

# OUR ROADMAP

Council Plan  
2021-25



City of  
**KINGSTON**



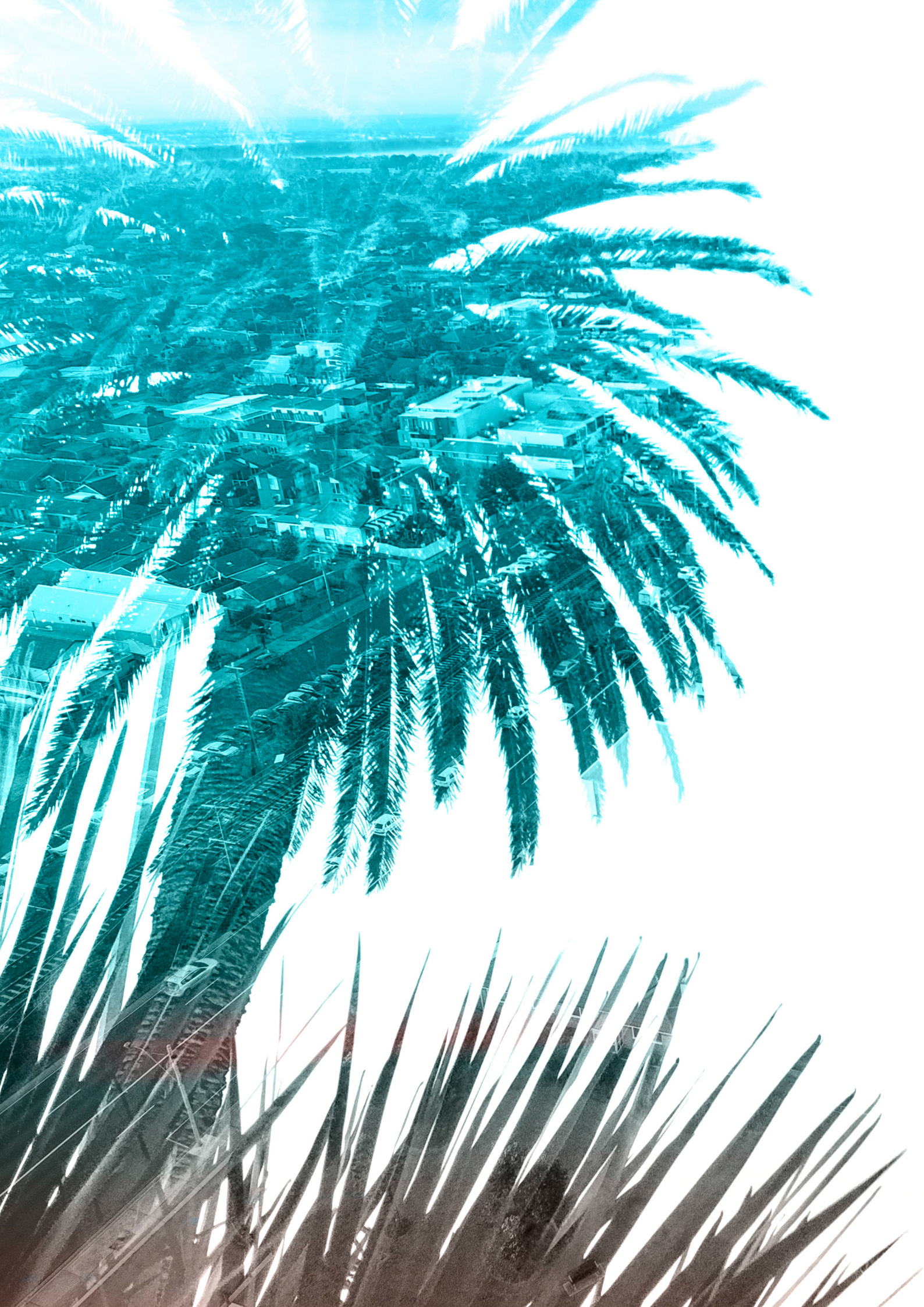


### **Acknowledgement of Country**

The City of Kingston proudly acknowledges the Bunurong People of the Kulin Nation as the Traditional Owners and Custodians of this land, and we pay our respect to their Elders, past and present and emerging.

Council acknowledges the Bunurong's continuing relationship to the land and waterways and respects that their connection and spiritual identity is maintained through ancient ceremonies, songlines, dance, art and living culture.

Council pays tribute to the invaluable contributions of the Bunurong and other Aboriginal and Torres Strait Island elders who have guided and continue to guide the work we do.

