

Draft Council Plan 2021-25



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.

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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, outlining 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 that define what Council will work to achieve over the next four years. To monitor our success in achieving 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 fifteen years as set out 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 and vibrant 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 within the City of Yarra. This plan addresses the Yarra City Council's obligations under the *Local Government Act 2020* and the *Public Health and Wellbeing Act 2008*.

This plan is the product of extensive community engagement, which started with broad community engagement in November 2020 and ended with deliberative engagement in May 2021. We heard from over 1,300 people during the broad community engagement and the representative community panel included people from all suburbs, age groups, cultural and linguistic backgrounds and all abilities. For further information about the process followed to develop the Council Plan and integrated MPHWP please see Appendix 2.

Disclaimer

This draft Council Plan is provided for information and it does not purport to be complete. Yarra City Council does not accept any liability for use of the information or advice which is provided. While care has been taken to ensure the content in the report is accurate, we cannot guarantee it is without flaw of any kind. The content is a snapshot in time based on historic information which is liable to change.



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

Message from the Mayor

[to be inserted in adopted Council Plan]

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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 *Local Government Act 2020* section 8(1).

Councils are the closest form of government to the community; they are best placed to observe community needs and respond accordingly. Councils operate in a complex environment in a broader context with state and federal governments. Yarra City Council 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 equity, 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 or Yarra City Council).

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

Our Councillors

The current Council was elected in November 2020 to a four-year term. The Council is made up of nine elected councillors, including the Mayor and Deputy Mayor.

Yarra is divided into 3 geographic wards each ward is represented by 3 Councillors:

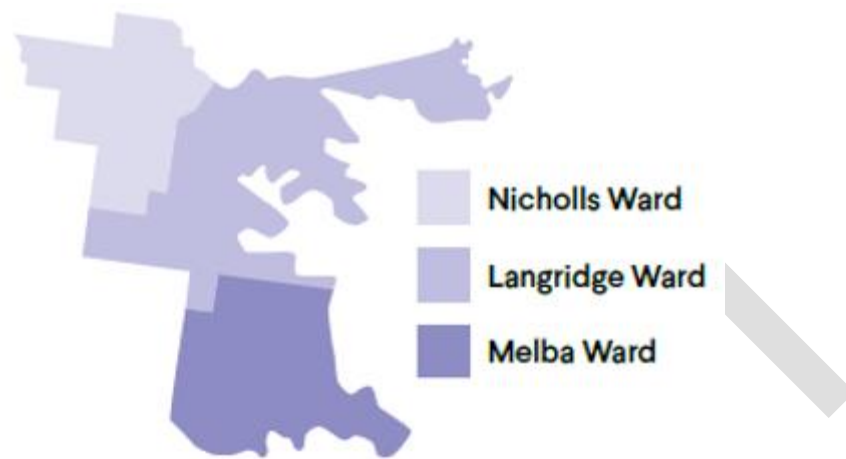


Figure 2 City of Yarra wards

Nicholls Ward:



Cr. Amanda Stone



Cr. Bridgid O'Brien



Cr. Sophie Wade

Langridge Ward:



Mayor Gabrielle de Vietri
Ptors



Cr. Stephen Jolly



Cr. Anab Mohamud

Melba Ward:



Cr. Edward Crossland



Cr. Claudia Nguyen



Cr. Herschel Landes

Community Vision

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
- Future Priorities describing the key aspirations for the future of Yarra, presented by Vision Theme.

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.

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.

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
- helping guide 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 below image shows the six Strategic Objectives and the Vision Themes it responds to. Each Vision Theme has its own Priorities for a future Yarra and these are shown in Appendix 3.

