

City of Kingston Annual Action Plan 2021-22

Legend

Actions



complete

100% of the target for the year has been achieved.



on track

80% -100% of the target for the quarter has been achieved.

Includes ongoing and closed actions. Ongoing refers to core service delivery actions that do not end after a certain timeframe.

Closed actions have been merged with other actions, or the direction has changed.



monitor

70% - 79% of the target for the quarter has been achieved.

Mostly on track but requires monitoring and improvements need to be made, as indicated in the action comments.



off track

Less than 70% of the target for the quarter has been achieved.

Off-track actions are either outside Council's control or require priority intervention, as indicated in the action comments.

Strategic Indicators



on track

The result is at, or better than, the target for the period.



monitor

The result is under target for the period but within the variance set for the indicator.



off track

The result is below both the target and the variance for the period.



Strategic Objective	1.1 Our city will be a vibrant, enjoyable, and easy place to live.
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Strategy	1.1.1 Provide accessible, quality public open spaces for passive and active recreation	Department	Progress Comments	Status	Desired Trend
Strategic Indicators	Si 1. Additional open space created in the municipality	Open Space			↑
Annual Actions 2021-22	1. Renew Dolamore athletics track	Active Kingston			
	2. Deliver the Apsendale Gardens Master Plan including development of new sports fields, paths networks landscaping and lighting and new pavilion	Active Kingston			
	3. Deliver the Chadwick Reserve Park Plan including sports field, play spaces and pavilion development	Active Kingston			
	4. Partner with the Hawthorn Football Club to develop a community use agreement of the AFLW and Community Oval and Pavilion at the Kennedy Centre in Dingley	Active Kingston			
	5. Deliver GR Bricker Reserve Master Plan improvements including the carpark on Rowans Road	Active Kingston			
	6. Advocate to State and Federal Government for funding for the implementation of the Namatjira Park Masterplan	Communications and Community Relations			
	7. Advocate to State and Federal Government for funding for the implementation of the Bonbeach Reserve Masterplan	Communications and Community Relations			
	8. Develop the Le Page Park Masterplan	Active Kingston			
	9. Advocate for provision of a regional sporting facility, which had been earmarked for the Delta site and undertake feasibility assessment for an alternative site	Communications and Community Relations			
	10. Complete development of Horscroft Place Park in Moorabbin	Open Space			
	11. Complete the preliminary community consultation and data analysis for the Open Space Strategy	Open Space			
	12. Finalise plans for a new regional accessible playground at Peter Scullin Reserve, Mordialloc	Active Kingston			

Strategy	1.1.2 Invest in high-quality community assets	Department	Progress Comments	Status	Desired Trend
Strategic Indicators	Si 2. Council's renewal gap ratio measured against the Victorian Auditor-General's Office indicator	Community Buildings			↑
Annual Actions 2021-22	13. Confirm site selection for the new District Level Aquatic Facility and undertake further community consultation	Active Kingston			
	14. Undertake feasibility assessment for an additional hockey pitch at Kingston Heath Reserve	Active Kingston			
	15. Complete redevelopment of the Bonbeach Surf Lifesaving Club	Community Buildings			
	16. Complete refurbishment of the Chelsea Yacht Club	Community Buildings			

	17. Complete concept and detailed design and award contract for construction of the Dingley Souter Reserve Pavilion	Community Buildings		
	18. Complete detailed design of the Dingley Village Community Centre phase 2, Early Years Hub (grant dependent)	Community Buildings		
	19. Complete detailed design of the Regents Park Reserve pavilion	Community Buildings		
	20. Complete concept design for the Chelsea Life Saving Club	Community Buildings		
	21. Advocate to State and Federal Government for funding to Implement the Kingston City Hall Masterplan	Communications and Community Relations		

Strategy	1.1.3 Manage movement around the city, including traffic and parking, to make community activities accessible	Department	Progress Comments	Status	Desired Trend
Strategic Indicators	Si 3. Number of community activities where sustainable transport is promoted	City Strategy			↑
Annual Actions 2021-22	22. Develop and implement an advocacy campaign for the delivery of the Westall Road Extension from Dandenong Road to the M1	Communications and Community Relations			
	23. Continue to advocate for high-quality community outcomes from the Suburban Rail Loop project	City Strategy			