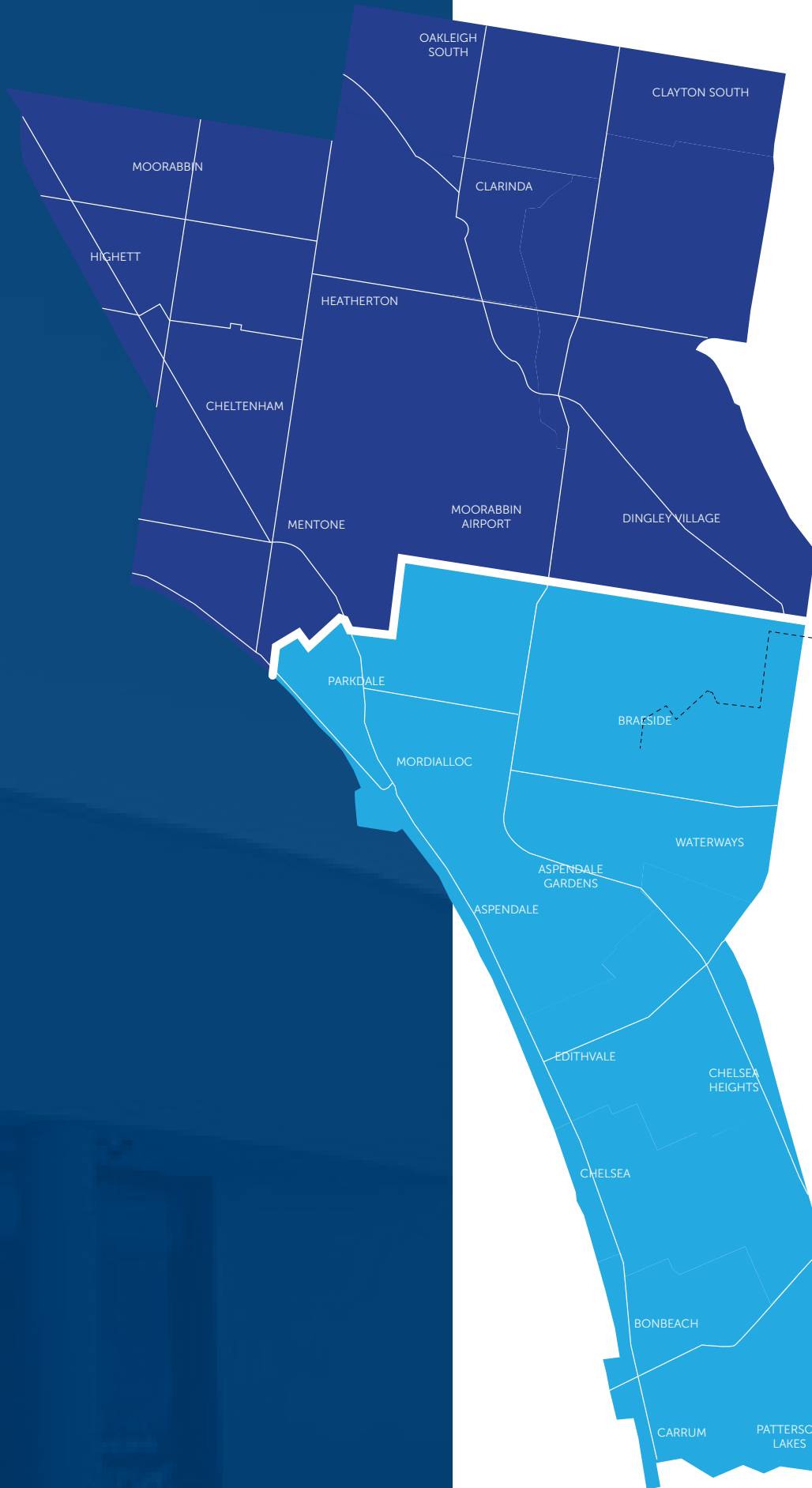


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# KINGSTON WARDS

- Banksia**
- Bunjil**
- Caruana**
- Chicquita**
- Como Ward**
- Karkarook**
- Longbeach**
- Melaleuca**
- Sandpiper**
- Wattle**
- Yammerbook**



## **COMMUNITY** *vision*

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Kingston is a resilient, inclusive and diverse community. We are building the most liveable and sustainable city in Victoria.

We champion and nurture our green and open spaces creating a safe, healthy environment.

Our shared legacy connects our community, embracing innovation, making Kingston the place to live.

## **COUNCIL'S** *vision*

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We are an inclusive, resilient community with a thriving economy, where we all share a safe, sustainable environment.

# OUR PURPOSE

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Working with our community, we will protect and enhance wellbeing for current and future generations.

# COUNCILLORS' GUIDING PRINCIPLES

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- We acknowledge Aboriginal and Torres Strait Islander people and create an inclusive place for all to live, learn and work
- We will leave Kingston a better place than we found it
- We will work to improve our community's wellbeing
- We will work to address the challenges that come from climate change and population growth
- We will listen deeply to our community and engage them meaningfully in decision making
- We will make informed, evidence-based, impartial, and representative decisions
- We will speak up on behalf of our community
- We will act with kindness, compassion and integrity
- We will be accountable and transparent
- We will manage assets and finances responsibly





## MESSAGE FROM THE MAYOR

I'm delighted to present the Council Plan 2021-25, a roadmap for how we will work in partnership with our community to build a more liveable and sustainable Kingston.

Through the 'Your Kingston Your Future' deliberative engagement project, and the development of the Community Vision, we were given a clear picture of what kind of future our community want for our beautiful city. You can read more about this on page 10.

This Council Plan is our commitment to work towards achieving this vision.

To develop the Council Plan, we worked closely with an independently selected, representative Community Panel. The Community Panel dedicated many hours to develop the vision, a set of recommendations for the Council Plan, our Public Health and Wellbeing Plan and plans for how we manage Kingston's finances and assets. This process gave us a great understanding of what matters to our community and what our community want Council to deliver.