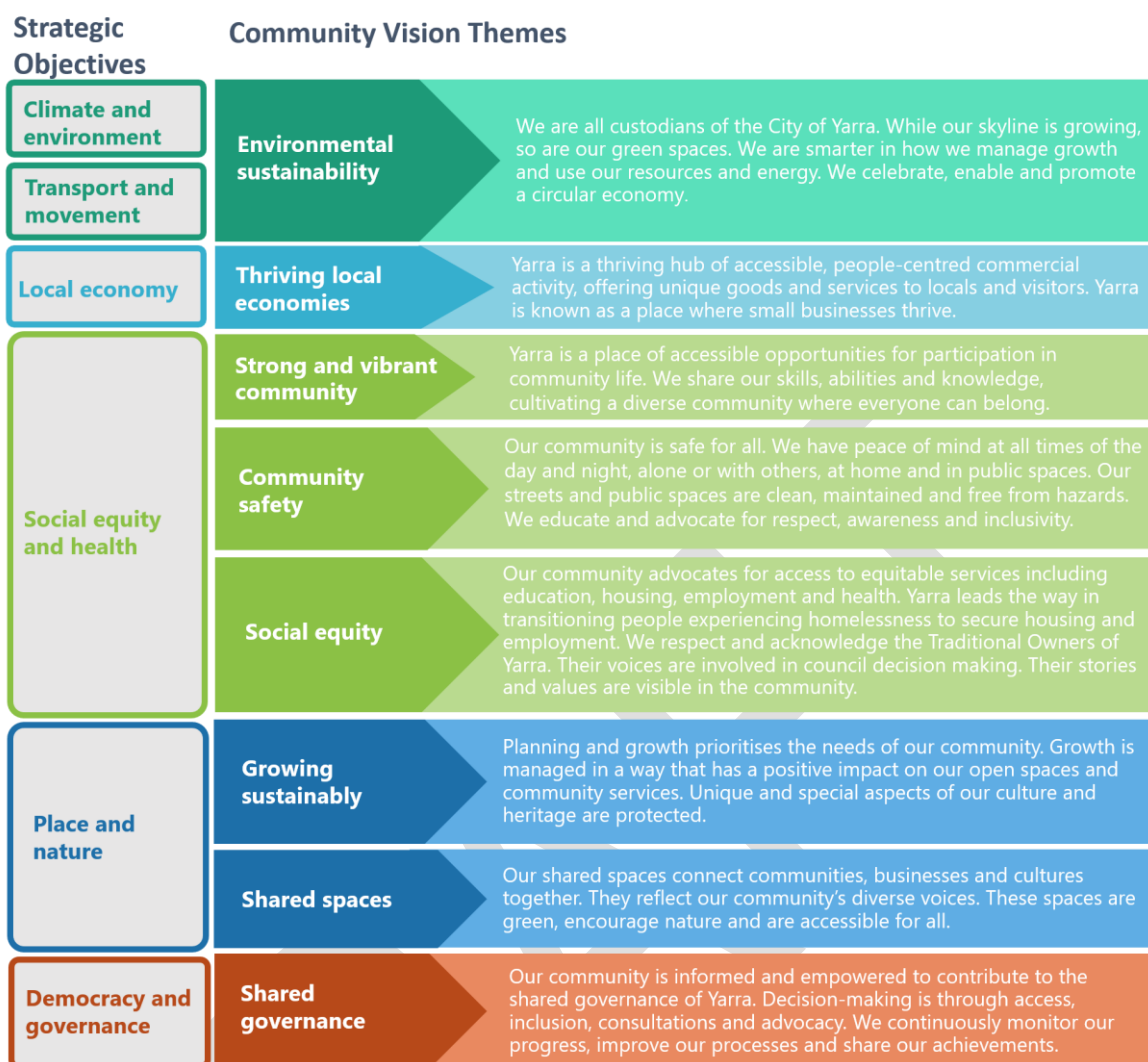


Figure 3 How the Council Plan Strategic Objectives respond to the Community Vision Themes