Strategy	1.1.4 Plan for changes in the population and the community's housing needs	Department	Progress Comments	Status	Desired Trend
Strategic Indicators	Si 4. The level of alignment between Councils population forecast for 2021 and the results of the 2021 ABS Census	City Development			↑
Annual Actions 2021-22	24. Continue to review Councils forecast population in light of the COVID-19 Pandemic, the results of the 2021 ABS Census and significant potential redevelopment sites or identified precincts	City Strategy			

Strategy	1.1.5 Preserve and enhance Kingston's character and heritage	Department	Progress Comments	Status	Desired Trend
Strategic Indicators	Si 5. Percentage of Planning Applications for multi-dwelling development that receive five or less objections	City Development			↑
Annual Actions 2021-22	25. Review the Mordialloc Special Charge Scheme	City Economy and Innovation			
	26. Review and update the Kingston Heritage Study – Complete review of heritage community nominations	City Strategy			
	27. Implement the Housing Strategy and Neighbourhood Character Study – Have commenced the initial phase of a Planning Scheme Amendment	City Strategy			
	28. Install the Rainbow Sculpture as part of the creation of the Cultural Heritage Trail	Property and Arts			

Strategy	1.1.6 Support the development of affordable housing options, including social and community housing	Department	Progress Comments	Status	Desired Trend
Strategic Indicators	Si 6. Number of new social and community housing dwellings approved	City Development			↑
Annual Actions 2021-22	29. Implement the Social and Affordable Housing Strategy – Continue to explore opportunities with Private Developers and on Key Government Sites	City Strategy			

Strategy	1.1.7 Foster a thriving and innovative arts and culture scene, which is both diverse and inclusive	Department	Progress Comments	Status	Desired Trend
Strategic Indicators	Si 7. Attendance at Council-run festivals and civic events	Communications and Community Relations			↑
	Si 8. Community satisfaction rating for Council-run large scale events	Communications and Community Relations			↑
	Si 9. Number of participants at programs provided by Council at Council-managed community centres	Libraries and Social Development			↑
	Si 10. Participant satisfaction with City of Kingston arts and cultural programs and events	Property and Arts			↑
Annual Actions 2021-22	30. Install Indigenous artwork at Mentone Life Saving Club	Property and Arts			
	31. Develop a Public Art Policy and commence development of a Public Art Strategy	Property and Arts			



STRATEGIC DIRECTION: SUSTAINABLE

Strategic Objective	2.1 We prioritise our environment and reduce our impact on the earth.				
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Strategy	2.1.1 Recognise climate change and actively address our climate and ecological emergency	Department	Progress Comments	Status	Desired Trend
Strategic Indicators	Si 11. Percentage of non-potable water used across all sports grounds and reserves	Open Space			↑
	Si 12. Number of plants distributed as part of Council's Free Tree and Plant Vouchers scheme	City Strategy			↑
	Si 13. Percentage reduction in corporate greenhouse emissions	City Strategy			↑
	Si 14. Number of Gardens for Wildlife assessments of residential gardens	City Strategy			↑
Annual Actions 2021-22	32. Implement the Climate and Ecological Emergency Response Plan – Complete Asset Vulnerability Assessment	City Strategy			
	33. Develop the Integrated Water Cycle Strategy – Draft released for consultation	City Strategy			
	34. Implement the Urban Cooling Strategy – Complete feasibility for a 'cool' road	City Strategy			
	35. Finalise submission to Melbourne Water to refine 1 in 100 year flood modelling that can be used to update the existing flood overlays within the Kingston Planning Scheme	Infrastructure			
	36. Increase street and reserve tree planting across the municipality	Open Space			

Strategy	2.1.2 Consider environmental sustainability in all Council decisions	Department	Progress Comments	Status	Desired Trend
Strategic Indicators	Si 15. Number of Planning Applications that have had an Environmentally Sustainable Design Assessment	City Development			↑
Annual Actions 2021-22	37. Review the hard waste service	Infrastructure			

Strategy	2.1.3 Protect and enhance our foreshore, marine environment, waterways and wetlands	Department	Progress Comments	Status	Desired Trend
Strategic Indicators	Si 16. Percentage of actions implemented in the Coastal and Marine Management Plan	Open Space			↑
Annual Actions 2021-22	38. Complete the Long Beach Trail rehabilitation between Thames Promenade and Edithvale Road	Infrastructure			
	39. Advocate to DELWP to develop a Mordialloc Creek Masterplan	Communications and Community Relations			