To reflect the vision, Council will focus on a range of goals, priorities and capital investment over the next four years. We will work towards our six Strategic Objectives:

- Our city will be a vibrant, enjoyable, and easy place to live.
- We prioritise our environment and reduce our impact on the earth.
- We will embrace the concept of a 20-minute neighbourhood, support the ongoing process of decentralisation and support people to live and work locally.
- We are progressive, inclusive and prioritise the wellbeing of all members of our community.
- Our community will feel safe, and be safe, in all aspects of their lives.
- Council will be collaborative, accountable, transparent, responsive, well-informed and efficient.

As well as directing the organisation and guiding decision-making, the Council Plan makes us accountable to our community. It helps us track our performance and meet the legislative requirements set out in the Local Government Act 2020.

We trust this Council Plan gives our community a great sense of confidence that Council is listening and has a clear roadmap for the next four years, and beyond, and that we will serve our community well.

I would like to thank the community for sharing their thoughts with us and helping us define our shared priorities for the future. The Council Plan has benefited enormously from the local knowledge and expertise of our community, and we have an exciting four years ahead of us.

**Cr Steve Staikos**  
Bunjil Ward

# MEET YOUR COUNCILLORS



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## MESSAGE FROM THE CEO

The Council Plan 2021-25 is a vital roadmap to set our course for the future, demonstrate accountability to the community, direct the organisation and help guide decision-making.

It also helps us track our performance and meet the legislative requirements set out in the new Local Government Act 2020.

Developing a Council Plan in partnership with our community is one of the most important tasks Council will undertake in its four-year term.

The new Local Government Act 2020 requires councils to take an integrated approach to strategic planning and reporting, using deliberative practices in the development of these documents.

We developed this Council Plan after engaging with our community and working closely with a representative Community Panel to ensure it reflects the needs, priorities and aspirations of all community members. Turn to page 10 to find out more about this process.

With adoption of this Council Plan, it becomes the roadmap for everything we do.

The Plan sets out six key Strategic Directions to guide our priorities and actions as we work towards achieving the Community Vision. They are: Liveable, Sustainable, Prosperous, Healthy and Inclusive, Safe and Well-governed.

Knowing where we are heading and what we want to achieve are crucial to providing the best possible outcomes for our City and community, both now and over the longer term.

This Plan will help us respond to emerging opportunities and challenges over the next four years and beyond. It is supported by the Annual Action Plan and detailed strategies and delivery plans.

Our progress against the Plan is measured in quarterly performance reports and the Annual Report, which are publicly available and I encourage you to read these to discover more about our successes and the challenges Council faces.

We're confident our strong, long-term financial strategy will ensure we can continue to develop new and innovative ways to meet future needs while meeting the various challenges that impact the City.

Please take the time to read through this Plan and find out more about the exciting things that will help shape our great City over the next four years.

**Peter Bean**  
CEO



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The Council Plan 2021-25 is a vital roadmap to set our course for the future, demonstrate accountability to the community, direct the organisation and help guide decision-making.

# YOUR KINGSTON YOUR FUTURE

**In early 2021, the City of Kingston embarked on an ambitious engagement program, Your Kingston Your Future to partner with the community to develop Council's long-term strategic plans, including:**

- Community Vision
- Council Plan (4-year)
- Financial Plan (10-year)
- Public Health and Wellbeing Plan
- Asset Plans
- Revenue and Rating Plan

To develop the vision and make recommendations for the guiding plans, Council undertook wide community consultation and joined forces with an independently selected Community Panel. The panel is representative of our community and used feedback from the community along with trends and other data to tackle this project.

## **Level of influence**

Council empowered the panel to develop the Community Vision on behalf of the community. That means Council committed to adopting the panel's Community Vision as is, with no changes.

Council committed to incorporating the panel's recommendations for the strategic plans to the maximum extent possible.

The wider community had a range of opportunities to join the conversation including online, face-to-face and targeted workshops.

## **Community Panel**

Council sent invitations out to a random sample of Kingston residents asking for expressions of interest to be part of the Community Panel. 45 panel members were randomly selected by an external consultant to ensure a representative sample of the Kingston community. People who registered their expression of interest were randomly stratified through an online stratification tool, based on age, home suburb and gender, to form a descriptively representative sample of our community.

Community panels that are selected randomly bring together a diverse group of people who reflect the broader community. These panels usually include people who Council doesn't often hear from but who are impacted by Council decisions.

The Community Panel met six times over six weeks, dedicating over 2,000 hours to deep dive into feedback from the community and consider data, information and different views to create the vision document, and make recommendations for the strategic plans on behalf of the Kingston community.

## **How we used the panel's work**

The valuable work of the panel has been used to develop the four-year Council Plan, Public Health and Wellbeing Plan and 10-year plans for how we manage the city's finances and assets.

