

Kingston Performance Report 2022–23

Our Roadmap: Council Plan 2021–25

Year Two Annual Action Plan Actions

April-June 2023

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Strategic Direction: Liveable






Strategic Objective: 1.1 Our city will be a vibrant, enjoyable, and easy place to live


Strategy: 1.1.1 Provide accessible, quality public open spaces for passive and active recreation

ACTION	DEPARTMENT	PROGRESS	TARGET	PERCENT COMPLETE	STATUS
REMAINING ACTION from 2019-20: 1.2.2.13 Prepare a Structure Plan for the Chelsea Activity Centre	City Strategy	The preparation of a Structure Plan for the Chelsea Activity Centre has been significantly delayed due to level crossing work and COVID-19. A revised brief has been prepared to account for the progression of significant projects within the area, notably level crossing work, and provided to the consultant. It is estimated that the project will be completed within eight months.	100%	65%	 In Progress
1. Partner with the Hawthorn Football Club to develop a community use agreement for the AFLW and Community Oval and Pavilion at the Kennedy Community Centre in Dingley (Remaining action from 2021-22)	Active Kingston	The Funding and Community Use Agreement was endorsed by Council and has been signed by both the Hawthorn Football Club and Council, to partner in a 30-year community access agreement for the use of the Community Oval and Pavilion, which will deliver a significant boost for local community sport. Council will contribute \$5 million towards the facility, which is required to provide at least 20 hours per week for community use, with Hawthorn responsible for the ongoing maintenance and upkeep.	100%	100%	 Completed
2. Deliver GR Bricker Reserve Master Plan improvements (Remaining action from 2021-22) (Major Initiative)	Active Kingston	The contract for GR Bricker Pavilion was awarded at a Council Meeting in October 2022, and site work has commenced.	100%	100%	 Completed
3. Construct the new regional accessible playground at Peter Scullin Reserve, Mordialloc (Major Initiative)	Active Kingston	The regional accessible playground at Peter Scullin Reserve is under construction with the main elements nearing completion. This playground will provide a multitude of fun and interactive activities for a range of ages and abilities including nature play, water play, musical sounds, electronic interactive games, pirate ships, five-way swing, sensory artwork, fishing rods and an all-abilities trampoline and at-ground carousel.	100%	90%	 In Progress
4. Advocate for external funding to implement the Bonbeach Master Plan	Active Kingston	Council's advocacy activities leading to the 2022 State Government election, in relation to the implementation for the Bonbeach Master Plan, have been completed. A future advocacy position with this matter has not yet been determined by Council.	100%	100%	 Completed
5. Advocate for external funding to implement the Le Page Park Master Plan	Active Kingston	Council's advocacy activities leading to the 2022 State Government election, in relation to the implementation of the Le Page Park Master Plan, have been completed. A future advocacy position with this matter has not yet been determined by Council.	100%	100%	 Completed


6. Advocate for external funding to implement the Namatjira Master Plan	Active Kingston	Council's advocacy activities leading to the 2022 State Government election, in relation to the Namatjira Master Plan, have been completed. A future advocacy position with this matter has not yet been determined by Council.	100%	100%	 Completed
7. Open the Tarella Road Reserve	Open Space	The Tarella Road Reserve was opened to the public in August 2022. Bunurong Land Council has been contacted to begin the process of naming the reserve. An official opening will be held once the name has been decided.	100%	100%	 Completed
8. Finalise the draft Open Space Strategy (Initiative)	Open Space	The draft Open Space Strategy has been completed and will be presented to Council in August 2023 for endorsement to proceed to public consultation.	100%	100%	 Completed

