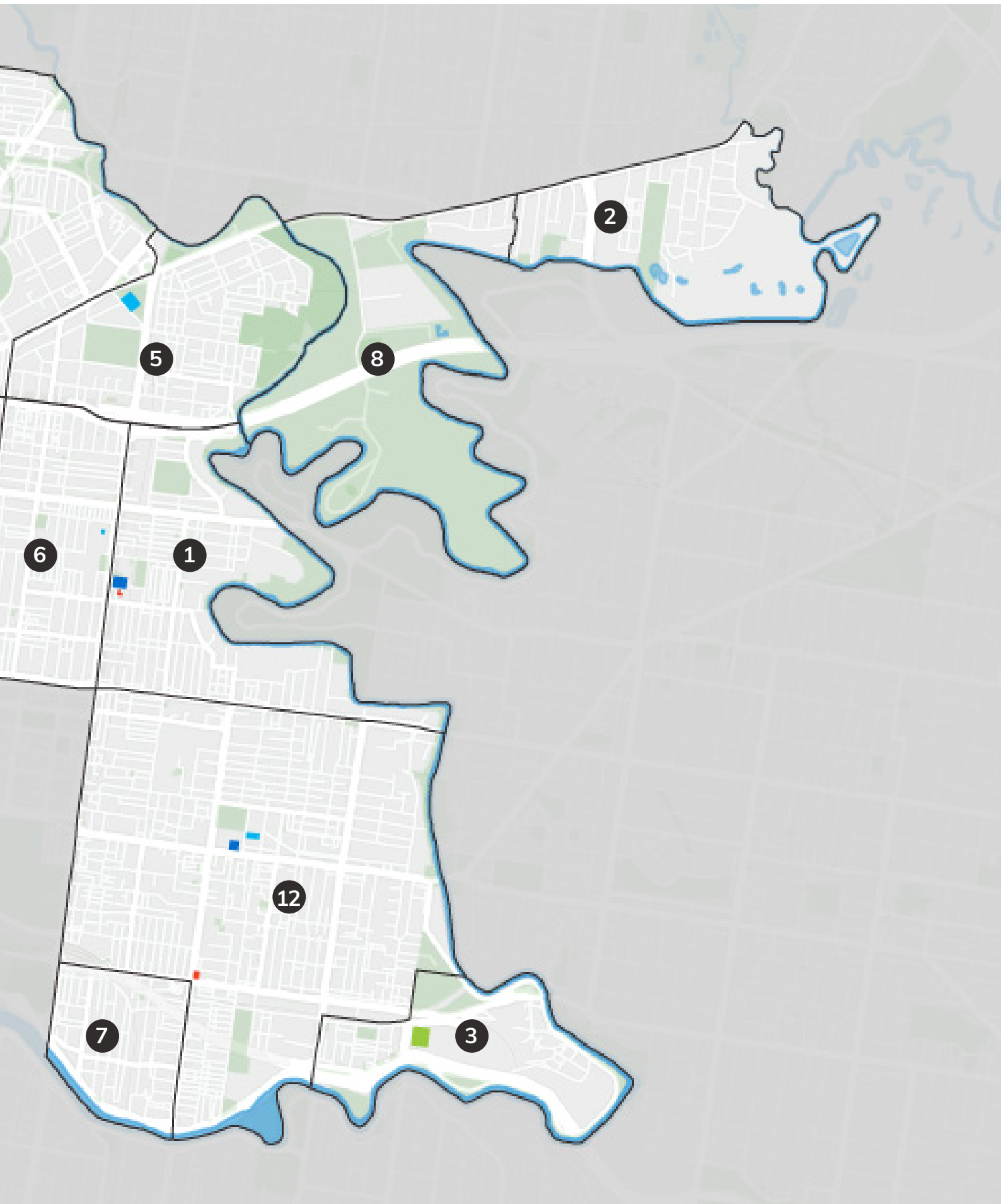


Figure 7: Map of the City of Yarra (not to scale)



The Wurundjeri Woi Wurrung are the Traditional Owners of the land and waterways where City of Yarra is located.

Yarra locals are known for being champions of social justice, leaders in climate action, custodians of our unique culture and heritage, and advocates for our vibrant creative industries.

Council celebrates its connection to the Aboriginal and Torres Strait Islander community and acknowledges the Wurundjeri Woi Wurrung people as the Traditional Owners and true sovereigns of the land now known as Yarra. Fitzroy and Collingwood are areas of special significance to Aboriginal people. These areas were a major hub of social and political activity for the Aboriginal community in the past and today remain a critical centre for Aboriginal services and organisations.

Council embraces its cultural diversity. Successive waves of refugees and migrants have made Yarra home, beginning in the post-war era with our Greek and Italian communities. From the 1970s, our Vietnamese communities grew, followed by Chinese and East Timorese, and in the last 15 years our east African community.

Yarra has a range of social and demographic considerations and is host to a spectrum of socio-economic advantage and disadvantage. Council operates under a social justice charter that protects the whole community's human rights, especially those of our more vulnerable residents, and those more likely to be at risk of discrimination. This includes Aboriginal and Torres Strait Islander people, LGBTIQ+ people, culturally and linguistically diverse communities, and people experiencing homelessness.

Our creative community includes a diverse range of artists and organisations. We are home to two of the state's major creative hubs. Collingwood Yards and Abbotsford Convent – Australia's largest multi-arts precinct and heritage site.

Yarra is an economically diverse city, accommodating a range of mixed employment precincts, activity centres, industrial and health precincts. We are renowned for our dynamic night life spread across several precincts. With an abundance of vibrant and evolving retail and service precincts, as well as restaurants, bars and live music options providing important social, cultural and economic benefits. Yarra is a key inner-city destination.

Yarra residents experience wellbeing that is relatively high by national and international standards, yet parts of Yarra's population are more vulnerable to poorer health and wellbeing outcomes.

For a full report on Health and Wellbeing related data, please view Yarra's Health and Wellbeing Profile 2020 online yarracity.vic.gov.au/health

The COVID-19 pandemic has transformed the way we live and work. It has put pressure on our communities and businesses; and will continue to have serious impacts on health and wellbeing. Many of the essential measures taken to contain the virus have had negative impacts in a variety of areas, including health and wellbeing, safety, financial security, feelings of social connection and access to food, housing, technology and health services. In addition, the members of our community who are more disadvantaged and vulnerable are likely to be heavily impacted.

It is expected that there will be an enduring impact on our community's health and wellbeing, and a lengthy recovery process to follow. It is unsurprising that social connection emerged as an important theme during the development of this Council Plan. It emerged as a strong theme through community engagement for the Community Vision and Council Plan and features as a key theme with numerous initiatives in the MPHWP.

We are home to Victoria's largest public housing community with 10% of our population living in public housing as well as residents living in community housing and other supported accommodation.

COVID-19 pandemic

On 11 March 2020 the World Health Organization (WHO) declared the novel coronavirus (COVID-19) outbreak a global pandemic. A week later, Australia's Governor-General had declared a human biosecurity emergency, resulting in the forced closure of any non-essential business, enforced social distancing measures, travel restrictions and requiring millions to work from home. These restrictions continue to be enforced into 2021 when cases rise in the community, and it is expected that restrictions and lockdowns will continue to be part of life in Australia for some time.

The pandemic will continue to impact how we live and work. The health, wellbeing and economic impacts are significant and ongoing.

We will continue to monitor and adjust our response to the ever-changing situation and seek to understand the impacts on our community. Council recognises our role in supporting our community and local businesses as we continue to live with and recover from the impacts of COVID-19.

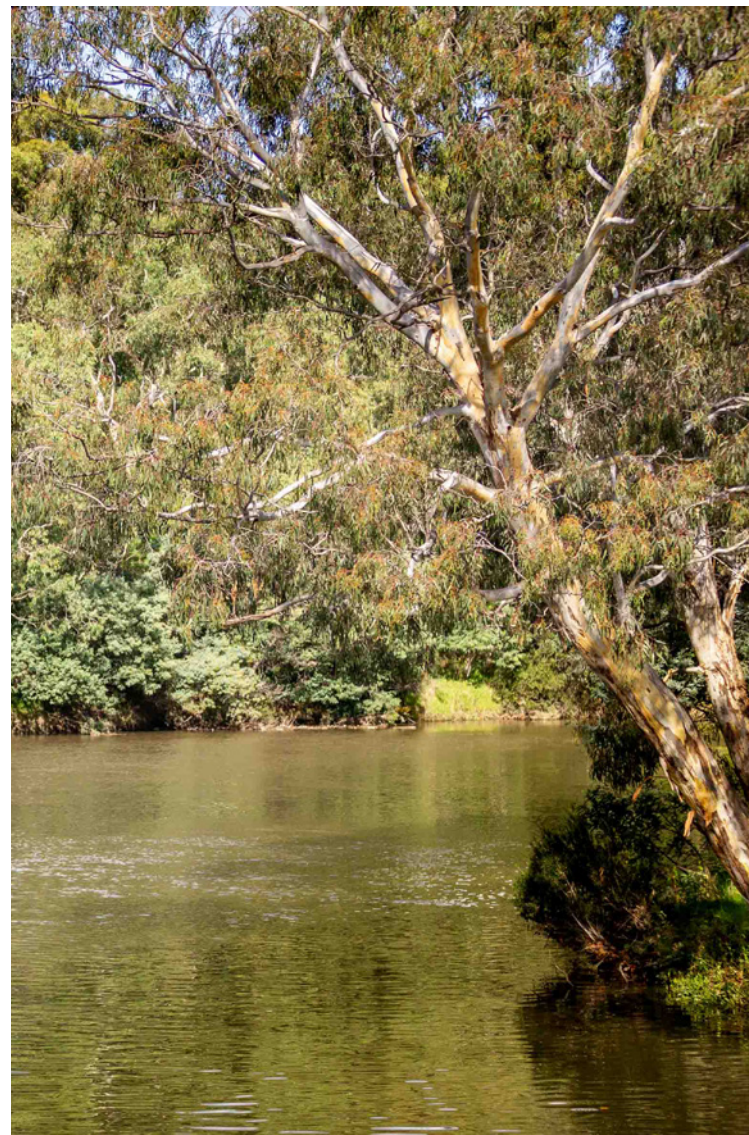


Image: Birrarung (Yarra River) is of cultural and spiritual significance to the Wurundjeri people, the Traditional Custodians of Yarra