**To find out more information on the process please visit [kingston.vic.gov.au/vision](https://kingston.vic.gov.au/vision)**

*how people participated*



### Liveability Study

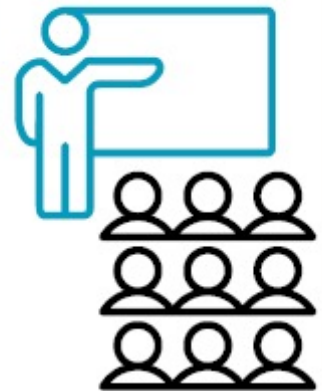


### Project page

[yourkingstonyoursay.com.au/yourfuture](http://yourkingstonyoursay.com.au/yourfuture)



### Train the trainer sessions



### Online survey

**404**  
surveys completed  
**2,222**  
pieces of feedback



### Online info session

**21**  
attendees



### Targeted workshops



### Drop-in sessions

**291**  
attendees  
**467**  
pieces of feedback



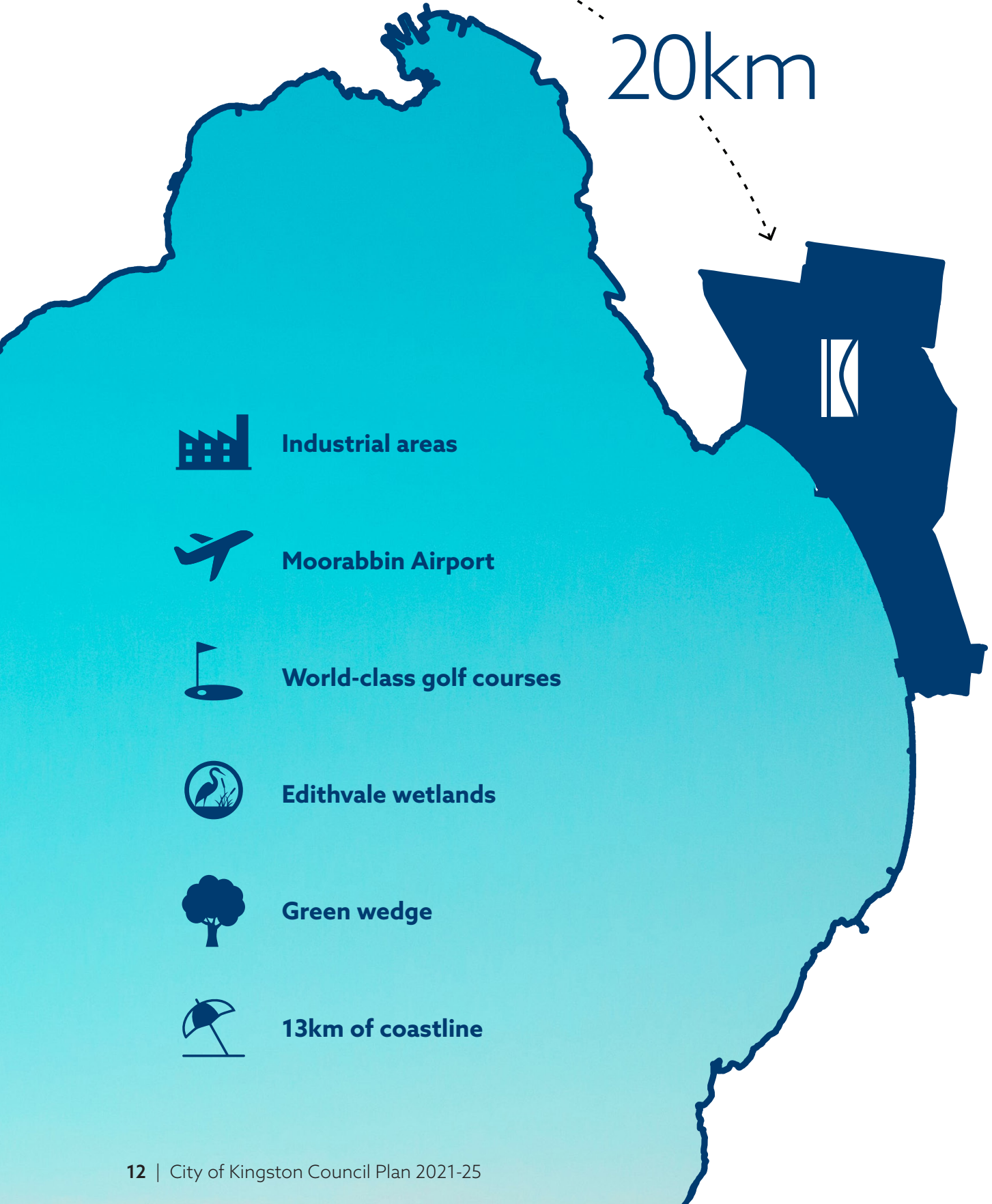
**10**  
people

# KINGSTON AT A GLANCE

MELBOURNE CBD



20km



Industrial areas



Moorabbin Airport



World-class golf courses



Edithvale wetlands



Green wedge



13km of coastline



91km<sup>2</sup> **Total municipal area**

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167,228 **population**

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198,340 **by 2041**

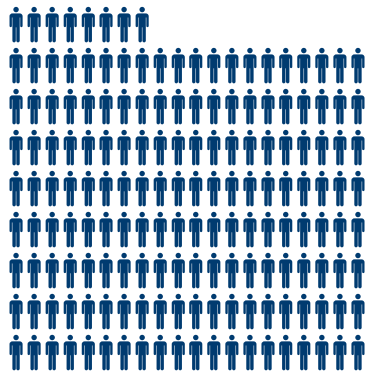
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65,482 **dwellings occupied**

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150 **nationalities**

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**167,000**  
**residents**



**95,000**  
**working residents**



**17,000**  
**businesses**



# PUTTING OUR CUSTOMERS FIRST IN ALL WE DO

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In July 2021, Council launched a Customer Experience Improvement Strategy. We recognised the need to become more customer-centric in our operations following a deliberative engagement process, where we asked a panel of community members to tell us what their expectations were. Those expectations formed Kingston's Customer Commitment. This was a critical first step in putting our customers first.