Strategy: 1.1.2 Invest in high-quality community assets


ACTION	DEPARTMENT	PROGRESS	TARGET	PERCENT COMPLETE	STATUS
REMAINING ACTION from 2017-21: 1.3.3.10 Acquire the land 2-8 Balcombe Rd Mentone from VicRoads to develop open space	Property Services	Acquisition of the land 2-8 Balcombe Road Mentone from VicRoads, to develop an open space continues. Council had a joint meeting with Maddocks Solicitors. The outcome was for Maddocks and Council to search their files for delays in the execution of the contract. A future report will be presented to Councillors on options.	100%	20%	 In Progress
9. Develop a business case and concept designs for community consultation for the new District Level Aquatic Facility	Active Kingston	The business case and concept designs for community consultation for the new District Level Aquatic Facility was endorsed by Council in April 2023 and the draft concept designs endorsed for community consultation during July 2023. This marks our fifth engagement period for this significant community infrastructure project. In addition, throughout June 2023 there was a very strong response to design quick polls, receiving 4,620 submissions.	100%	100%	 Completed
10. Work to reach agreement on the Kindergarten Infrastructure Service Plan and Buildings Blocks Partnership Agreement, to secure funding contributions to expand kindergarten infrastructure	Family, Youth & Children's Services	The Kindergarten Infrastructure plan has been finalised and is available on Council's website. This work is likely to be reviewed and updated for the State Government's roll out of the 'Pre-Prep' initiative. Conversations continue between the Victorian School Building Authority and officers regarding the Building Blocks Partnership Agreement for Kingston's early years infrastructure priorities.	100%	100%	 Completed
11. Commence construction of the Dingley Souter Reserve Pavilion (Major Initiative)	Project Management Office	Construction of the Dingley Souter Reserve Pavilion commenced in September 2022.	100%	100%	 Completed
12. Commence construction of the Regents Park Reserve Pavilion (Major Initiative)	Project Management Office	The contract for the Regents Park Reserve Pavilion was awarded at a Council Meeting in October 2022 and site work has commenced.	100%	100%	 Completed

13. Commence construction of the GR Bricker Pavilion	Project Management Office	The contract for GR Bricker Pavilion was awarded at a Council Meeting on the 17th October 2022, and site work has commenced.	100%	100%	 Completed
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Strategy: 1.1.3 Manage movement around the city, including traffic and parking, to make community activities accessible

ACTION	DEPARTMENT	PROGRESS	TARGET	PERCENT COMPLETE	STATUS
14. Identify signage requirements through the Wayfinding Strategy to inform future installations	Open Space	Community consultation for the draft Wayfinding Strategy has been completed and the Strategy endorsed by Council in July 2023.	100%	100%	 Completed


Strategy: 1.1.4 Plan for changes in the population and the community's housing needs

ACTION	DEPARTMENT	PROGRESS	TARGET	PERCENT COMPLETE	STATUS
15. Complete a Planning Scheme Amendment to implement the Housing Strategy and Neighbourhood Character Guidelines	City Strategy	A Planning Panel considered Planning Scheme C203 during March/April and the Panel Report has been received and publicly released. A report will be provided to Council in August 2023 to consider the Planning Panel's recommendations and Amendment.	100%	95%	 In Progress






Strategy: 1.1.5 Preserve and enhance Kingston's character and heritage

ACTION	DEPARTMENT	PROGRESS	TARGET	PERCENT COMPLETE	STATUS
REMAINING ACTION from 2021-22 26. Review and update the Kingston Heritage Study – Complete review of heritage community nominations	City Strategy	The review of sites nominated by the community as being of potential heritage significance has been completed. A report will be presented to Council in August 2023.	100%	100%	 Completed
16. Shortlist sites for the purposes of preparing a Planning Scheme Amendment as part of the Kingston Heritage Study	City Strategy	Potential heritage sites have been shortlisted, as part of the Kingston Heritage Review, which will be presented to Council in August 2023.	100%	100%	 Completed
17. Consider any changes required to the Kingston Planning Scheme to implement the Moorabbin West Urban Design Framework	City Strategy	Council officers continue to seek market feedback on the ability to implement the Moorabbin West Urban Design Framework in the absence of its inclusion within the planning scheme. A Planning Scheme Review, which also contemplates the need for the Urban Design Framework, is to be included within the planning scheme.	100%	100%	 Completed

Strategy: 1.1.6 Support the development of affordable housing options, including social and community housing

ACTION	DEPARTMENT	PROGRESS	TARGET	PERCENT COMPLETE	STATUS
18. Implement the Social and Affordable Housing Strategy – Continue to explore opportunities with Private Developers, on Key Government Sites and provide support to the Homes for Homes initiative	City Strategy	<p>Council has written to Homes Victoria to explore the delivery of social and affordable housing at identified Victorian Government sites and Department of Families, Fairness and Housing land suitable for redevelopment.</p> <p>Council has also supported and promoted the Homes for Home program through:</p> <ol style="list-style-type: none"> 1. including a note on all planning permits issued for multi-dwelling developments advising of the program 2. discussions and information for permit applicants at the pre-application stage 3. placing information on Kingston's website. <p>Council has recently met with National Affordable Housing to discuss affordable housing prospects.</p>	100%	100%	 Completed