Quick facts about Yarra



103,125
estimated population



1 in 5 households
don't own a car



40,000
households



10%
live in public housing



12%
reported high or
very high levels of
psychological distress



50%
residents' journeys to
and from work are by
sustainable transport



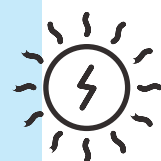
16,087
businesses call
Yarra home



8.8kg
overall waste
production per
household per week



55%
do the recommended
weekly amount of
physical activity



100%
our operations are
powered by renewable
electricity

People

- Estimated population of 103,125 (2020)
- Nearly 33% of people are aged between 25 and 36
- 22% speak a language other than English at home
- 382 persons identify as Aboriginal and Torres Strait islander (0.4%)
- 10% of people identify as LGBTIQ+ (2017)

	Yarra	Greater Melbourne
Average age	33	36
Born overseas	29%	34%
Bachelor degree or higher	48%	45%

Housing

- There are nearly 40,000 households
- The average household size is 2.1 people
- Almost 2 in 5 Yarra households are in the highest income quartile earning over \$2395 per week
- 1 in 5 households are in the lowest quartile group earning up to \$740 per week

	Yarra	Greater Melbourne
Medium or high density dwellings	82.5%	33%
Households rent	50%	29%
Live alone	32%	23%
Live in public housing	10%	2.6%

How we get around

- 50% of all residents' journeys to and from work are by sustainable transport

	Yarra	Greater Melbourne
Households that don't own a car	1 in 5	1 in 10

Economic environment

- There are 84,359 jobs
- There are 16,087 businesses
- We have an annual economic output of \$27.124 billion
- Unemployment rate of 6.7% (Dec 2020)
- The three highest employing sectors (jobs) are
 - healthcare and social assistance
 - professional, scientific and technical services
 - retail trade.
- 45% of Yarra's employment is concentrated in Richmond, Cremorne and Burnley, supporting almost 37,000 jobs.
- Yarra is primarily made up of small businesses but is increasingly attracting larger businesses
- We have a strong night-time economy: 22% of businesses within our 12 retail precincts were open after 6pm, 19% after 10pm (Jan 2021)

Health and wellbeing

- 12% of Yarra residents reported high or very high levels of psychological distress (2017)
- 96 per 10,000 women in Yarra experience family violence and 31.1 per 10,000 women experiences alcohol-related family violence (2019)
- Only 5.2% of Yarra residents eat the recommended amount of fruit and vegetables (2017)
- 54.9% of Yarra residents do the recommended weekly amount of physical activity (2017)
- Yarra residents' perception of safety during the day was 8.17 out of a possible 10 (where 0 is very unsafe and 10 is very safe) (2020)
- Yarra residents' perception of safety at night was 6.81 (where 0 is very unsafe and 10 is very safe) (2020)

	Yarra	Victorian average
Spend more time sitting	41%	27%
Smoked tobacco	16%	17%
Exceed two drinks per day, weekly	37%	25%

Environment

- 17% tree canopy (Yarra Urban Forest Strategy)
- 100% of Council operations are powered by renewable electricity
- 69% of community carbon emissions come from electricity (Yarra Climate Emergency Plan)
- Overall waste production is 8.8kg per household per week (Council operational data)

These figures reflect pre-COVID-19 data. The pandemic and its related impacts may have influenced these figures since publication. Data is sourced from a range of agencies – for all data sources on this page see Appendix 7.



Image: The Djirri Djirri dancers performing at Smith Street Dreaming

How to read this document

The Council Plan 2021-25 addresses the Yarra 2036 Community Vision. It is comprised of six Strategic Objectives that set the Strategic Direction for the next four years.

The Strategic Objectives are the areas where Council will focus its efforts in working towards the Vision. Each Strategic Objective contains its own set of Strategies, Initiatives and Indicators.

The Municipal Health and Wellbeing Plan is incorporated in the Council Plan 2021-25. The heart symbol ♥ denotes which Strategies and Initiatives align and contribute to six themes for addressing health and wellbeing matters in Yarra.

Strategic Objectives

The six Strategic Objectives and their descriptors describe Council's Strategic Direction

Strategies

These describe how Council will implement each Strategic Objective

Initiatives

These are the projects or activities that Council will undertake to achieve the Strategies

Indicators

These monitor Council's progress in achieving the Strategic Objectives

Figure 8: How the Council Plan is structured: each Strategic Objective is made up of Strategies, Initiatives and Indicators

These themes align to the Victorian Public Health and Wellbeing Plan 2019-23 (VPHWP) and connect across the Council Plan. The six themes are:

- Assisting to reduce the harms from tobacco, alcohol, illicit drugs and gambling
- Promoting gender equality and reducing gendered violence
- Promoting physical wellbeing
- Promoting community safety
- Promoting mental wellbeing
- Assisting to reduce the health harms from climate change

Refer to Appendix 5 for more detail on these themes, how they align to the VPHWP and are incorporated in the Council Plan 2021-25.



The heart symbol denotes which Strategies and Initiatives align and contribute to addressing the health and wellbeing themes.



Image: Practicing urban agriculture is a one way we can stay active, healthy and connected to each other

Strategic Objective one

Climate and environment

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

The climate emergency represents an unprecedented challenge – both globally and locally – with devastating consequences now and in the immediate future. Yarra City Council is renowned for being at the forefront of local government action on the climate emergency. We were the first council in Victoria to become certified carbon neutral in 2012 and have retained our carbon-neutral status each year since.

Image: Our proximity to the city and changing climate will have impacts on our health and wellbeing.





The climate crisis is impacting people's health, wellbeing and livelihoods and our natural and built environments. We expect to see more heatwaves, droughts, bushfires, intense storms and flooding. This extreme weather will have impacts on air quality, food security, water supply and people's physical and mental health.

Our Climate Emergency Plan embeds Yarra's commitment to respond to the climate emergency – it aspires to achieve zero-net emissions across the entire Yarra community by 2030 and ensure the city is resilient to future pressures. We are committed to mitigate the impacts of climate change and adapt to those impacts.

We are developing a 'roadmap to zero' towards achieving zero net community carbon emissions in Yarra. The 'roadmap to zero' will provide us with an up-to-date greenhouse gas emissions profile for the Yarra community and set out the highest priorities to drive significant carbon emissions reductions towards a zero net emissions target for the whole municipality by 2030.

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

We will lead the way to transformational change towards a safer climate. Over the next four years we will accelerate emissions reductions in our operations, work to enable our community to cut their carbon emissions, lead projects, and collectively push for the urgent climate action we need.

Strategies

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



Image: Many of Council's buildings are powered by 100% renewable energy

Initiatives

- a) Work with community, other Councils, partners, industry and business, and advocate for urgent climate action by other levels of government, including to rapidly move to 100% renewables, and away from fossil fuels including gas
- b) Develop and act on a 'roadmap to zero' including costed initiatives for community carbon emissions
- c) Embed climate emergency responses, circular economy approaches and conscious consumption across Council directorates and branches and promote this within the community
- d) Engage and support the community to participate in climate emergency actions, including in relation to health-related impacts♥
- e) Complete work to introduce zero carbon standards into the planning scheme for new commercial and residential developments and seek change to the Victorian Planning Provisions via Ministerial approval
- f) Transition Council operated buildings away from using gas, continuing with small sites and Collingwood Leisure Centre by 2025, and working towards transitioning all Council buildings by 2030
- g) Transition Council's vehicles and equipment, where practical and available, to be low or zero emissions, and towards all electric vehicles by 2025, and support measures which facilitate the uptake of electric vehicles in the community
- h) Work with key partners to facilitate a rollout of community batteries across Yarra
 - i) Work with community partners and other levels of government to support further roll-out of solar installations in the community in residential and commercial settings
 - j) Introduce a service to separate organics from the waste stream
 - k) Work with businesses and engage the community to reduce the use of single use plastics and phase out single use plastics across Council's operations
 - l) Engage businesses and partners to transition towards zero-net carbon and develop circular economy approaches
- m) Advocate and partner with the waste industry and all levels of government to develop circular economy solutions, encouraging innovative and new technologies

In the next four years
we will accelerate
emissions reductions
in our operations

♥ Aligns to a health and wellbeing theme, see page 74

Indicators

- i. Retain carbon neutral organisation status
- ii. Percentage reduction in Council greenhouse gas emissions
- iii. Percentage reduction in community emissions by fuel source
- iv. Number of Council buildings transitioned off gas
- v. Reduce Council gas usage
- vi. Percentage of dwellings with solar installations
- vii. Number of commercial solar installations
- viii. Number of businesses engaged in programs and activities on renewable energy power purchase agreements, plastic free campaigns, and circular economy waste initiatives
- ix. Percentage reduction of waste to landfill against 2020 levels
- x. Percentage of glass collected in the kerbside system recycled back into glass
- xi. Percentage reduction in food waste generated from the household
- xii. Percentage reduction in the overall volume of non-recyclable plastics in the system

Image: Na Nguyen volunteers for local community group Cultivating Community, which received a Yarra Investing in Community Grant in 2021







Strategic Objective two

Social equity and health

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

We value all ages, genders, sexualities, abilities and cultures and work to ensure that diversity and uniqueness are welcomed, respected and celebrated. Council plays a key role in contributing to our community's health and wellbeing. We recognise the broad scope of this important work to create safe, resilient, healthy, inclusive and socially well-connected communities where quality services are accessible to everyone.