We understand that Council exists to serve our community, therefore, providing exceptional customer service underpins everything we do. We can achieve the community's expectations by making system and process improvements that enhance the customer experience.

A good customer experience is achieved by a shared understanding of customer service behaviours, systems, communicated expectations, and continuous learning and development. These are our key focus areas, enabling our staff to provide a great customer experience.

The Customer Experience Improvement Strategy details the objectives and actions we believe will contribute to an improved customer experience. The actions build upon the work we've done since cementing our Customer Commitment and continues to set the pace for continuous improvement.

## **The Strategy aims to:**

- Re-design processes to make the customer central
- Improve our information systems capability
- Foster a culture that puts the customer first

## **Recent initiatives include:**

- Building on our existing online service offerings
- Providing learning and development opportunities across the organisation to better enable staff to provide excellent customer experiences
- Developing a complaints management policy

# KINGSTON; A CITY WITHIN A CITY

Our community is fortunate to live, work and play within a unique part of Victoria boasting a truly diverse natural and built environment.

We are home to a wonderful foreshore, unique green wedge area, substantial industrial and employment areas, one of Australia’s busiest airports, 11 golf courses, internationally recognised wetlands and thriving commercial and residential areas.

Our Council Plan recognises the value of building strong, connected, local neighbourhoods that meet the holistic needs of our diverse community both now and into the future.

Thanks to major generational transport investment underway in Kingston, we are well-positioned to deliver a 20-minute neighbourhood – where all needs are met within the local area.

Local councils play a key role in creating 20-minute neighbourhoods, working alongside the business community, educational sector, health services, other levels of government and community groups.

The COVID-19 pandemic has brought the importance of living locally into sharper focus, and Kingston will support the concept of a 20-minute neighbourhood through its Community Vision, Council Vision and the Strategic Directions in this Council Plan.

## The 20-Minute Neighbourhood

*Excerpt from Plan Melbourne 2017-2050*





# WORKING WITH KEY PARTNERS

Part

Council's ability to build a strong, healthy, thriving community is greatly enhanced when we join forces with key partners to achieve positive outcomes.

Kingston supports a strong collaborative approach working with governments, businesses and community groups to secure maximum results. During the life of this Council Plan, these major projects will help fast-track the community's vision of building the most sustainable and liveable City in Victoria.

Key partnerships over this Council Plan term will include:

## COMMUNITY PARTNERS

Kingston prides itself on strong relationships across our diverse network of community partners to ensure:

- Our community is provided with targeted allied health care services with our local community health services.
- We are proactively working to welcome our newest members of multicultural communities, recognising that these community members have often made significant sacrifices to call Kingston home.
- Our older people can enjoy the life they choose including ongoing involvement and contribution to the Kingston community
- Our young people have broad access to youth and employment support services tailored to meet their needs.
- Projects for improving health and wellbeing are delivered on the ground to meet the needs of the diverse population groups in our community.
- Our Aboriginal and Torres Strait Islander peoples have a place to connect with each other and the community.

## INVESTORS

Working with the private sector can help boost our community through opportunities for employment, investment, services and new facilities. Key opportunities identified include:

- Developing improved sporting facilities and recreational opportunities by working with St. Kilda and Hawthorn Football Clubs to ensure the headquarters they are building in Kingston provide much more than elite sporting facilities and include opportunities for community sport access, passive recreation, health & wellbeing services and more.
- Creating new employment hubs such as the redevelopment of the former Phillip Morris factory in Moorabbin.
- Addressing housing affordability issues in Kingston through opportunities for the community and private housing sector to provide entry-level housing options.
- With more than 40% of Council's carbon emissions coming from industrial development, ambitious new opportunities to partner with businesses to explore the transition to renewable energy will be a key focus.



## VICTORIAN GOVERNMENT

The Victorian Government is undertaking a range of generational projects that will transform Kingston transport, open space and community facilities including:

- Mordialloc Freeway, due for completion late 2021, will improve connectivity through the City and provide important new cycling infrastructure.
- Level Crossing Removal Projects are underway in Chelsea, Bonbeach and Edithvale and further removals have been announced at Warrigal Rd, Mentone, and Parkers Rd, Parkdale. In addition to improving traffic flow, these projects provide opportunities for improvements associated with the projects including new cycling/ pedestrian paths, additional open space and other public realm improvements. Council will also have the opportunity to advocate for additional crossing removals.
- Suburban Rail Loop, Victoria's biggest ever transport project, begins in Kingston and will provide transport links to key precincts such as Monash University and Box Hill. Council is keen to work closely with the project to ensure high-quality community outcomes at the station interface.
- Delivery of the long-awaited Sandbelt Chain of Parks project which will transform former landfill sites into the promised 355 hectares of new parkland.
- Transformation of the heritage listed Kingston City Hall to become a key destination for arts and entertainment.
- Responding to the Climate Emergency together by investing in recycled water projects to ensure that our status as an innovator in integrated water cycle management continues to grow.