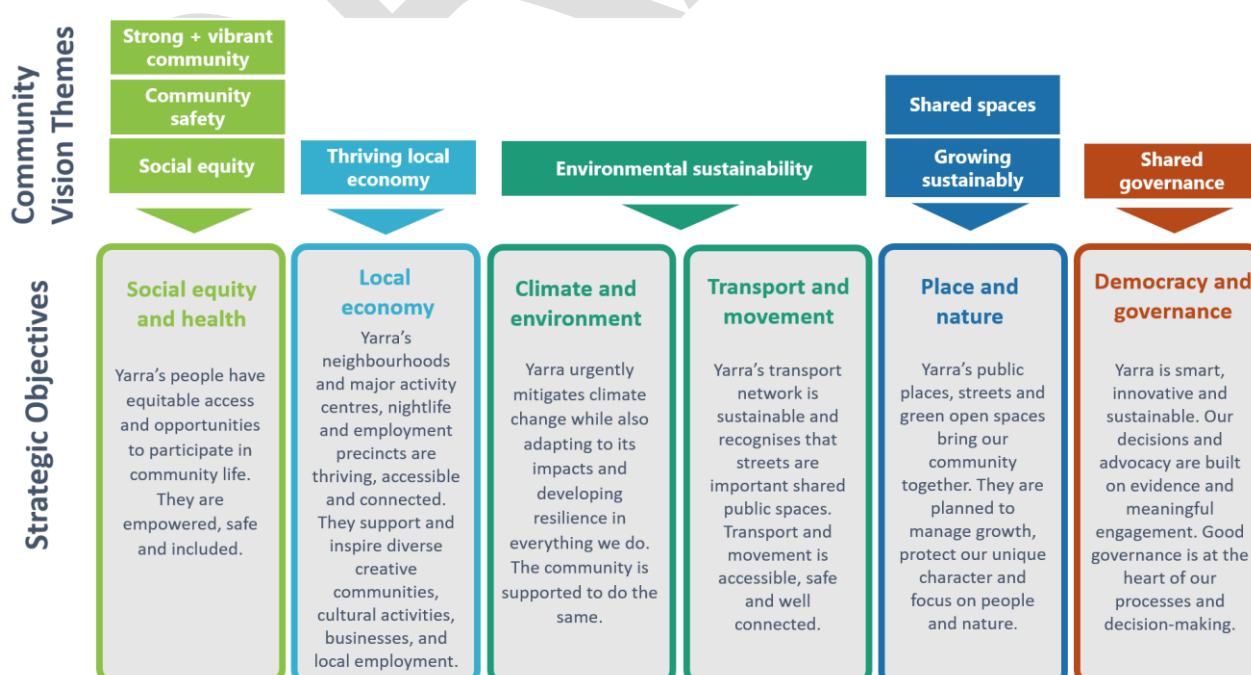


Figure 4 How the Community Vision Themes informed the Strategic Objectives

City context

The Wurundjeri Woi Wurrung are the Traditional Owners of the land and waterways now known as the City of Yarra.

An inner metropolitan municipality, Yarra is home to a diverse community of approximately 103,000 people. Covering 19.5 square kilometres, Yarra includes the suburbs of:

- Abbotsford
- Alphington
- Burnley
- Carlton North
- Clifton Hill
- Collingwood
- Cremorne
- Fairfield Fitzroy
- Fitzroy North
- Princes Hill
- Richmond



Figure 5 Map of the City of Yarra

The City of Yarra is 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, our Vietnamese community in the

1970s, followed by Chinese and East Timorese communities 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 Australian Heritage site.

Yarra is an economically diverse municipality, accommodating a range of mixed employment precincts, activity centres, industrial and health precincts. The municipality is renowned for its dynamic night life spread across a number of 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 - the City of Yarra is 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](#).

The global COVID-19 pandemic has transformed the way we live and work. The pandemic has put pressure on our communities and businesses; it has 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.

Yarra also has some unique challenges and opportunities to address harms affecting our community, particularly associated with illicit drug and alcohol use. Council works in partnership with State Government and local agencies to improve safety, and promote harm minimisation initiatives, including health-based approaches.

COVID-19 pandemic

On March 11, 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 until a sufficient level of vaccination is reached. The pandemic has impacted, and will continue to impact how we live, work and go about our daily lives. The impacts on health and wellbeing, as well as economy, 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.