Participation in community life plays a big role in creating a healthy, socially connected and culturally rich Yarra. Community life refers to the life and activities of a community. It is about social, cultural, economic life and participation in services and activities that connect people and make them feel safe and included.

Yarra is deeply proud of its connection to the Aboriginal and Torres Strait Islander community. Acknowledgment of the area's rich First Nations history and increasing the opportunities to recognise Yarra's First Peoples are important for Council. We are committed to increasing the visibility of Wurundjeri Woi Wurrung, Aboriginal and Torres Strait Islander people, culture, issues and achievements. Our Yana Ngargna (continuing connection) Plan is our fourth partnerships policy to strengthen and continue Yarra as a place that values Aboriginal culture and identity.

Cultural diversity and our public housing residents are fundamental to our unique social fabric. Feeling connected to the community, having social networks and being able to participate and contribute to community life are important factors that promote physical health, mental wellbeing and social inclusion.

Image: Howard Oorloff: Volunteer Mentor Supervising Driving at Yarra's L2P Learner Driver Mentor Program

Council delivers a wide range of inclusive and accessible services and programs. These include childcare, recreation facilities, libraries, arts and cultural initiatives, services for older persons and people living with a disability. Council also provides a significant amount of funding to the community in the form of various grants focused on supporting local groups and initiatives, such as neighbourhood houses and community events. We support our LGBTIQ+ community and culture, and work to ensure everyone is welcomed, engaged and included equitably.

Council is committed to promoting health and wellbeing. To contribute to the social, physical and mental wellbeing of our community, Council works and partners with other tiers of government and many community organisations in addition to the delivery of our services. During times of crisis and emergency, we respond to evolving needs within our community and support those in need. We actively support our more vulnerable populations and make decisions in the best interests of our community's health and wellbeing.

Yarra is aware
of the need for
our community
to be digital ready

Council works in partnership with other agencies including Victoria Police and Victorian Government in responding to community safety. These issues are complex, and Council is aware of the significant impact that drug-related activity is having on the community. Council's key role, and level of influence in this space, is promotion of public health, safety and amenity. Council leads, supports and participates in a range of co-ordinated responses to address the breadth of complex and dynamic issues found in the community. Council also supports an approach that prioritises investment in service delivery and community development, to respond to vulnerabilities and take a strengths-based approach to community safety.

Yarra is aware of the need for our community to be digital ready. There is a real and critical need to support our vulnerable and marginalised communities to thrive in the digital age, which in turn supports the attainment of positive health and wellbeing. Council works in close collaboration with our various partners at the local, State and Federal level to support, facilitate and advocate for increased digital literacy in our community.

Over the next four years we will strengthen inclusion, support vulnerable communities and enhance our connection with Aboriginal culture. We will work to promote social, physical and mental wellbeing for our community, and create resilient, safe communities.

Strategies

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

♥ Aligns to a health and wellbeing theme, see page 74



Image: New technologies, like our smart bench at Atherton Gardens, are helping residents to stay connected and access essential services

Initiatives

- a) Embed, promote and enact the Yana Ngargna Plan in all our organisational activities
- b) Deliver campaigns and strategies to remove barriers and promote access and inclusion
- c) Support and provide opportunities to celebrate culturally significant days and events, bringing together diverse cultures and increasing intercultural understanding
- d) Advocate for the rights of our multicultural community and make a stand against any form of racism
- e) Support and promote LGBTIQ+ community and culture
- f) Build and leverage partnerships with stakeholders to create inclusive and welcoming places for the whole community and support the promotion of positive social connections in the community♥
- g) Plan for and progress development of the Collingwood Town Hall precinct as a people and services focused hub
- h) Advocate to and partner with State and Federal governments, and work with industry, to increase affordable, social and public housing that provides a high quality of housing that is indistinguishable with that found in the private market
- i) Deliver a coordinated and compassionate response to people who are sleeping rough and experiencing homelessness
- j) Promote equitable and healthy food systems and local networks by investigating and supporting residents to grow and access fresh food♥
- k) Work in partnership with stakeholders including the Department of Families, Fairness and Housing to support social and public housing communities with increased access to digital connectivity, tools and training
- l) Work with stakeholders to increase partnerships, pursue advocacy and promote education about the importance of harm minimisation for people who use illicit drugs♥
- m) Raise awareness about and respond to violence, including gendered violence, and abuse against vulnerable cohorts¹♥
- n) Provide leadership for gambling policy reform in partnership with the National Alliance for Gambling Reform♥
- o) Undertake place-based research related to alcohol cultures and harm prevention initiatives, focused on health-based responses, including investigating diversification of our night-time economy to include alcohol free options♥
- p) Promote smoke free environments through tobacco education and enforcement activities♥

¹Older people, people with disability, women, children and young people

♥ Aligns to a health and wellbeing theme, see page 74

Indicators

- i. Possible or definite alcohol related family violence incident (rate per 10,000)²
- ii. Tobacco test purchase sale rates³
- iii. Gaming machine losses per adult⁴
- iv. Stalking harassment and threatening behaviour (rate per 10,000)²
- v. Family violence (rate per 10,000)²
- vi. Number of community gardens/ urban growing spaces active and maintained³
- vii. Proportion of ambulance attendances for illicit drugs⁵
- viii. Proportion of telephone services for illicit drug use⁵
- ix. Percentage of social and affordable dwellings created in new and significant developments
- x. Number of requests for homelessness assistance responded to by Council³
- xi. Importance of and satisfaction with services related to aged and disability, family youth and children services, cultural and library services and leisure services and environmental and recreation services⁶
- xii. Number of cultural and community events and festivals
- xiii. Number of community organisations supported through the community grants program

²Crime Statistics Agency

³Council data

⁴Victorian Commission for Gambling and Liquor Regulation

⁵Turning Point Alcohol and Other Drug Statistics

⁶Annual Customer Satisfaction Survey

Strategic Objective three

Local economy

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

Yarra has a thriving local economy with more than 16,600 businesses, making us home to one of the largest economies in metropolitan Melbourne. Our proximity to CBD business activity, cultural and sporting centres, road, rail and tram links makes Yarra an attractive place to do business and work. Our dynamic economy is driven by four key areas: knowledge industries, creative industries, population-driven activities and the health, education and public sectors.

Image: Our vibrant and bustling activity centres, like Collingwood's Smith Street, are loved by locals and visitors





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

We aspire to be a global hub for the small-medium arts sector, showcase our diverse cultures and champion our role as a recognised centre for LGBTIQ+ culture and business.

We deliver a range of enabling infrastructure and work to improve the amenity of the city and build our economic capacity and prosperity.

This includes work around community safety such as promoting public amenity and constantly striving to improve feelings of safety in our streets and public spaces.

Our Economic Development Strategy sets out an action plan to support economic growth and business development. The action plan for the Economic Development Strategy includes providing support for COVID-19 recovery, retaining and growing employment precincts, encouraging innovative and entrepreneurial activities as well building a resilient business community.

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



Image: Cremorne is Melbourne's very own Silicon Valley, and home to many thriving technology and creative organisations

Strategies

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

We foster economic vitality and creativity, supporting our local businesses

Initiatives

- a) Promote Yarra as an attractive location for economic activity for both small business and larger industries
- b) Improve our streetscapes, accessibility, safety, and amenity, including embedding outdoor dining, increase greenery and active transport infrastructure, to attract more people to visit, spend time and shop across our precincts♥
- c) Support new businesses to locate in Yarra through fast tracking applicable permit processes and enabling them to open quicker
- d) Partner with local stakeholders and analyse available evidence to understand community attitudes towards safety to improve amenity♥
- e) Enable opportunities, including in the planning development process, for public art, spaces for artists to work and vibrant events in indoor and outdoor settings to enhance the arts sector and everyday creative experiences

Indicators

- i. Number of businesses engaged in support programs
- ii. Vacancy rates in employment precincts
- iii. Number of spaces available for creative use
- iv. Perception of safety, day and night⁷
- v. Number of new public art installations