Strategy	2.1.4 Protect and enhance the Green Wedge and Chain of Parks	Department	Progress Comments	Status	Desired Trend
Strategic Indicators	Si 17. Amount of land purchased and developed for the Chain of Parks	Open Space			↑
Annual Actions 2021-22	40. Develop the Urban Forest Strategy – Draft released for consultation	City Strategy			
	41. Implement the Kingston Green Wedge Management Plan	City Strategy			
	42. Advocate to the State Government for acquisition of land for the Chain of Parks	Active Kingston			
	43. Commence implementation of the Elder Street South Masterplan	Open Space			

Strategy	2.1.5 Build sustainable transport options to reduce congestion and pollution	Department	Progress Comments	Status	Desired Trend
Strategic Indicators	Si 18. The number of Electric Vehicle charging sessions in Kingston	City Strategy			↑
Annual Actions 2021-22	44. Install a public electric vehicle charging station in Kingston	City Strategy			
	45. Rapid EV charging network map (as part of SECCCA region)	City Strategy			

Strategy	2.1.6 Enable choice of movement across our city	Department	Progress Comments	Status	Desired Trend
Strategic Indicators	Si 19. Number of walking and cycling improvement projects completed to enhance the local network	Infrastructure			↑
Annual Actions 2021-22	46. Implement actions from the Integrated Transport Strategy including wayfinding signage, education campaigns	Infrastructure			

Strategy	2.1.7 Actively promote the use of emerging technologies to influence a more sustainable built environment	Department	Progress Comments	Status	Desired Trend
Strategic Indicators	Si 20. Kerbside collection waste diverted from landfill	Infrastructure			↑
	Si 21. Number of participants engaged in environmental education opportunities	City Strategy			↑
Annual Actions 2021-22	47. Investigate innovative road surfacing to cool our environment	City Strategy			



STRATEGIC DIRECTION: PROSPEROUS

Strategic Objective	3.1 We will embrace the concept of a 20-minute neighbourhood, support the ongoing process of decentralisation and support people to live and work locally.
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Strategy	3.1.1 Support Kingston's economy, local industry and businesses to thrive in a changing environment	Department	Progress Comments	Status	Desired Trend
Strategic Indicators	Si 22. Number of business support workshops and events held by Council	City Economy and Innovation			↑
	Si 23. Number of VicSmart Applications decided within 10 days	City Development			↑
	Si 24. Satisfaction with the Better Approvals co-ordination service	City Economy and Innovation			↑
Annual Actions 2021-22	48. Review the Footpath Activities Policy	City Economy and Innovation			
	49. Develop a small shopping centres improvement strategy – Undertake procurement and prepare draft strategy for internal review	City Economy and Innovation			
	50. Implement red tape reform to support businesses – Commence review of business approvals coordination service	City Economy and Innovation			

Strategy	3.1.2 Embrace innovation and new ways of thinking	Department	Progress Comments	Status	Desired Trend
Strategic Indicators	Si 25. Percentage of Footpath Trading applications processed within 15 days	City Economy and Innovation			↑
Annual Actions 2021-22	51. Prepare a Digital Commerce Marketing Plan	City Economy and Innovation			
	52. Consult on the development of a Parklet [dining in carparking spaces] Policy	City Economy and Innovation			
	53. Facilitate Covid Responsive Outdoor Activations	City Economy and Innovation			

Strategy	3.1.3 Promote local jobs and employment pathways	Department	Progress Comments	Status	Desired Trend
Strategic Indicators	Si 26. Number of local Jobs Portal registrations by employers	City Economy and Innovation			↑
Annual Actions 2021-22	54. Establish a small food business pilot program utilising Council's commercial kitchen facilities – EOI process conducted	City Economy and Innovation			
	55. Implement pathways to employment for young people – Forum to help establish scope of possible interventions	City Economy and Innovation			

Strategy	3.1.4 Improve connections between activity zones, public transport hubs and where people live through an integrated network	Department	Progress Comments	Status	Desired Trend
Strategic Indicators	Si 27. Number of new and improved high-quality walking and cycling paths	Infrastructure			↑
Annual Actions 2021-22	56. Draft Wayfinding Strategy released for public consultation	Open Space			