## REGIONAL PARTNERS

Kingston is an active member of Greater South East Melbourne (GSEM), a network of eight local governments representing one of Australia's fastest growing regions which is critical to the nation's economic recovery following the COVID-19 pandemic.

The Region includes eight local government areas: the shires of Cardinia and Mornington Peninsula, and the cities of Casey, Frankston, Greater Dandenong, Kingston, Knox and Monash.

As one of Australia's most productive economic regions it is home to several large employment precincts, manufacturing base, education sector and health institutions.

By working together, the councils of Greater South East Melbourne are focusing on the following key areas:

- Economic sustainability - to create and retain jobs, enable industry growth, exports and innovation, and build a skilled workforce with success powered by renewables.
- Environmental sustainability - to proactively respond to the challenges Climate Change brings and be innovators in leading our communities.
- Stronger families and communities - to support families and communities to be stronger, healthier, more resilient, and more secure.
- Transport and connectivity - providing choice by strengthening the connectivity in our transport system by ensuring efficient access to employment, education, and key social support services.
- Regional collaboration is also important in addressing Climate Change and Kingston is an active participant in the South East Council Climate Change Alliance (SECCCA) working across the region and with GSEM on a range of initiatives.

# ACHIEVING OUR STRATEGIC DIRECTIONS

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The Local Government Act 2020 requires Council 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 our deliberative engagement practices.

The Council Plan must include:

- The strategic direction of the Council;
- Strategic objectives for achieving the strategic direction;
- Strategies for achieving the objectives for a period of at least the next 4 financial years;
- Strategic indicators for monitoring the achievement of the objectives;
- A description of the Council's initiatives and priorities for services, infrastructure and amenity;
- Any other matters prescribed by the regulations.

The following pages detail the strategic directions, strategic objectives, strategies, strategic indicators and services we will work towards achieving over the next four years. These will all contribute to achieving our Community Vision.

In addition, Council will also develop an Annual Action Plan which will outline the specific activities we will undertake each year to support the strategic directions and strategic objectives of the Council Plan.

The progress of these activities, together with the results of the strategic indicators, will be measured and reported against in the Annual Report.

This will ensure that Council is always working with the Community Vision at its heart, and that the Council Plan remains a top priority.





# STRATEGIC DIRECTION

## LIVEABLE

### Strategic Objective:

## 1.1 Our city will be a vibrant, enjoyable, and easy place to live.

### Strategies for achieving the objectives

- 1.1.1 Provide accessible, quality public open spaces for passive and active recreation
- 1.1.2 Invest in high-quality community assets
- 1.1.3 Manage movement around the city, including traffic and parking, to make community activities accessible
- 1.1.4 Plan for changes in the population and the community's housing needs
- 1.1.5 Preserve and enhance Kingston's character and heritage
- 1.1.6 Support the development of affordable housing options, including social and community housing
- 1.1.7 Foster a thriving and innovative arts and culture scene, which is both diverse and inclusive.

### Strategic Indicators for monitoring the achievement of the objectives

- Si 1. Additional open space created in the municipality
- Si 2. Council's renewal gap ratio measured against the Victorian Auditor-General's Office indicator
- Si 3. Number of community activities where sustainable transport is promoted
- Si 4. The level of alignment between Council's population forecast for 2021 and the results of the 2021 ABS Census
- Si 5. Percentage of Planning Applications for multi-dwelling development that receive five or less objections
- Si 6. Number of new social and community housing dwellings approved
- Si 7. Attendance at Council-run festivals and civic events
- Si 8. Community satisfaction rating for Council-run large scale events
- Si 9. Number of participants at programs provided by Council at Council-managed community centres
- Si 10. Participant satisfaction with City of Kingston arts and cultural programs and events

### Supporting Plans and Strategies include:

- Activity Centre Structure Plans
- Aquatic Facilities Plan (2020-30)
- Arts & Cultural Strategy (2018-22)
- Kingston's Integrated Transport Strategy (2020-35)
- Kingston Open Space Strategy
- Kingston Planning Scheme
- Kingston Property Strategy (2017-21)
- Kingston Social and Affordable Housing Strategy (2020)
- Plan Melbourne (2017-2050)
- Playground Strategy
- Public Toilet Strategy (2016-26)

### Services that relate to Liveable include:

- Arts and cultural services
- Building consents and compliance
- Capital works planning
- City assets and infrastructure maintenance
- Land use policy and planning
- Maintaining open space
- Maintenance of Council's buildings
- Planning and improving open space
- Planning, design and development of Council's buildings
- Strategic asset management
- Urban area transformation



# STRATEGIC DIRECTION: **SUSTAINABLE**

## Strategic Objective:

### 2.1 We prioritise our environment and reduce our impact on the earth.

#### Strategies for achieving the objectives

- 2.1.1 Recognise climate change and actively address our climate and ecological emergency
- 2.1.2 Consider environmental sustainability in all Council decisions
- 2.1.3 Protect and enhance our foreshore, marine environment, waterways and wetlands
- 2.1.4 Protect and enhance the Green Wedge and progress the delivery of the Chain of Parks
- 2.1.5 Build sustainable transport options to reduce congestion and pollution
- 2.1.6 Enable choice of movement across our city
- 2.1.7 Actively promote the use of emerging technologies to influence a more sustainable built environment.