⁷Annual Customer Satisfaction Survey

♥ Aligns to a health and wellbeing theme, see page 74

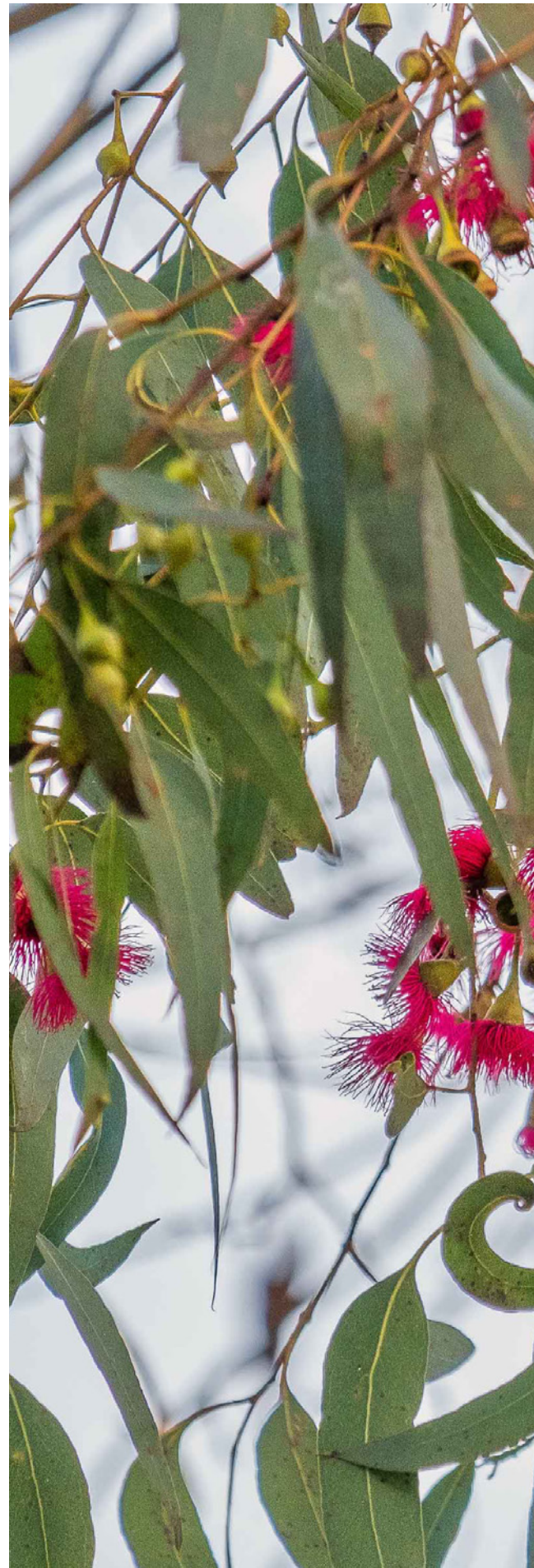
Strategic Objective four

Place and nature

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

Council recognises the pressures and opportunities associated with growth and inner-city life. We are committed to expanding and improving public space and building a network of green spaces that contribute to a liveable and sustainable Yarra. Vegetated landscapes are one of the most effective mechanisms for reducing the urban heat island effect and is one of Council's many responses to address climate change impacts. We plan, manage and advocate for development, planning and urban design that is shaped by and meets our community's future needs, including mitigation of the urban heat island effect.

Image: Yarra's native flora and fauna are essential to a healthy and thriving ecosystem.





Shared use of public space and flexible community infrastructure is a means to manage community needs whilst the city grows and thrives. Welcoming environments that are planned to enable and promote physical activity and active living are beneficial to health and wellbeing and support community connectedness.

Our parks, reserves, urban spaces and waterways - are valued by people of all ages and abilities in Yarra. They accommodate many uses and purposes, including dog walkers, families, sports groups and recreational activities as well as connecting us with the natural world. As more people reside and work in Yarra, it's important that quality open space is accessible, within an easy walk and responsive to diverse needs.

Public open space makes up 13.5% of the total area of our city, including areas of significant biodiversity and bushland. Core to the open space system, character and sense of place is Birrarung (the Yarra River). Important wetland habitats are critical to biodiversity and support a variety of wetland plant and animal species.

Public open space makes up 13.5% of the total area of our city

Sustainable management of water resources is important for Council and our water sensitive urban design management approach is evident in many assets and projects we undertake.

We will work to protect and preserve our natural environment and biodiversity. Development and growth will be managed to maintain and enhance the city's character and heritage. Over the next four years, we will protect and enhance the places that bring our community together and closer to nature, including delivery of seven new or expanded parks.

Strategies

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

♥ Aligns to a health and wellbeing theme, see page 74

Initiatives

- a) Deliver projects that enhance access to nature by finding new and novel opportunities for urban greening
- b) Plan, design, deliver and maintain high quality open spaces, parks and reserves including the creation of seven new or expanded parks
- c) Measure tree canopy cover across the municipality
- d) Deliver promotion, education, awareness and nature engagement programs and opportunities
- e) Protect, preserve and promote biodiversity across the municipality through engagement and education with community and businesses
- f) Trial innovative permeable pavement products and develop technical guidelines
- g) Advocate for, develop strategic partnerships, plan and deliver accessible community infrastructure and services
- h) Trial innovative interventions to the built environment to improve safety and inclusion in specific environments♥
- i) Support and facilitate active recreation that is safe, inclusive and accessible for all genders♥
- j) Work with the Victorian Government, community and relevant stakeholders to establish masterplans/precinct plans for the future of North Richmond and Collingwood public housing estates
- k) Develop and deliver programs and projects that improve understanding of built form heritage and Aboriginal culture
- l) Reduce urban heat island effect through the planting of trees and vegetation and an increase of green open space
- m) Reallocate space from on-street parking to space for nature, active and public transport, outdoor dining and placemaking
- n) Incorporate water-sensitive urban design principles into Council operations where possible

Image: As an inner-metro city, open space is a prized commodity in Yarra. Pictured here is Quarries Park, Clifton Hill