Strategy: 1.1.7 Foster a thriving and innovative arts and culture scene, which is both diverse and inclusive

ACTION	DEPARTMENT	PROGRESS	TARGET	PERCENT COMPLETE	STATUS
REMAINING ACTION from 2021-22 30. Install Indigenous artwork at Mentone Life Saving Club	Arts, Events & Libraries	The installation of Indigenous artwork at Mentone Life Saving Club has been developed and is scheduled to be installed by the end of August 2023.	100%	100%	 Completed
19. Plan and deliver a returned MordiFest event following two years of cancellations due to COVID-19 restrictions (Initiative)	Arts, Events & Libraries	MordiFest was successfully delivered on Saturday 4 and Sunday 5 March 2023. Across two days, almost 40,000 attendees enjoyed food and drinks from 30 food and beverage vendors while appreciating 65 hours of music from 50 performers, across four stages.	100%	100%	 Completed
20. Review and update the Public Art Policy (Remaining action from 2021-22) (Initiative)	Arts, Events & Libraries	The Public Art Policy has been reviewed and updated and is due to Council for endorsement in July 2023.	100%	100%	 Completed
21. Project manage and install a range of public artworks in line with the Public Art Strategy and Public Art Policy	Arts, Events & Libraries	<p>Council project managed and installed five public artworks in 2022-23, including the Follett Road community public art project, Raindrops and Sunbeams sculpture, the Art Pass Reimagined mural, the Butterfly Renewal and the Monarchs mural, and the Kingston Heath Reserve mural in collaboration with the Suburban Rail Loop Authority.</p> <p>Alongside five other councils, Council participated in the Urban Canvas Festival which saw the commissioning of five murals in the municipality. The updated Public Art Policy and Public Art Strategic Placement Plan are due to Council for endorsement in July 2023.</p>	100%	100%	 Completed
22. Develop Live at City Hall live music programming showcasing outstanding live entertainment, a mix of local original music, touring bands and high-profile tribute acts year-round	Arts, Events & Libraries	The Live at City Hall music program concept has been developed, branded, and established. It is now an ongoing program as part of our broader performing arts programming for Kingston Arts.	100%	100%	 Completed



Strategic Direction: Sustainable



Strategic Objective: 2.1 We prioritise our environment and reduce our impact on the earth

Strategy: 2.1.1 Recognise climate change and actively address our climate and ecological emergency




ACTION	DEPARTMENT	PROGRESS	TARGET	PERCENT COMPLETE	STATUS
23. Finalise the draft Integrated Water Cycle Strategy and present to Council for adoption (Initiative)	City Strategy	The Integrated Water Cycle Strategy was adopted at the November 2022 Council Meeting. This strategy outlines the vision and steps needed to become a water-sensitive city by 2040.	100%	100%	 Completed
24. Finalise the draft Urban Forest Strategy and present to Council for adoption (Initiative)	City Strategy	The Urban Forest Strategy is being finalised and due to be presented to Council for adoption in September 2023. Increased time was allowed for additional community feedback to be collated, considered and responded to.	100%	95%	 In Progress
25. Undertake street and park tree planting in line with Council's resolution to increase tree canopy cover by at least 1%	Open Space	Council surpassed its target to plant 4,000 trees in the 2022 calendar year, guided by the Council resolution to increase tree canopy cover by 1%. A total of 4,200 trees were planted which will have a significant impact on canopy cover in the years to come.	100%	100%	 Completed
26. Update submission to Melbourne Water to refine 1 in 100 year flood modelling to include climate change guidance and incorporate the changes from the industry guideline ARR2019	Infrastructure	Council has been working with Melbourne Water to provide flood modelling data for the entire municipality. This includes climate change scenarios. All actions and updates planned for the 2022-23 financial year have been completed.	100%	100%	 Completed