Quick facts about Yarra

People

- Estimated population of 103,125 (2020)
- Nearly 33% of people are aged between 25 and 36
- The average age is 33
- 29% of people were born overseas
- 22% speak a language other than English at home
- 48% of residents have a bachelor or higher degree
- 4% of people are same-sex couples who live together

Housing

- There are nearly 40,000 households
- The average household size is 2.1 people
- 37% of people live in apartments, and 22% live in terraces, units or townhouses
- 50% of households rent their home
- 30% live alone
- 10% of Yarra's residents live in public housing, well above the Greater Melbourne average (2.6%)
- 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

How we get around

- One in five households don't own a car
- 50% of all residents' journeys to and from work are by sustainable transport

Economic environment

- Yarra supports 84,359 jobs
- Yarra is home to 16,087 businesses
- Has 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 (2016)

– Retail trade

- 45% of Yarra's employment is concentrated to Richmond, Cremorne and Burnley, supporting almost 37,000 jobs.
- Yarra is primarily made up of small businesses but is increasingly attracting larger businesses
- Night Time Economy: 22% of businesses within the 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)
- 41% of Yarra residents spend more time sitting than the Victorian average of 27% (2017)
- 16% of Yarra residents smoked tobacco compared to 17% of Victorians (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)
- 37% of Yarra residents exceeded two drinks per day on a weekly basis compared to 25% of Victorians (2017)

Environment

- 17% tree canopy (2017)
- 100% Council operations are powered by renewable electricity
- 69% of community carbon emissions come from electricity
- Overall waste production is 8.8kg per week

Unless otherwise stated, the above figures have been sourced from the Australian Bureau of Statistics, Census of Population and Housing, 2016. It is important to acknowledge the COVID-19 pandemic and the impact that this may have had on the above figures, which typically reflect pre-COVID-19 data, unless the year stated is 2020 or 2021. For all data sources on this page, see Appendix 7.

How to read this document

The Council Plan 2021-25 addresses the Yarra 2036 Community Vision and includes the four-year Municipal Public Health and Wellbeing Plan (MPHWP).

The Council Plan 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 Strategies, Initiatives and Indicators.

Strategic Objective

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

Strategies

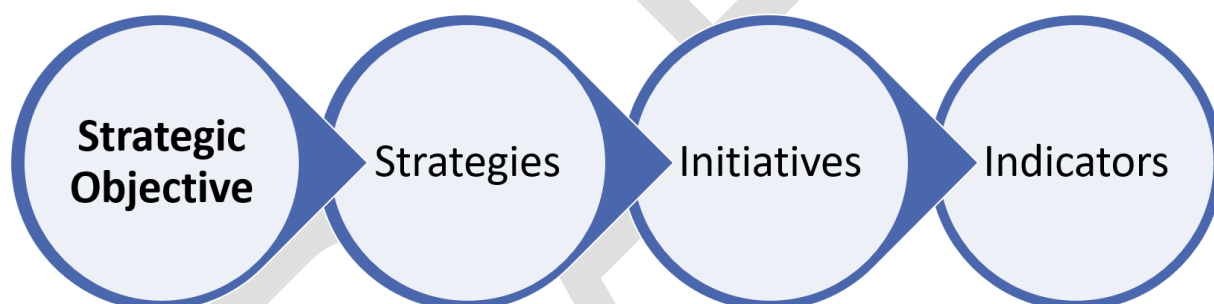
These describe how Council will implement each Strategic Objective

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



The MPHWP guides how Council will promote health and wellbeing across the municipality. It is integrated within the Council Plan 2021-25. The Council Plan indicates which Strategies, Initiatives and Indicators contribute to the MPHWP by noting MPHWP in parenthesis where relevant i.e. (MPHWP).

The MPHWP has six key themes that connect across the Council Plan. These 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 and a summary of the MPHWP.

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. Yarra City Council is renowned for being at the forefront of local government action on the climate emergency. We were the first local government organisation in Victoria to become certified carbon neutral in 2012 and have retained our carbon-neutral status each year since.