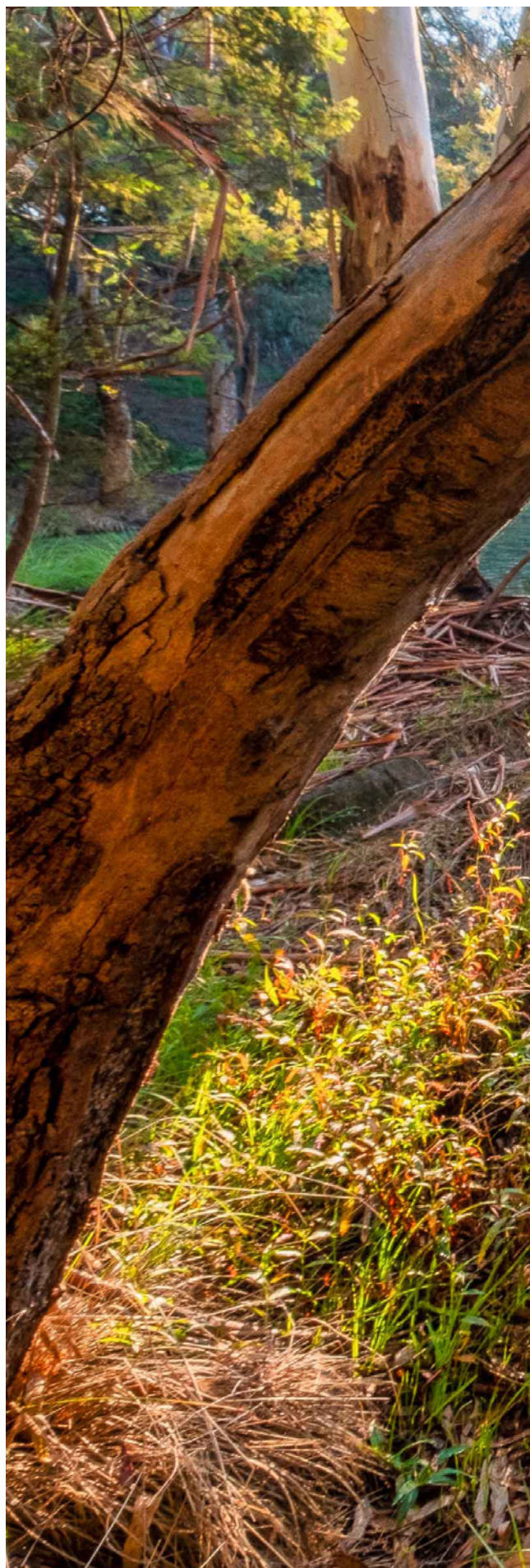


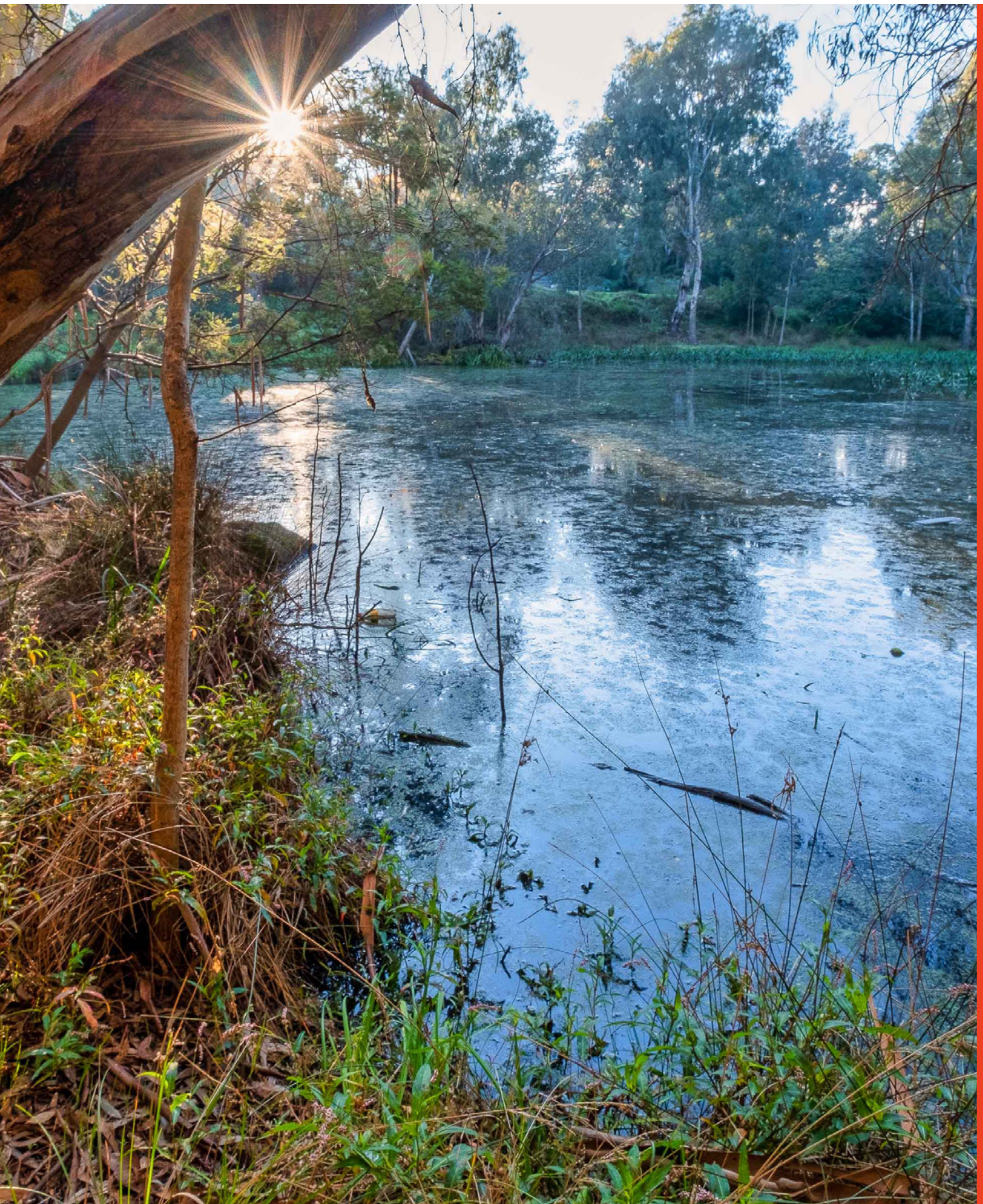
Indicators

- i. Number of new and expanded parks and open space
- ii. Percentage of green open space per suburb
- iii. Number of trees planted (replacement and new/additional trees)
- iv. Percentage increase in canopy cover
- v. Percentage increase net m² of reinstated bushland area annually
- vi. Number and diversity of indigenous ground cover, understory and trees planted annually in bushland areas
- vii. Number of 'greening' initiatives implemented including medians in roads
- viii. Number of nature engagement projects
- ix. Reduction in urban heat island effect using available agency data
- x. Community satisfaction with parks, gardens and open space
- xi. Percentage reduction in Council's potable water consumption
- xii. All council building project outcomes score 100% on the Melbourne Water STORM calculator (or equivalent) for stormwater treatment
- xiii. Community satisfaction with Council's leisure facilities⁸
- xiv. Community satisfaction with aspects of planning and housing development⁸

⁸Annual Customer Satisfaction Survey

Image: Yarra's waterways, like Alphington's picturesque wetlands, are an important source of life for birds, animals and people alike





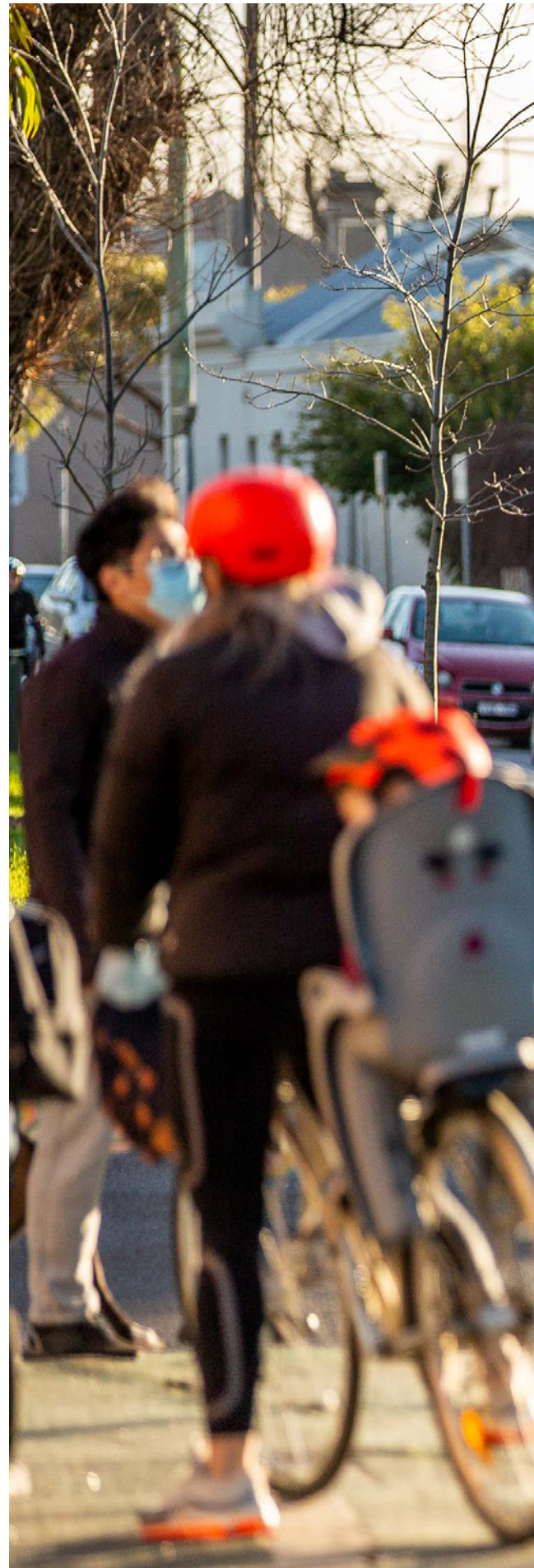
Strategic Objective five

Transport and movement

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

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

Image: Promoting active transport is an important part of our fight against the climate emergency. Pictured here are bike commuters at Princes Street





Living locally is important for Yarra. Giving people the ability to meet most of their everyday needs within a 15-20 minute walk, cycle, ride or public transport trip will make our city easier and healthier to live in. This includes being able to use sustainable modes of transport to access work, education and shopping precincts.

To remain an attractive inner-city destination to live, work and visit, Council addresses transport challenges and creates opportunities for sustainable and active transport. We improve our neighbourhoods to make walking and cycling possible as a part of everyday life, including management of our footpath capacity to support pedestrians. We work with the Victorian Government, who manages arterial roads and public transport infrastructure.

We deliver and advocate for an integrated transport network that prioritises sustainable and active transport that is safe, accessible, equitable and reduces barriers to community movement. This includes delivering, working with partners and advocating for high-quality and connected walking and cycling routes and public transport options to enable our community, including older persons and people with mobility limitations, to move about the city with ease.

We have committed to deliver a Transport Action Plan (TAP) to guide transport planning and decision-making in Yarra to make our city more sustainable, connected, inclusive and healthy.

The TAP will reinforce how important our transport choices are so that people can move freely and safely around our city whilst reducing transport emissions. Allocating road space to preferred transport modes, reducing traffic speeds and volumes, and introducing traffic calming measures on Yarra's streets will be some of the priorities in the TAP.

Strategies

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

We improve our neighbourhoods to make walking and cycling possible as part of everyday life

♥ Aligns to a health and wellbeing theme, see page 74

Initiatives

- a) Develop and deliver a Transport Action Plan that prioritises safe and connected cycling and walking infrastructure networks to facilitate an increase in active transport and reduction in car usage♥
- b) Review and update the Parking Strategy and parking management approach (incorporating technology utilisation) with a view to reduce car dependency in Yarra and support a modal shift towards active and public transport
- c) Plan, design, deliver and maintain high-quality active and sustainable transport infrastructure♥
- d) Advocate to State Government and agencies for increased and well-connected public transport options including DDA tram upgrades and safer cycling facilities particularly on strategic cycling corridors
- e) Support shared micro-mobility, car share and ride share schemes⁹
- f) Develop and deliver road safety studies and work with State Government for support to implement 30kms zones
- g) Deliver shared zones in local streets

Indicators

- i. Kilometres of separated cycling lanes delivered
- ii. Cycling projects delivered
- iii. Percentage increase in bicycle counts¹⁰
- iv. Percentage increase of bicycle parking hoops and corrals
- v. Number of pedestrian improvement related projects
- vi. Number of new shared zones
- vii. Number of 30km speed zones
- viii. Number of dedicated car share parking spaces
- ix. Method of travel to work¹¹

♥ Aligns to a health and wellbeing theme, see page 74

⁹Micro-mobility refers to small lightweight vehicles such as an electric scooter

¹⁰Agency data

¹¹ABS

Strategic Objective six

Democracy and governance

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

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

Involving our community in decision-making is fundamental to the way Council functions. We are committed to community engagement that supports the building of respectful relationships and community capacity.

Image: Yarra is committed to meaningful and genuine engagement with our community





Hearing from a range of perspectives leads to sustainable decisions and encourages ownership and belonging from all parts of our community. Importantly, it ensures transparency, integrity and trust in Council processes.

Council recognises that to deliver responsive and relevant services we need to continually adapt. We are committed to creating and delivering sustainable smart city approaches through innovation, data and connected technology. Yarra maintains an open data policy to provide up to date and regular information to our community.