#### Strategic Indicators for monitoring the achievement of the objectives

- Si 11. Percentage of non-potable water used across all sports grounds and reserves
- Si 12. Number of plants distributed as part of Council's Free Tree and Plant Vouchers scheme
- Si 13. Percentage reduction in corporate greenhouse emissions
- Si 14. Number of Gardens for Wildlife assessments of residential gardens
- Si 15. Number of Planning Applications that have had an Environmentally Sustainable Design Assessment
- Si 16. Percentage of actions implemented in the Coastal and Marine Management Plan
- Si 17. Amount of land purchased and developed for the Chain of Parks by Council and the State Government
- Si 18. Number of Electric Vehicle charging sessions in Kingston
- Si 19. Number of Electric Vehicle charging stations introduced into Kingston
- Si 20. Number of walking and cycling improvement projects completed to enhance the local network
- Si 21. Kerbside collection waste diverted from landfill
- Si 22. Number of participants engaged in environmental education opportunities

#### Supporting Plans and Strategies include:

- Biodiversity Strategy (2018-23)
- Climate and Ecological Emergency Response Plan (2021)
- Climate Change Strategy (2018-25)
- Coastal and Marine Management Plan
- Green Wedge Plan (2012-21)
- Kingston Chain of Parks Trail Masterplan (2020)
- Kingston Integrated Water Cycle Strategy (2012-21)
- Street and Park Trees Management Strategy (2019-24)
- South East Council Climate Change Strategic Plan (2021-24)
- Urban Cooling Strategy (2020-30)
- Walking and Cycling Strategy

#### Services that relate to Sustainable include:

- Environment management and education
- Foreshore management and maintenance
- Transport planning and traffic engineering
- Waste services





WERE  
OPEN  
TAKE-AWAY  
FOOD, DRINK  
COFFEE



# 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.**

#### Strategies for achieving the objectives

- 3.1.1 Support Kingston's economy, local industry and businesses to thrive in a changing environment
- 3.1.2 Embrace innovation to further promote Kingston businesses
- 3.1.3 Promote local jobs and employment pathways
- 3.1.4 Improve connections between activity zones, public transport hubs and where people live through an integrated network
- 3.1.5 Pursue and enhance regional collaborative opportunities and partnerships
- 3.1.6 Support our local visual and performing arts community.

#### Strategic Indicators for monitoring the achievement of the objectives

- Si 23. Number of business support workshops and events held by Council
- Si 24. Number of VicSmart Applications decided within 10 days
- Si 25. Satisfaction with the Better Approvals co-ordination service
- Si 26. Percentage of Footpath Trading applications processed within 15 days
- Si 27. Number of local Jobs Portal registrations by employers
- Si 28. Number of new and improved high-quality walking and cycling paths
- Si 29. Participation in regional collaborations or partnerships entered to enhance local economic outcomes
- Si 30. Number of local artists supported through Council Grants

#### Supporting Plans and Strategies include:

- Prosperous Kingston 2016
- South East Regional Freight Strategy (2019-26)

#### Services that relate to Prosperous include:

- Local jobs retention, growth, and diversification



# STRATEGIC DIRECTION: **HEALTHY AND INCLUSIVE**

## Strategic Objective:

### 4.1 **We are progressive, inclusive and prioritise the wellbeing of all members of our community.**

#### Strategies for achieving the objectives

- 4.1.1 Respect the importance of Aboriginal and Torres Strait Islander people in Kingston and their connection to the land
- 4.1.2 Champion social equality
- 4.1.3 Celebrate and learn from our diversity
- 4.1.4 Support community education, life-long learning and creativity
- 4.1.5 Support the inclusion of everyone in community life
- 4.1.6 Support our community's physical wellbeing
- 4.1.7 Prioritise our community's mental wellbeing
- 4.1.8 Tailor our communication to our diverse community to make communication accessible to all.

#### Strategic Indicators for monitoring the achievement of the objectives

- Si 31. Number of Kingston's plans and strategies which the Registered Aboriginal Party, the Bunurong Land Council, is consulted on
- Si 32. Number of Council buildings displaying Aboriginal cultural acknowledgment
- Si 33. Percentage of female sporting teams registered at Kingston's sporting clubs\*
- Si 34. Percentage of Kingston's sporting facilities that are female friendly
- Si 35. Number of new Citizenship requests met at Council-run ceremonies
- Si 36. Active library borrowers in municipality
- Si 37. Number of carers and children attending story times
- Si 38. Recently purchased library collection (% of collection purchased within last 5 years)
- Si 39. Number of hours provided by the home maintenance and modifications service
- Si 40. Percentage of Council buildings compliant with Disability (Access to Premises - Buildings) Standards 2010
- Si 41. Hours of domestic, personal, respite and social support care delivered to people who are older and/or have a disability\*
- Si 42. Number of immunisations administered by Council
- Si 43. Participation in Learn to Swim programs
- Si 44. Participation in the MCH service
- Si 45. Participation in the MCH service by Aboriginal children
- Si 46. Utilisation of aquatic facilities
- Si 47. Satisfaction with Kingston's family support programs
- Si 48. Satisfaction with Kingston's youth services support & counselling
- Si 49. Percentage of Kingston website pages that are Web Content Accessibility Guidelines (WCAG) 2.1 - AA standard accessible
- Si 50. Number of female participants utilising Kingston allocated sporting facilities\*