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 *'Road map to zero': towards achieving zero net community carbon emissions in Yarra*. The 'road map 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 to restore a safe 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 to a circular economy
3. Enhance the resilience of our community to prepare for health-related and other impacts of climate change (MPHWP)
4. Lead, embed and promote the transition to a circular economy and extend our impact through advocacy and partnerships

Initiatives

- a) Embed climate emergency responses, circular economy approaches and conscious consumption across Council's work and promote this within the community
- b) 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.
- c) Work with key partners to facilitate a rollout of community batteries across Yarra
- d) Develop and act on a 'roadmap to zero' for community carbon emissions as an input into a revision of the Climate Emergency Plan beyond 2024
- e) Transition Council operated buildings away from using gas, commencing with small buildings, and working towards transitioning all Council buildings by 2030
- f) Undertake the transition of the Collingwood Leisure Centre away from gas
- g) 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
- h) Transition Council's vehicles and equipment to be low emissions or zero emissions, where practical and available
- i) Engage and support the community to participate in climate emergency actions, including in relation to health-related impacts (MPHWP)
- j) Introduce a service to separate organics from the waste stream
- k) Engage businesses and partners to develop circular economy approaches
- l) Work with businesses and engage the community to reduce the use of single use plastics
- m) Advocate and partner with the waste industry and all levels of government to develop circular economy solutions, encouraging innovative and new technologies

Indicators

- i. Reduce waste to landfill
- ii. Percentage of glass collected in the kerbside system recycled back into glass
- iii. Reduce Council greenhouse gas emissions
- iv. Retain carbon neutral organisation status
- v. Reduce Council gas usage
- vi. Number of businesses engaged in programs and activities on renewable energy power purchase agreements, plastic free campaigns, and circular economy waste initiatives
- vii. Reduce food waste generated from the household
- viii. Reduce the overall volume of non-recyclable plastics in the system

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 community. Acknowledgment of the area's rich indigenous history and increasing the opportunities to recognise Yarra's first people 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.

Council delivers a wide range of inclusive and accessible services and programs. These range from childcare, recreation facilities, arts and cultural initiatives and libraries. 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. There is a real and critical need to support our vulnerable and marginalised communities to thrive in the digital age, which in turn supports the attainment of positive health and wellbeing. Council works in close collaboration with

our various partners at the local, state and national level to support, facilitate and advocate for increased digital literacy in our community.

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 (MPHWP)
3. Support vulnerable communities and residents of public housing to thrive in the community¹
4. Work to reduce the harms associated with the use of alcohol, illicit drugs, gambling and tobacco (MPHWP)
5. Celebrate and respect for culturally vibrant and socially diverse communities.
6. Leverage opportunities and advocate for increased access to public, social and affordable housing stock in new and significant developments.
7. Work actively to prevent and respond to gendered violence and all forms of violence by addressing known contributors to violence and promoting a gender equitable, safe and respectful community. (MPHWP)

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, bring together diverse cultures and increase 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 (MPHWP)
- 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 quality of housing that is high and indistinguishable with that to be 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 (MPHWP)

- 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 (MPHWP)
- m. Raise awareness about and respond to violence, including gendered violence, and abuse against vulnerable cohorts² (MPHWP)
- n. Provide leadership for gambling policy reform in partnership with the National Alliance for Gambling Reform (MPHWP)
- 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 (MPHWP)
- p. Promote smoke free environments through tobacco education and enforcement activities (MPHWP)

Indicators

- i. Possible or definite alcohol related family violence incident (rate per 10,000)³
- ii. Tobacco test purchase sale rates⁴
- iii. Gaming machine losses per adult⁵
- iv. Stalking harassment and threatening behaviour (rate per 10,000)³
- v. Family violence (rate per 10,000)³
- vi. Number of community gardens/urban growing spaces active and maintained⁴
- vii. Proportion of ambulance attendances for illicit drugs⁶
- viii. Proportion of telephone services for illicit drug use⁶
- ix. Percentage of social and affordable dwellings created in new and significant developments
- x. Number of requests for homelessness assistance responded to by Council⁴
- 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 services⁷
- xii. Number of cultural and community events and festivals
- xiii. Number of community organisations supported through the community grants program

² Older people, people with disability, women, children and young people

³ Crime Statistics Agency

⁴ Council data

⁵ Victorian Commission for Gambling and Liquor Regulation

⁶ Turning Point Alcohol and Other Drug Statistics

⁷ Annual Customer Satisfaction Survey

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.