Over the next four years, we will be future-focused, manage our finances responsibly and innovatively to respond to challenges. We will lead the way to build the capacity of our community to participate in decisions that affect them.

Strategies

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

Initiatives

- a) Explore ways to amplify lesser-heard and underrepresented voices so that engagement is representative of all people and inclusive
- b) Promote and raise awareness about the role of Council and investigate ways to support equitable participation in decision-making processes
- c) Advocate and build strategic partnerships with other councils, and work collaboratively with sector groups to improve outcomes for the community
- d) Implement innovative solutions to encourage easier access and broader participation in decision making particularly through online digital tools
- e) Employ quantitative data driven approaches generated through smart city initiatives to support decision making and planning
- f) Deliver an annual update of the Financial Plan in conjunction with annual budget process
- g) Undertake an audit of strategies and plans to consolidate and align under a strategic, holistic and long-term approach
- h) Investigate the Sustainable Development Goals and their application to planning and reporting
- i) Demonstrate gender equality in organisational processes♥

♥ Aligns to a health and wellbeing theme, see page 74

Indicators

- i. Community satisfaction with Council decisions¹²
- ii. Overall community satisfaction with Council performance¹²
- iii. Community satisfaction with community consultation and engagement¹²
- iv. Community satisfaction with responsiveness to community needs¹²
- v. Community satisfaction with Council's advocacy efforts¹²
- vi. Number of community engagements on strategies, plans and projects
- vii. Number of respondents to Your Say Yarra
- viii. Number of community engagements employing extra accessibility, communication or outreach methods to involve groups at risk of underrepresentation
- ix. Relevant Victoria Auditor-General's Office (VAGO) indicators

¹² Annual Customer Satisfaction Survey



Image: Ensuring everyone in our community – regardless of age, gender, cultural background or ability – is able to participate in council decision-making is a key part of our Community Engagement Policy





Next steps

The Council Plan has outlined six Strategic Objectives that represent Council's Strategic Direction. This is our commitment to the community for the next four years as we work towards the Yarra 2036 Community Vision within the context of the Council's role and responsibilities.

The Council Plan is delivered through the Annual Plan and Budget, which reflects Council's decisions on the specific initiatives to be funded each year. Some, but not all, initiatives from the Council Plan will feature in the Annual Plan.

Progress is reported to Council and our community through quarterly reports and Annual Report. This reporting ensures key actions and projects are delivered on time and within budget, with any variations explained to maintain transparency.

Image: Yarra is a progressive city. We proudly look to the future with hope and determination, and critically reflect on our past. Pictured here is outdoor dining on Stanley Street, Fitzroy

Appendices

1. About this Council Plan

The *Local Government Act 2020* requires Victorian councils to prepare and adopt a Council Plan for a period of at least the next four financial years after a general election in accordance with its deliberative engagement practices.

What the Council Plan must contain is prescribed under section 90 of the *Local Government Act 2020*. How this Council Plan meets these requirements is listed in the table below.

The Council Plan is the feature document in Council's suite of strategic planning documents that sets the our medium-term direction.

The Council Plan details Council's values, commitments and activities, and is formulated to guide the work of Council over their elected four-year term. It includes clear goals and objectives against which Council and the organisation monitors and reports its performance against.

The preparation of this Council Plan has been undertaken in accordance with the strategic planning principles as outlined in section 89 of the *Local Government Act 2020*. One of these principles (section 89 (2)(b)) is that the Council Plan must address the Community Vision. See Appendix 3 for how this Council Plan responds to the Yarra 2036 Community Vision.

Local Government Act 2020 section 90 requirements	Yarra City Council Plan 2021-25 terminology
(a) the strategic direction of the Council	Represented by the six Strategic Objectives
(b) strategic objectives for achieving the strategic direction	Climate and environment, Social equity and health, Local economy, Place and nature, Transport and movement, Democracy and governance
(c) strategies for achieving the objectives for a period of at least the next 4 financial years	Strategies
(d) strategic indicators for monitoring the achievement of the objectives	Indicators
(e) a description of the Council's initiatives and priorities for services, infrastructure and amenity	Initiatives

2. How this plan was developed

The Council Plan was developed following extensive community engagement, significant Councillor engagement, as well as research and analysis to understand context.

The organisation supports Councillors to develop the Council Plan and ensure legislative requirements are met. These include it being developed with the community through Council's deliberative engagement practices, in accordance with the Strategic Planning Principles and to ensure that it addresses the Community Vision.

Understanding context

- Consideration of state and federal government legislation, policies and priorities
- Current and previous Council priorities and decisions, including adopted plans and strategies
- Councillors' aspirations and priorities
- Consideration of advice from council staff subject matter experts
- Consideration of issues, challenges and opportunities identified through Council planning and strategy development
- Development of Yarra's Health and Wellbeing Profile, which is an examination of data about health status and health determinants in Yarra. This profile was prepared to provide the evidence base to inform the consultation and development of the MPHWP. This profile is available on Council's website.

Community engagement

The community engagement process that informed the Community Vision also sought input for the Council Plan, MPHWP, Financial Plan and Asset Plan. The community engagement was delivered in line with our Community Engagement Policy.

Broad community engagement

It included input from the wider Yarra Community between November 2020 and January 2021. We received 1,300 responses through a range of methods suitable to the diversity of our community. The campaign included in person pop up events, direct promotion to households, email, radio and social media campaigns and posters out at popular outdoor locations.

Community Panel

A deliberative engagement process was the next step to involve our community. We invited 61 participants, who were randomly selected, to take part in a deliberative panel process.¹³ They were supported to consider the views of the wider Yarra community (identified through our broad community engagement) and the diverse perspectives of other panel participants, request more information as needed and discuss and deliberate together to find consensus to shape Yarra's future.

¹³A total of 61 community members registered to participate in the panel process. Of the 61 participants who originally registered, 55 participated across some or all the four sessions with an excellent attendance and retention rate

The panel met four times in person during May 2021 – a total of 13 hours' worth of learning and deliberations. Their conversations were also supported by an online forum where they could access learning materials and ask questions outside the sessions.

Draft Council Plan inviting community feedback

The draft Council Plan 2021-25 was released for community feedback in September 2021.

Health and Wellbeing Project Consultative Group

A Health and Wellbeing Project Consultative Group (Group) was established in early 2021, comprising more than 20 members (including council officers, councillors, community health representatives, primary health network and primary care partnership representatives). The purpose of the Group was to review the evidence relating to health and wellbeing in Yarra and translate the evidence and their specialist knowledge into guidance on what Council should prioritise in the MPHWP. The Group met five times in 2021 and provided advice and context for the development of the MPHWP and associated action plan.



Image: We support our young people to become the leaders of tomorrow

3. Relationship between the Community Vision and Council Plan

Vision Theme 1: Strong and vibrant community

Vision priorities	Strategic objective
1.1 Ensure a trusting, safe and welcoming environment to invite active participation of people from all backgrounds with tolerance and acceptance.	Social equity and health
1.2 Create opportunities for meaningful exchange of our experiences, culture and arts.	Social equity and health
1.3 Encourage and facilitate community engagement by amplifying lesser-heard voices and addressing gaps.	Democracy and governance
1.4 Celebrate Aboriginal and Torres Strait Islander culture and country.	Social equity and health

Vision Theme 2: Shared governance

Vision priorities	Strategic objective
2.1 Ensure the Council actively engages with Yarra’s diverse community at all stages of the decision-making process in an open, honest way and that aligns with the values and needs of the community.	Democracy and governance
2.2 Actively remove barriers to participation. Support and empower everyone to get involved.	Democracy and governance
2.3 Promote the role of Council more actively so people understand the decision-making process and how they can be involved.	Democracy and governance

Vision Theme 3: Community safety

Vision priorities	Strategic objective
3.1 Council empowers community leaders, the community, law enforcement and partners to actively participate in and integrate with community safety initiatives.	Social equity and health
3.2 Lead the way in trialling, creating and implementing progressive technologies, programs and education to meet the safety needs in public and private spaces, drawing on data to guide decisions.	Social equity and health
3.3 Council advocates to State and Federal Governments to address social and health issues comprehensively to benefit community safety.	Social equity and health
3.4 Council actively maintains, educates and implements infrastructure to ensure our streets and public spaces are free of hazards.	Place and nature

Vision Theme 4: Environmental sustainability

Vision priorities	Strategic objective
4.1 Work alongside Traditional Owners to set new benchmarks in maintaining and increasing natural amenities and biodiversity across Yarra and also gaining a better understanding.	Place and nature
4.2 Lead the way in climate change mitigation and resilience within Yarra and extend our impact through advocacy and innovative partnerships.	Climate and environment
4.3 Promote and facilitate a more efficient and effective waste management strategy that inclusively engages the community through education and awareness.	Climate and environment
4.4 A transport system that is innovative, efficient, sustainable and accessible.	Transport and movement



Image: Local Elders Uncle Colin Hunter, Uncle Bootsie Thorpe and Bobby Nicholls visit Gertrude Street to test out the Yalinguth storytelling app

Vision Theme 5: Social equity

Vision priorities	Strategic objective
5.1 Ensure a fair and equitable quality of life is possible, regardless of your age, ability, ethnicity, gender or religion.	Social equity and health
5.2 Ensure that there are equitable opportunities for housing and services provided to all.	Social equity and health
5.3 Ensure there are platforms for everyone to share their voices and to be heard and supported.	Social equity and health