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**Supporting Plans and Strategies include:**

- Disability Action Plan (2015-21)
- Family and Children’s Strategy (2020-24)
- Gambling Action Plan (2021-25)
- Healthy and Well Action Plan (2018-21)
- Library Strategy (2019-30)
- Multicultural Action Plan (2018-21)
- Municipal Public Health and Wellbeing Plan (2021-25)
- Positive Ageing Plan (2014-21)
- Reconciliation Action Plan (in development)
- Youth Strategy (2019-22)

**Services that relate to Healthy and inclusive include:**

- Children’s services partnerships
- Community centres
- Community grants
- Community transport
- Family and children’s centres
- Family day care
- Homelessness support
- In-home support
- Leisure and aquatic centres
- Libraries and community centres
- Maternal and child health and immunisation
- Outside school hours programs
- School crossing supervisors
- Social development and planning
- Social support
- Sports and recreation
- Youth and family services







# STRATEGIC DIRECTION: **SAFE**

## Strategic Objective:

### 5.1 **Our community will feel safe, and be safe, in all aspects of their lives.**

#### Strategies for achieving the objectives

- 5.1.1 Design an environment and infrastructure that promotes better safety and accessibility
- 5.1.2 Support safe travel through various modes of transport
- 5.1.3 Improve feelings of safety across Kingston's diverse community
- 5.1.4 Strive to provide an environment free from all forms of family violence
- 5.1.5 Foster caring attitudes and a safe environment for native wildlife and domestic animals
- 5.1.6 Provide a well maintained and clean environment for residents.

#### Strategic Indicators for monitoring the achievement of the objectives

- Si 51. Time taken to action food complaints
- Si 52. Satisfaction with the condition of local streets and footpaths
- Si 53. Number of graffiti removal requests\*
- Si 54. Percentage of graffiti removal requests allocated to Council's contractor actioned within 48 hours
- Si 55. Family violence incidents reported to Victoria Police [number per 100,000 population]
- Si 56. Satisfaction with family violence programs run by Kingston
- Si 57. Percentage of animals reclaimed\*
- Si 58. Percentage of overflowing litter bins reported by the community that are emptied within 24 hours
- Si 59. Participation in Friends of Kingston groups

#### Supporting Plans and Strategies include:

- Disaster Recovery Plan (2017-21)
- Domestic Animal Management Plan (2021-25)
- Kingston Flood Management Plan (2015-21)
- Kingston Graffiti Action Plan (2020-25)
- Prevention of Family Violence Action Plan (2019-21)
- Road Management Plan (2021-25)
- Safe and Secure Action Plan (2017-21)

#### Services that relate to Safe include:

- Animal management and local laws
- Food safety regulation and health
- Local law education and enforcement
- Municipal emergency management
- Parking enforcement
- Road safety
- Street lighting maintenance

\* A review in 2023 resulted in the introduction or re-wording of some indicators to ensure performance could be effectively monitored



# STRATEGIC DIRECTION: **WELL-GOVERNED**

## Strategic Objective:

### 6.1 **Council will be collaborative, accountable, transparent, responsive, well-informed and efficient.**

#### Strategies for achieving the objectives

- 6.1.1 Hold ourselves to the highest standard of governance and integrity
- 6.1.2 Focus all of our decision-making on the long-term best interests of the Kingston community
- 6.1.3 Look after the community's financial resources responsibly and efficiently
- 6.1.4 Openly report our progress and performance
- 6.1.5 Actively seek broad community participation
- 6.1.6 Deliver exceptional customer experiences.

#### Strategic Indicators for monitoring the achievement of the objectives

- Si 60. Percentage of Freedom of Information requests completed on time
- Si 61. Percentage of Council decisions made at meetings closed to the public
- Si 62. Satisfaction with Council decisions (in the interest of the community)
- Si 63. Percentage of Council Plan Annual Action Plan actions on track
- Si 64. Number of consultation projects offered for community input
- Si 65. Satisfaction with community consultation and engagement
- Si 66. Percentage of Customer Care telephone calls resolved at the first point of contact
- Si 67. Percentage of Councillor Requests and complaints resolved within 14 days\*

#### Supporting Plans and Strategies include:

- Annual Budget
- Council Plan 2021-25
- Financial Plan
- Kingston Business Continuity Plan (2019-23)
- Living Kingston 2035
- Records Management Strategy (2019-21)

#### Services that relate to Well-Governed include:

- Communications and engagement
- Council governance and administration
- Customer service
- Digital design and events
- Executive services
- Financial management
- Health, safety and wellbeing
- Human resources management
- Manage Council's property portfolio
- Procurement, fleet, insurance and contracts
- Property rating and collection services
- Provision of information technology services