Strategy	3.1.5 Pursue and enhance regional collaborative opportunities and partnerships	Department	Progress Comments	Status	Desired Trend
Strategic Indicators	Si 28. Participation in regional collaborations or partnerships entered to enhance local economic outcomes	City Economy and Innovation			↑
Annual Actions 2021-22	57. Establish partnerships to link local jobseekers to employment providers	City Economy and Innovation			

Strategy	3.1.6 Support our local visual and performing arts community	Department	Progress Comments	Status	Desired Trend
Strategic Indicators	Si 29. Number of local artists supported through Council Grants	Property and Arts			↑
Annual Actions 2021-22	58. Deliver five Arts and Cultural programs under the Arts and Cultural Strategy	Property and Arts			

Strategic Objective	4.1 We are progressive, inclusive and prioritise the wellbeing of all members of our community.				
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Strategy	4.1.1 Respect the importance of Aboriginal and Torres Strait Islander people in Kingston and their connection to the land	Department	Progress Comments	Status	Desired Trend
Strategic Indicators	Si 30. Number of Kingston's plans and strategies which the Registered Aboriginal Party, the Bunurong Land Council, is consulted on	Libraries and Social Development			↑
	Si 31. Number of Council buildings displaying Aboriginal cultural acknowledgment	Libraries and Social Development			↑
Annual Actions 2021-22	59. Finalise the draft Reconciliation Action Plan and submit to Reconciliation Australia and Council for endorsement	Libraries and Social Development			

Strategy	4.1.2 Champion social equality	Department	Progress Comments	Status	Desired Trend
Strategic Indicators	Si 32. Number of female sporting teams registered at Kingston's sporting clubs	Active Kingston			↑
	Si 33. Percentage of Kingston's sporting facilities that are female friendly	Active Kingston			↑
Annual Actions 2021-22	60. Construct female-friendly sports facilities at Le Page and Chelsea Recreational Pavilions	Active Kingston			

Strategy	4.1.3 Celebrate and learn from our diversity	Department	Progress Comments	Status	Desired Trend
Strategic Indicators	Si 34. Number of new Citizenship requests met at Council-run ceremonies	Communications and Community Relations			↑
Annual Actions 2021-22	61. Plan and celebrate Cultural Diversity Week	Libraries and Social Development			

Strategy	4.1.4 Support community education, life-long learning and creativity	Department	Progress Comments	Status	Desired Trend
Strategic Indicators	Si 35. Active library borrowers in municipality	Libraries and Social Development			↑
	Si 36. Number of carers and children attending story times	Libraries and Social Development			↑
	Si 37. Recently purchased library collection (% of collection purchased within last 5 years)	Libraries and Social Development			↑
Annual Actions 2021-22	62. Develop a support app for AccessCare clients	AccessCare			
	63. Design and award the contract for the redevelopment of North Cheltenham Early Years Centre	Community Buildings			

	64. Complete site identification and concept design of the new Highett Children's Services Hub	Community Buildings		
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Strategy	4.1.5 Support the inclusion of everyone in community life	Department	Progress Comments	Status	Desired Trend
Strategic Indicators	Si 38. Number of hours provided by the home maintenance and modifications service	AccessCare			↑
	Si 39. Percentage of Council buildings compliant with Disability (Access to Premises – Buildings) Standards 2010	Community Buildings			↑
Annual Actions 2021-22	65. Ensure Scout and Guide halls are DDA compliant	Community Buildings			
	66. Complete construction of the Peter Scullin Reserve Toilet/Changing Places facility	Community Buildings			

Strategy	4.1.6 Support our community's physical wellbeing	Department	Progress Comments	Status	Desired Trend
Strategic Indicators	Si 40. Hours of domestic, personal and social support care delivered	AccessCare			↑
	Si 41. Number of immunisations administered by Council	Family, Youth and Children's Services			↑
	Si 42. Participation in Learn to Swim programs	Active Kingston			↑
	Si 43. Participation in the MCH service	Family, Youth and Children's Services			↑
	Si 44. Participation in the MCH service by Aboriginal children	Family, Youth and Children's Services			↑
	Si 45. Utilisation of aquatic facilities	Active Kingston			↑
Annual Actions 2021-22	67. Complete concept and detailed design and award for construction of two netball courts and renewal of existing six tennis courts at Roy Dore Reserve	Active Kingston			
	68. Commence a strategic review for a Sport, Active Recreation and Playspace Strategy	Active Kingston			
	69. Provide learn to swim education and participation opportunities	Active Kingston			