Vision Theme 6: Thriving local economy

Vision priorities	Strategic objective
6.1 Create broad economic and employment opportunities by utilising existing physical spaces and facilitating partnerships.	Local economy
6.2 Foster innovative and creative approaches to businesses.	Local economy
6.3 Support young people's businesses (entrepreneurs) to thrive through innovative, creative and practical initiatives, and ensure alignment to community values.	Local economy
6.4 Preserve, celebrate and promote culturally diverse economic activities.	Local economy

Vision Theme 7: Shared spaces

Vision priorities	Strategic objective
7.1 All our shared spaces are made physically accessible and welcoming to people of all abilities, linguistic, cultural backgrounds and age groups.	Place and nature
7.2 Community meeting spaces, service buildings, and facilities evolve and adapt to reflect changing needs of our diverse community.	Place and nature
7.3 Create and innovate solutions to maximise the use of under or unused streets and spaces.	Local economy
7.4 Increase availability and diversify use of open spaces to address existing shortages and respond to population growth.	Place and nature

Vision Theme 8: Growing sustainably

Vision priorities	Strategic objective
8.1 Advocate for development and planning design that is shaped by and meets our community's future needs.	Place and nature
8.2 Keep our heritage visible while we encourage innovative and sustainable growth.	Place and nature
8.3 Advocate for the supply of accessible and affordable housing that suits different types of people in all stages of life.	Social equity and health
8.4 Ensure that as we grow, community services and public spaces are adapted and created so that our unique lifestyle is maintained and continues to improve.	Place and nature

4. Integrated planning framework

The Council Plan is part of an integrated planning framework that guides our approach to planning, monitoring and performance reporting.

It includes long and medium-term strategies and plans, resourcing decisions as well as continual processes of monitoring and review.

The integrated planning framework enables us to deliver on our responsibilities to the community and work towards realising their aspirations, in accordance with the *Local Government Act 2020* and other key legislation.

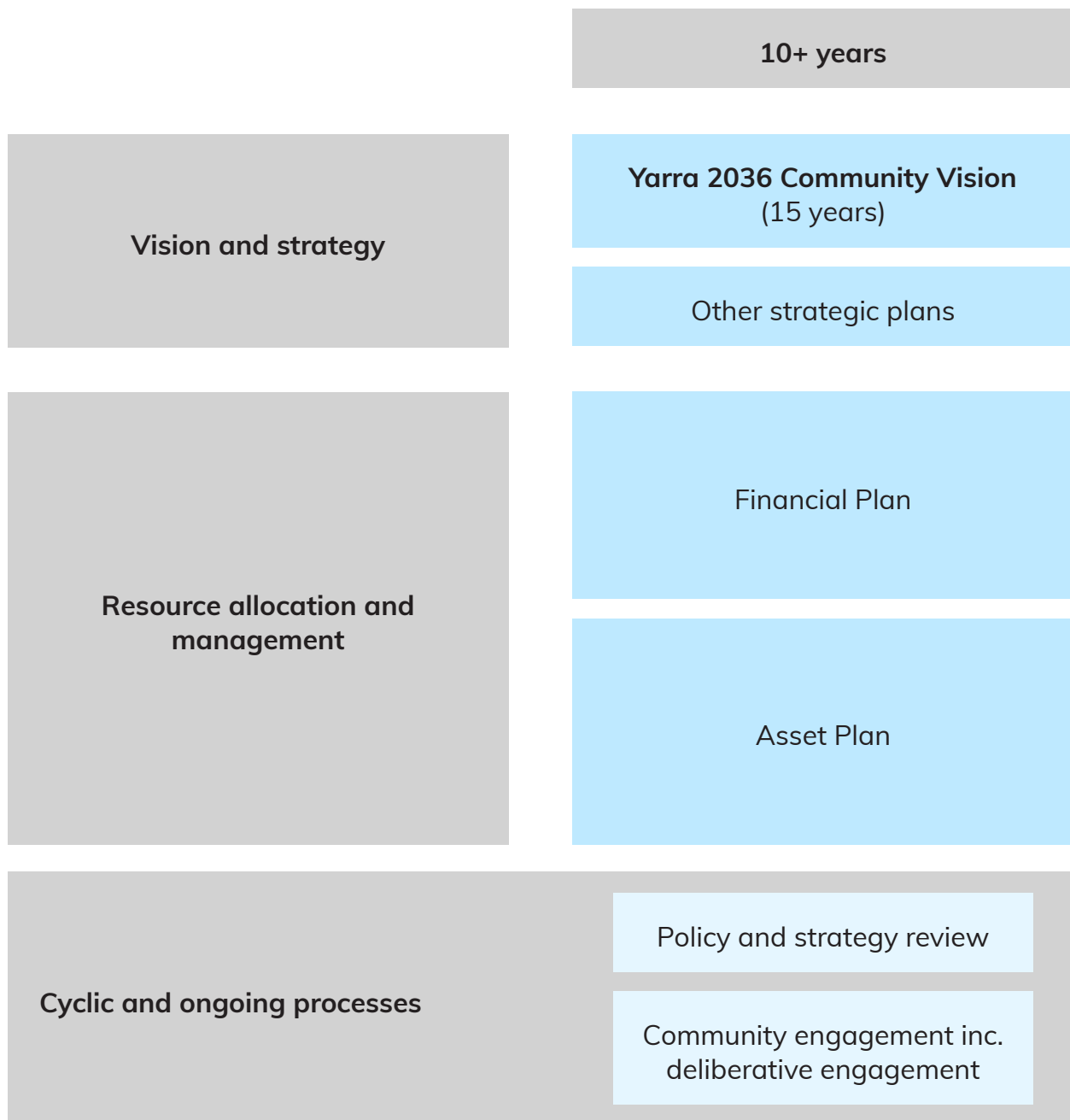


Figure 9: Yarra City Council's integrated planning framework

4 years

Monitoring and accountability

Council Plan
inc. MPHWP

Community Vision reporting

Other strategic plans

Council Plan reporting

Budget
1+3 years of projection

Annual Report

Workforce Plan

Financial Audit

Revenue and Rating plan

Quarterly Annual and Financial reporting

MPHWP Action Plan

<p>Operational Supplement: Health and Wellbeing Activities (OSHWA)</p>	<p>Local Government Performance Reporting Framework</p>
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5. Municipal Public Health and Wellbeing Plan

Under the *Public Health and Wellbeing Act 2008*, within 12 months of a general election of the Council, Council is required to develop a MPHWP.

Council meets this requirement by including health and wellbeing matters in the Council Plan 2021-25. Council also has a commitment to health and wellbeing planning requirements under the *Climate Change Act 2017* and the *Gender Equality Act 2020*, which is met within the Council plan 2021-25.

Health and wellbeing themes

The health and wellbeing themes are shown in the following table. They capture the main areas of focus for Council in addressing health and wellbeing matters in Yarra over the next four years, and their associated Strategies and Initiatives in the Council Plan 2021-25.

Implementation, reporting and evaluation

Council has developed an *Operational Supplement: Health and Wellbeing Activities (OSHWA) 2021-2025*. The OSHWA will provide further detail on the health and wellbeing actions being delivered by Council, in line with the Strategic Objectives, Strategies and Initiatives outlined in this Council Plan, relevant to the MPHWP.

At a minimum, the activity delivered through the Municipal Public Health and Wellbeing Plan and associated OSHWA will be reported on through Council's Annual Report. The OSHWA will be reviewed annually and updated as required.

Our key partners in health and wellbeing:

All the below partners contributed to the MPHWP through the Health and Wellbeing Project Consultative Group, or through other informal methods of feedback.

- Department of Health
- Cohealth
- Victoria Police
- Department of Families, Fairness and Housing
- North Richmond Community Health
- North West Primary Health Network
- Department of Environment, Land, Water and Planning
- Women's Health in the North
- Inner North West Primary Care Partnership
- Yarra Drug and Health Forum
- Access Health and Community
- Yarra's Neighbourhood Houses

In addition to the specific organisations listed above, throughout the development, implementation and evaluation of the plan, Council also partners with a variety of local community organisations, community service providers, charities, businesses, education providers, state level peak bodies and other councils.

The partnerships established through the Health and Wellbeing Project Consultative Group will be continued through regular annual meetings of the group, to monitor implementation and evaluation of the MPHWP and its associated action plans.