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.

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 (MPHWP)

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 (MPHWP)
- 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 (MPHWP)
- 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 night⁸
- v. Number of new public art installations

⁸ Annual Customer Satisfaction Survey

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

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.

Public open space makes up 13.5 per cent 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 the Yarra River, Birrarung. Important wetland habitats are critical to biodiversity and support a variety of wetland plant and animal species.

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 five new parks.

Strategies

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

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
- c) Deliver promotion, education, awareness and nature engagement programs and opportunities
- d) Promote biodiversity through engagement and education with community and businesses
- e) Trial innovative permeable pavement products and develop technical guidelines
- f) Advocate for, develop strategic partnerships, plan and deliver accessible community infrastructure and services
- g) Trial innovative interventions to the built environment to improve safety and inclusion in specific environments (MPHWP)

- h) Support and facilitate active recreation that is safe, inclusive and accessible for all genders (MPHWP)
- i) Work with State Government, community and relevant stakeholders to establish masterplans/precinct plans for the future of North Richmond and Collingwood public housing estates
- j) Develop and deliver programs and projects that improve understanding of built form heritage and Aboriginal culture

Indicators

- i. Community satisfaction with parks, gardens and open space⁹
- ii. Community satisfaction with Council's leisure facilities⁹
- iii. Number of 'greening' initiatives implemented including medians in roads
- iv. Number of trees planted
- v. Number of nature engagement projects
- vi. Number of indigenous ground cover, understory and trees planted annually
- vii. Reduce Council's potable water consumption
- viii. Reduce stormwater nutrient loads
- ix. Number of new and expanded parks and open space
- x. Community satisfaction with aspects of planning and housing development⁹

⁹ Annual Customer Satisfaction Survey

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. 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 and get around. Sustainable and active transport is an integral part of our climate emergency response to reduce transport emissions.

Council promotes walking and cycling. Our role in delivering, working with partners and advocating for high-quality and connected walking and cycling routes enables our community, including those with mobility limitations, to move about the City more sustainably. The transport challenges that Yarra faces are complex and difficult. Changes to the transport network - that accommodates a large and diverse set of competing and rising travel, parking and placemaking demands - is highly contentious.

Council works with State Government, who manage arterial roads and public transport infrastructure. We are committed to working and advocating for a transport network that is accessible, equitable and reduces barriers to community movement.

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

Over the next four years, Council will focus on what it can do directly to improve transport and movement in Yarra and work with the State Government, local traders and residents, neighbouring councils and the community to create a more sustainable city where everyone can get around.

Strategies

1. 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 (MPHWP)
2. Foster strategic partnerships and advocate to improve sustainable and active transport options, integration and accessibility
3. Create a safe, well-connected and accessible local transport network including pedestrian and bike routes through Yarra (MPHWP)

Initiatives

- a) Develop and deliver a Transport Action Plan with a focus on safe and connected cycling and walking infrastructure networks (MPHWP)
- b) Review and update Parking Strategy and parking management approach (incorporating technology utilisation)

- c) Plan, design, deliver and maintain high-quality active and sustainable transport infrastructure (MPHWP)
- 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 schemes¹⁰
- f) Develop and deliver road safety studies including support for 30kms zones

Indicators

- i. Cycling projects delivered
- ii. Bicycle counts (agency data)
- iii. Number of pedestrian improvement related projects
- iv. Number of new shared zones
- v. Method of travel to work (ABS)

¹⁰ Refers to small lightweight vehicles such as electric scooter

Democracy and governance

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

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

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 that builds community capacity. Hearing from a range of perspectives leads to sustainable decisions and encourages ownership and belonging from all sections 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 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) Advocate and build strategic partnerships with other councils, and work collaboratively with sector groups to improve outcomes for the community
- c) Promote and raise awareness about the role of Council and investigate ways to support equitable participation in decision-making processes
- 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) Investigate the Sustainable Development Goals and their application to planning and reporting
- h) Undertake an audit of strategies and plans to consolidate and align under a strategic, holistic and long-term approach
- i) Demonstrate gender equality in organisational processes (MPHWP)