Strategy	4.1.7 Prioritise our community's mental wellbeing	Department	Progress Comments	Status	Desired Trend
Strategic Indicators	Si 46. Satisfaction with Kingston's family support programs	Family, Youth and Children's Services			↑
	Si 47. Satisfaction with Kingston's youth services support & counselling	Family, Youth and Children's Services			↑
Annual Actions 2021-22	70. Expand Elonera Preschool	Community Buildings			
	71. Transition the My Community Life website to Council's new website	Libraries and Social Development			
	72. Continue the Enough is Enough advocacy campaign to reduce gambling harm in Kingston	Libraries and Social Development			

	73. Commence delivery of mental health workshops to community groups	Libraries and Social Development		
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Strategy	4.1.8 Tailor our communication to our diverse community to make communication accessible to all	Department	Progress Comments	Status	Desired Trend
Strategic Indicators	Si 48. Percentage of Kingston website pages that are Web Content Accessibility Guidelines (WCAG) 2.1 - AA standard accessible	Communications and Community Relations			↑
Annual Actions 2021-22	74. Develop the Library website to make it easier for customers to access news and information	Communications and Community Relations			
	75. Redevelop Kingston's main corporate website to ensure it is accessible and easy to use	Communications and Community Relations			



STRATEGIC DIRECTION: SAFE

Strategic Objective	5.1 Our community will feel safe, and be safe, in all aspects of their lives.				
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Strategy	5.1.1 Design an environment and infrastructure that promotes better safety and accessibility	Department	Progress Comments	Status	Desired Trend
Strategic Indicators	Si 49. Time taken to action food complaints	City Economy and Innovation			↓
Annual Actions 2021-22	76. Deliver the installation of sportsground lighting across 10 of our sports reserves	Active Kingston			
	77. Progress construction of the Aspendale Life Saving Club	Community Buildings			
	78. Complete detailed design and procurement for equipment for a new CCTV hub for Kingston	Community Buildings			
	79. Progress construction of the Mentone Life Saving Club and foreshore precinct	Community Buildings			
	80. Complete detailed design and award tender for extension and improvement works at the Carrum Life Saving Club	Community Buildings			
	81. Upgrade Bicentennial Skate Park lighting	Open Space			

Strategy	5.1.2 Support safe travel through various modes of transport	Department	Progress Comments	Status	Desired Trend
Strategic Indicators	Si 50. Satisfaction with the condition of local streets and footpaths	Infrastructure			↑
Annual Actions 2021-22	82. Develop and implement an advocacy campaign for further level crossing removal projects at Mordialloc and Highett	Communications and Community Relations			
	83. Implement five actions in Kingston's Road Safety Strategy	Infrastructure			
	84. Collaborate with Level Crossing Removal Project (LXRP) to deliver the Chelsea rail pedestrian bridge	Project Management Office			

Strategy	5.1.3 Improve feelings of safety across Kingston's diverse community	Department	Progress Comments	Status	Desired Trend
Strategic Indicators	Si 51. Number of graffiti removal requests	Community Buildings			↓
	Si 52. Percentage of graffiti removal requests allocated to Council's contractor within 48 hours	Community Buildings			↑
Annual Actions 2021-22	85. Develop the Kingston Dog Off Leash Policy	Compliance and Amenity			
	86. Upgrade dog off leash parks in Roy Dore Reserve and Iluka Reserve	Open Space			
	87. Implement final year actions from the Safe and Secure Action Plan 2017-21	Libraries and Social Development			

Strategy	5.1.4 Strive to provide an environment free from all forms of family violence	Department	Progress Comments	Status	Desired Trend
Strategic Indicators	Si 53. Family violence incidents reported to Victoria Police [number per 100,000 population]	Libraries and Social Development			↓
	Si 54. Satisfaction with family violence programs run by Kingston	Libraries and Social Development			↑
Annual Actions 2021-22	88. Implement final year actions of the Kingston Prevention of Family Violence Action Plan 2019-2021	Libraries and Social Development			