Victorian Public Health and Wellbeing Plan 2019-23	Health and wellbeing theme	Link to Council Plan Strategy	Link to Council Plan Initiative
Reducing harmful alcohol and drug use and reducing tobacco-related harm	Assist to reduce the harms from tobacco, alcohol, illicit drugs and gambling	Work to reduce the harms associated with the use of alcohol, illicit drugs, gambling and tobacco	Work with stakeholders to increase partnerships, pursue advocacy and promote education about the importance of harm minimization for people who use illicit drugs
			Provide leadership for gambling policy reform in partnership with the National Alliance for Gambling Reform
			Undertake place-based research related to alcohol cultures and harm prevention initiatives, focused on health-based responses, including investigating diversification of our night-time economy to include alcohol free options
			Promote smoke free environments through tobacco education and enforcement activities

Victorian Public Health and Wellbeing Plan 2019-23	Health and wellbeing theme	Link to Council Plan Strategy	Link to Council Plan Initiative
Preventing all forms of violence	Promoting gender equality and reducing gendered violence	Work actively to prevent and respond to gendered violence and all forms of violence by addressing known contributors to violence and promoting a gender equitable, safe and respectful community	<p>Raise awareness about and respond to violence, including gendered violence, and abuse against vulnerable cohorts</p> <hr/> <p>Demonstrate gender equality in organisational processes</p>
		Manage access, safety and amenity to enhance people's experience when visiting Yarra	Partner with local stakeholders and analyse available evidence to understand community attitudes towards safety to improve amenity
	Promoting community safety	Create safe, accessible active spaces that provide diverse physical activity opportunities for the whole community	<p>Improve our streetscapes, accessibility, safety, and amenity, including embedding outdoor dining, increase greenery and active transport infrastructure, to attract more people to visit, spend time and shop across our precincts</p> <hr/> <p>Trial innovative interventions to the built environment to improve safety and inclusion in specific environments</p>

¹⁴Victorian Public Health and Wellbeing Plan 2019-23

Victorian Public Health and Wellbeing Plan 2019-23	Health and wellbeing theme	Link to Council Plan Strategy	Link to Council Plan Initiative
Increasing healthy eating and increasing active living	Promoting physical wellbeing	Build a more resilient, inclusive, safe and connected community, which promotes social, physical and mental wellbeing	Investigate and promote equitable and healthy food systems by conducting research and supporting residents to grow and access fresh food
		Create safe, accessible active spaces that provide diverse physical activity opportunities for the whole community	Support and facilitate active recreation that is safe, inclusive and accessible for all genders
		Create a safe, well-connected and accessible local transport network including pedestrian and bike routes through Yarra	Develop and deliver a Transport Action Plan that prioritises safe and connected cycling and walking infrastructure networks to facilitate an increase in active transport and reduction in car usage
		Lead, promote and facilitate the transition to sustainable and active transport modes for people living and working in Yarra, as well as people moving through Yarra	Plan, design, deliver and maintain high-quality active and sustainable transport infrastructure

¹⁴ Victorian Public Health and Wellbeing Plan 2019-23

Victorian Public Health and Wellbeing Plan 2019-23	Health and wellbeing theme	Link to Council Plan Strategy	Link to Council Plan Initiative
Improving mental wellbeing	Promoting mental wellbeing	Build a more resilient, inclusive, safe and connected community, which promotes and enhances social, physical and mental wellbeing	Build and leverage partnerships with stakeholders to create inclusive and welcoming places for the whole community and support the promotion of positive social connections in the community
Tackling climate change and its impact on health	Assist in reducing health harms from climate change	Enhance the resilience of our community to prepare for health-related and other impacts of climate change	Engage and support the community to participate in climate emergency actions, including in relation to health-related impacts

Image: Community sport is important for creating social connections and improving health outcomes in Yarra



6. Glossary

Annual Customer Satisfaction Survey (ACSS)

The survey measures community satisfaction with a range of Council services and facilities.

Australian Bureau of Statistics (ABS)

The Australian Bureau of Statistics is the independent statutory agency of the Federal Government responsible for statistical collection and analysis, and for giving evidence-based advice to federal, state and territory governments.

City of Yarra (also city)

The local government area located in the inner eastern and northern suburbs of Melbourne that includes the suburbs of Abbotsford, Burnley, Clifton Hill, Collingwood, Cremorne, Fitzroy, North Carlton, North Fitzroy, Princes Hill and Richmond, and parts of Alphington and Fairfield.

Circular economy

The circular economy is about changing the way we design systems and products to avoid waste, conserve resources and maximise the value of all materials used at every stage of a product's life. This is far more sustainable than traditional economic production methods of take, use and throw away. It will deliver positive environmental, social and economic outcomes.

Community

The Yarra community includes residents, ratepayers, businesses, workers, organisations and visitors.

Community Vision or Yarra 2036 Community Vision

A Community Vision is prescribed by section 88 of the *Local Government Act 2020*. Yarra 2036 Community Vision is our long-term vision that contains an overarching Vision Statement, eight Vision Themes and thirty Future Priorities. It describes the future state of Yarra by 2036 and provides a lens to guide all planning and decision making for Council and the community.

Community Vision Priorities

A set of future priorities describing the key aspirations for the future of Yarra, that link to a Vision Theme.

Community Vision Themes

A set of eight themes representing the key areas of focus in the Community Vision.

Council Plan

A Council Plan is prescribed by the *Local Government Act 2020* section 90. It is Yarra City Council's key strategic document, which defines the Council's four-year Strategic Objectives, Strategies, Initiatives and Indicators. Integrated in this plan is the four-year Municipal Health and Wellbeing Plan for the City of Yarra.

Health and wellbeing focus areas

Where Council will focus efforts to address key health and wellbeing issues over the next four years as prescribed under section 26(2)(b) of the *Public Health and Wellbeing Act 2008*. These have been informed by health and wellbeing data and extensive community engagement.

Indicators

Indicators monitor Council's progress in achieving the Strategic Objectives as required under section 90(2)(d) of the *Local Government Act 2020*.

Initiatives

Initiatives are the projects or activities that Council will undertake to achieve the Strategies as required under section 90(2)(e) of the *Local Government Act 2020*.

Local Government Performance Reporting Framework (LGPRF)

The Local Government Performance Reporting Framework is a mandatory system of performance reporting for all Victorian councils. It ensures that all councils are measuring and reporting on their performance in a consistent way to promote transparency and accountability in the local government sector.

Municipal Public Health and Wellbeing Plan

The Municipal Public Health and Wellbeing Plan outlines how the Council will protect, improve and promote public health and wellbeing within the municipality. Yarra Council is required under section 26 and 27 of the *Public Health and Wellbeing Act 2008* to prepare a Municipal Public Health and Wellbeing Plan every four years, or to include public health and wellbeing matters into the Council Plan.

Open data

Open data is data that can be freely used, re-used and redistributed by anyone. It is available and easily accessible by everyone.

Strategic Direction

The Strategic Direction of Council is what we are working towards over the next four years as required under section 90(2)(a) of the *Local Government Act 2020*. It is represented by the six Strategic Objectives that respond to the Community Vision.

Strategic Objectives

The six Strategic Objectives and their descriptors describe Council's Strategic Direction as required under section 90(2)(b) of the *Local Government Act 2020*.

Strategies

The Strategies describe how Council will achieve the Strategic Objectives as required under section 90(2)(c) of the *Local Government Act 2020*.

The Council

The Council is made up of nine elected Councillors, including the Mayor and Deputy Mayor representing the three wards (three Councillors per ward) of the City of Yarra.

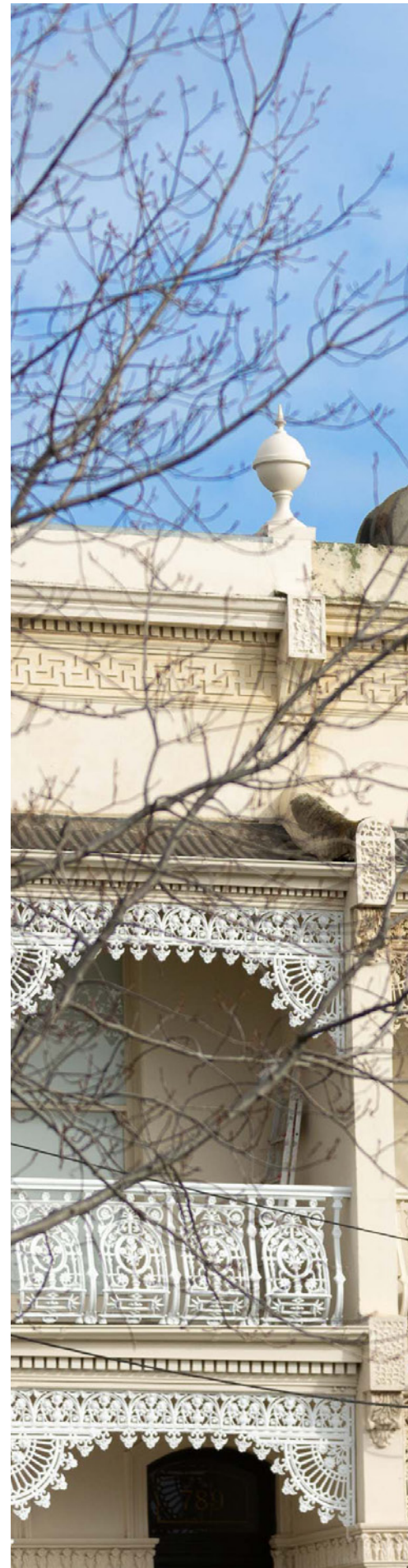
Yarra City Council

The local government authority responsible for the City of Yarra.

7. Quick facts data sources

- Australian Bureau of Statistics, 2016, Census of Population and Housing.
- Australian Bureau of Statistics, 2016, Census of Population and Housing, Place of Work Employment Data.
- Australian Bureau of Statistics (ABS) Labour Force, Australia, Detailed (December Quarter 2020 data was released in January 2021. March 2021 was released in April 2021).
- City of Yarra, 2017, Urban Forest Strategy.
- City of Yarra, 2020, Climate Emergency Plan.
- Estimated resident population, City of Yarra, profile.id 2020, id.com.au, viewed July 2021.
- Population and household forecasts, 2016 to 2041, prepared by .id, the population experts, August 2018.
- REMPLAN Online 2021, Remplan.com.au, viewed July 2021.
- Victorian Population Health and Survey (2014 and 2017).

Image: Protecting and enhancing Yarra's heritage is important to us. Heritage helps tell the story of our community and environment







Yarra City Council

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Customer service centres

Richmond Town Hall

333 Bridge Road, Richmond

Collingwood Town Hall

140 Hoddle Street, Abbotsford

Connie Benn Centre

160 Brunswick Street, Fitzroy

Bargoonga Nganjin, North Fitzroy Library

182 St Georges Road, Fitzroy North