Indicators

- i. Community satisfaction with Council decisions (ACSS)
- ii. Overall community satisfaction with Council performance (ACSS)
- iii. Community satisfaction with community consultation and engagement (ACSS)
- iv. Community satisfaction with responsiveness to community needs (ACSS)
- v. Community satisfaction with Council's advocacy efforts (ACSS)
- vi. Relevant Victoria Auditor-General's Office (VAGO) indicators

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 the 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.

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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 4 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 Council's medium-term direction.

The Council Plan details Council's values, commitments and activities, and is formulated to guide the work of the 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.

<i>Local Government Act 2020</i> s.90 requirements	Yarra City Council Plan 2021-25 terminology
(a) the strategic direction of the Council	Represented by the six Strategic Objectives
(a) 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
(b) strategies for achieving the objectives for a period of at least the next 4 financial years	Strategies
(c) strategic indicators for monitoring the achievement of the objectives	Indicators
(d) 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 sixty-one participants, who were randomly selected, to take part in a deliberative panel process.¹¹ 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.

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.

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.

Draft Council Plan inviting community feedback

The draft Council Plan is released for community feedback in September 2021.

¹¹ A 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.

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
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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

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

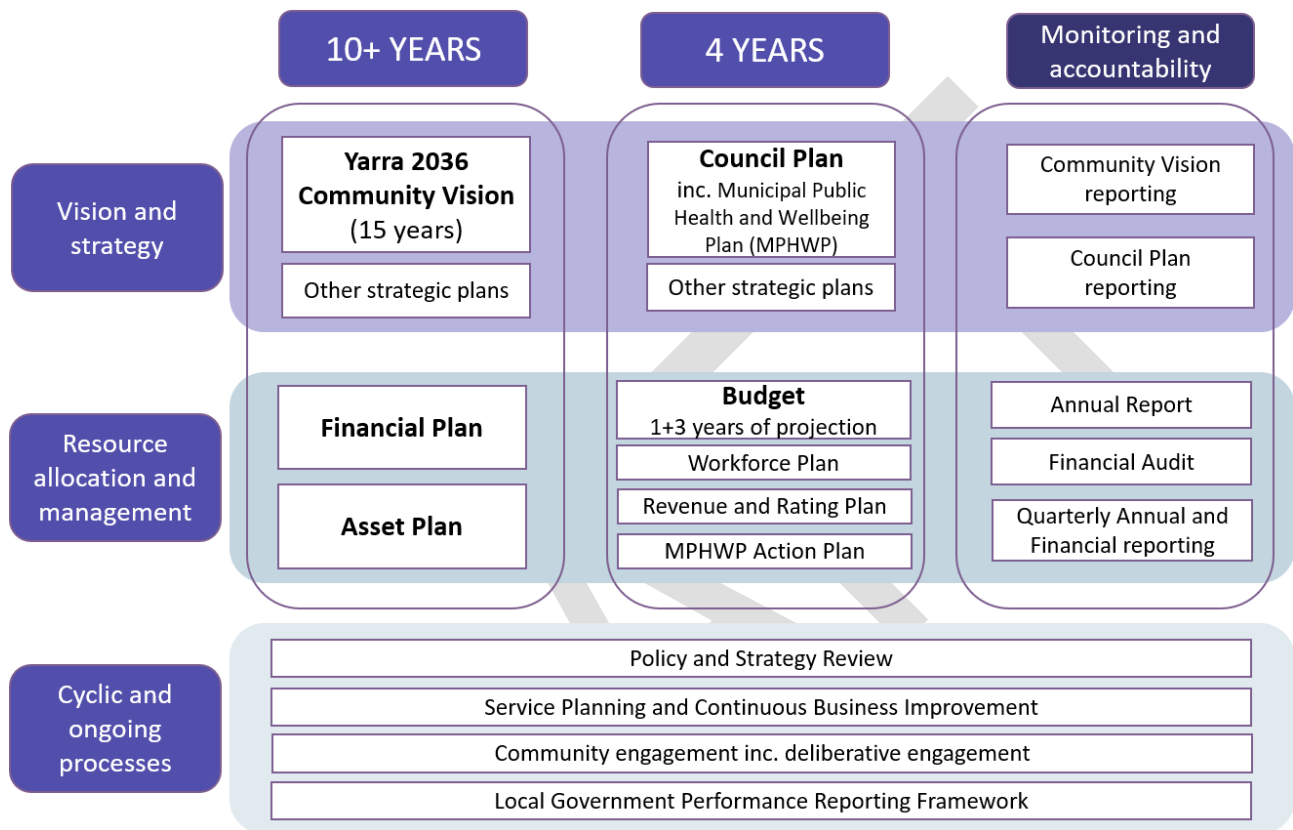
Vision Priorities	Strategic Objective
8.1 Advocate for development and planning design that is shaped by and meets our community's future needs.	Place and nature
8.2 Keep our heritage visible while we encourage innovative and sustainable growth.	Place and nature
8.3 Advocate for the supply of accessible 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.