Strategy	5.1.5 Foster caring attitudes and a safe environment for native wildlife and domestic animals	Department	Progress Comments	Status	Desired Trend
Strategic Indicators	Si 55. Percentage of animals reclaimed	Compliance and Amenity			↑
Annual Actions 2021-22	89. Implement the Domestic Animal Management Plan 2021-25 – Reviewing the animal registration process	Compliance and Amenity			
	90. Implement the Domestic Animal Management Plan 2021-25 – Implement the Responsible Pet Ownership campaign	Compliance and Amenity			
	91. Review the mandatory desexing age for cats and dogs	Compliance and Amenity			
	92. Explore and implement alternative options to using pounds that euthanise animals	Compliance and Amenity			
	93. Pilot a free cat desexing program	Compliance and Amenity			
	94. Implement the Biodiversity Strategy	Open Space			

Strategy	5.1.6 Provide a well maintained and clean environment for residents	Department	Progress Comments	Status	Desired Trend
Strategic Indicators	Si 56. Community reports received of overflowing litter bins	Open Space			↓
	Si 57. Participation in Friends of Kingston groups	Open Space			↑
Annual Actions 2021-22	95. Introduce individual QR codes on all public foreshore litter bins to enable easier reports of bin issues by the community, and faster turnaround times to resolve the issue	Information Services and Strategy			
	96. Investigate opportunities to expand QR code reporting systems for additional Council assets	Open Space			



STRATEGIC DIRECTION: WELL-GOVERNED

Strategic Objective		6.1 Council will be collaborative, accountable, transparent, responsive, well-informed and efficient.				
Strategy	6.1.1 Hold ourselves to the highest standard of governance and integrity	Department	Progress Comments	Status	Desired Trend	
Strategic Indicators	Si 58. Percentage of Freedom of Information requests completed on time	Governance			↑	
Annual Actions 2021-22	97. Implement the recommendations of the probity review to enhance the decision-making framework for future planning matters	Governance				
	98. Implement Kingston's good governance framework which will improve accountability and strengthen council governance	Governance				
Strategy	6.1.2 Focus all of our decision-making on the Kingston community	Department	Progress Comments	Status	Desired Trend	
Strategic Indicators	Si 59. Percentage of Council decisions made at meetings closed to the public	Governance			↓	
	Si 60. Satisfaction with Council decisions (in the interest of the community)	Governance			↑	
Annual Actions 2021-22	99. Develop and implement Advocacy Plans to support Council's priority projects	Communications and Community Relations				
Strategy	6.1.3 Look after the community's financial resources responsibly and efficiently	Department	Progress Comments	Status	Desired Trend	
Strategic Indicators	Si 61. Council's financial sustainability risk measured against the Victorian Auditor-General's Office financial sustainability indicators	Finance and Corporate Performance			↑	
Annual Actions 2021-22	100. Develop a 10-year Asset Plan	Infrastructure				
Strategy	6.1.4 Openly report our progress and performance	Department	Progress Comments	Status	Desired Trend	
Strategic Indicators	Si 62. Percentage of Council Plan Annual Action Plan actions on track	Finance and Corporate Performance			↑	
Annual Actions 2021-22	101. Publish Council's Local Government Performance Reporting Framework (LGPRF) results on the Know Your Council website to improve the transparency and accountability of council's performance	Finance and Corporate Performance				

Strategy	6.1.5 Actively seek broad community participation	Department	Progress Comments	Status	Desired Trend
Strategic Indicators	Si 63. Number of consultation projects offered for community input	Communications and Community Relations			↑
	Si 64. Participant satisfaction with the Community Panel	Communications and Community Relations			↑
	Si 65. Satisfaction with community consultation and engagement	Communications and Community Relations			↑
Annual Actions 2021-22	102. Implement Council's community engagement framework to ensure Council reflects the community voices in our decision making	Governance			

Strategy	6.1.6 Deliver exceptional customer experiences	Department	Progress Comments	Status	Desired Trend
Strategic Indicators	Si 66. Percentage of Customer Care telephone calls resolved at the first point of contact	Communications and Community Relations			↑
Annual Actions 2021-22	103. Develop and implement a service planning review strategy that will aim to ensure Kingston is an adaptable, capable, and sustainable council into the future	Finance and Corporate Performance			