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 Plan themes 2021–25

Below are the themes that capture the main areas of focus for the MPHWP over the next four years, and their associated Strategies and Initiatives. These Strategies and Initiatives are indicated in the Council Plan by noting MPHWP in parenthesis where relevant i.e. (MPHWP).

Implementation, reporting and evaluation

Council will develop an Operational Supplement: Health and Wellbeing Activities (OSHWA) 2021-2025, by October 31, 2021. 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.

Alignment to VPHWP 19–23 ¹²	Health and Wellbeing theme	Link to Council Plan strategy	Link to Council Plan initiative
Reducing harmful alcohol and drug use & 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
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	Raise awareness about and respond to violence, including gendered violence, and abuse against vulnerable cohorts
			Demonstrate gender equality in organisational processes
	Promoting community safety	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
		Create safe, accessible active spaces that provide diverse physical activity opportunities for the whole community	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
Increasing healthy eating & 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 with a focus on safe and connected cycling and walking infrastructure networks

		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
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

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¹² Victorian Public Health and Wellbeing Plan 2019-23

6. Glossary

Annual customer satisfaction survey (ACSS)	Local Government Victoria's annual community satisfaction survey that compiles community feedback on councils in five key performance areas
Australian Bureau of Statistics (ABS)	The Australian Bureau of Statistics is the independent statutory agency of the Australian Government responsible for statistical collection and analysis, and for giving evidence-based advice to federal, state and territory governments.
City of Yarra	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, rate-payers, businesses, workers, organisations and visitors
Community Vision or Yarra 2036 Community Vision	A Community Vision is prescribed by section 88 of the <i>Local Government Act 2020</i> . 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 <i>Local Government Act 2020</i> 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 <i>Public Health and Wellbeing Act 2008</i> . 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 <i>Local Government Act 2020</i>
Initiatives	Initiatives are the projects or activities that Council will undertake to achieve the Strategies as required under section 90(2)(e) of the <i>Local Government Act 2020</i>
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 (MPHWP)	The Municipal Public Health and Wellbeing Plan outlines how the Council will protect, improve and promote public health and wellbeing

	within the municipality. The City of Yarra is required under section 26 and 27 of the <i>Public Health and Wellbeing Act 2008</i> to prepare a Municipal Public Health and Wellbeing Plan (MPHWP) 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 <i>Local Government Act 2020</i> . 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 <i>Local Government Act 2020</i>
Strategies	The Strategies describe how Council will achieve the Strategic Objectives as required under section 90(2)(c) of the <i>Local Government Act 2020</i>
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, Census of Population and Housing, 2016.

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

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, < <https://app.remplan.com.au/yarra-lga/economy/summary?state=Ela2C9xImuBe014s7x40bRHVlbgNb>>

Victorian Population Health and Wellbeing Survey (2014 and 2017)

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