Strategy: 2.1.2 Consider environmental sustainability in all Council decisions


ACTION	DEPARTMENT	PROGRESS	TARGET	PERCENT COMPLETE	STATUS
27. Install solar panels and batteries at Council's first carbon neutral building in Bonbeach (Initiative)	City Strategy	Work commenced on Council's first carbon neutral building with the completion of the required upgrade of the meter board and the design for housing the batteries. The tender for the solar panels and batteries will be released in August 2023, with installation due by December 2023.	100%	50%	 In Progress
28. Identify and implement opportunities to create a more sustainable Council vehicle fleet	Procurement & Contracts	<p>Three fully electric passenger vehicles and one plug-in hybrid passenger vehicle have been introduced into Council's fleet. Two more fully electric passenger vehicles are currently on order, with two electric utilities and two electric van orders to be placed shortly, with delivery currently anticipated in 2023, due to availability and supply chain issues.</p> <p>The electricity used for the operation of these vehicles is 100% renewable. It is sourced through Council's Power Purchase Agreement with Alinta Energy from the Bald Hills Wind Farm in Gippsland.</p>	100%	100%	 Completed



29. Investigate environmental performance of current high-volume suppliers and research availability of more sustainable alternatives	Family, Youth & Children's Services	An assessment of current suppliers has been completed. Research into the availability of more sustainable alternatives will be undertaken in 2023-24.	100%	100%	 Completed
30. Undertake a review of the Procurement Policy to ensure that environmental sustainability, Kingston businesses and local employment are adequately considered in all Council procurement decisions	Procurement & Contracts	Section 10.4.1 of Council's new Procurement Policy came into effect in December 2021. It details minimum criteria weighting for mandated consideration of Environmental Sustainability (including circular economy) and community benefit (including local economy, economic sustainability, and social procurement) for all procurement of goods, services or works of value equal to or greater than \$100,000 (ex GST). A 'first year' review of the Procurement Policy will include consideration of the success of these mandated criteria and the tools offered, to ensure that these factors continue to be adequately considered.	100%	100%	 Completed

Strategy: 2.1.3 Protect and enhance our foreshore, marine environment, waterways and wetlands



ACTION	DEPARTMENT	PROGRESS	TARGET	PERCENT COMPLETE	STATUS
31. Ensure foreshore infrastructure is effectively maintained and upgraded as required (Major Initiative)	Open Space	Foreshore infrastructure has been effectively maintained and upgraded as required. A range of maintenance and reactive works were carried out by Kingston's Bushland & Foreshore team and the Reserve Response team including timber fencing upgrades in Mordialloc and dune fencing upgrades and repairs in Parkdale.	100%	100%	 Completed
32. Investigate opportunities to improve public access and connectivity along the coastline, while recognising and protecting culturally and environmentally sensitive areas	Open Space	Parkdale Yacht Club beach access improvements are to be re-tendered as two separate projects, namely the DDA access ramp and car park. A design consultant has been appointed for the Carrum boardwalk extension.	100%	100%	 Completed
33. Further improve the management of stormwater both in relation to sediment control and litter entering Port Phillip Bay	City Strategy	Improvement in the management of stormwater both in relation to sediment control and litter has commenced. A key priority is to install large, sophisticated Gross Pollutant Traps (GPTs) to collect litter from Mordialloc shopping centre prior to flowing into the creek. The design documentation is nearly complete and is scheduled to be tendered in July 2023 for installation by February 2024. There have been some minor delays due to: (i) Department of Transport & Planning approval for test excavations near Nepean Hwy, (ii) Design changes recommended by external specialist consultants undertaking the reviews, and (iii) Avoiding construction within the shopping centre during the busy Christmas trading period.	100%	60%	 In Progress

2.1.4 Protect and enhance the Green Wedge and progress the delivery of the Chain of Parks



ACTION	DEPARTMENT	PROGRESS	TARGET	PERCENT COMPLETE	STATUS
34. Continue to work in partnership with the State Government to design and deliver the Chain of Parks Project	Active Kingston	The State Government has acquired 118 hectares of land, including 11 properties in 2022-23 of 86 hectares, under Public Acquisition Overlay (PAO) in the Kingston Green Wedge identified as part of the Chain of Parks. The Chain of Parks is on Bunurong country and will stretch from Karkarook Park to Braeside Park. Turning these properties into parklands will take several years and Council will continue to work with the State Government on future land management requirements and responsibilities.	100%	100%	 Completed

35. Complete construction of the Elder Street South Master Plan (Major Initiative)	Open Space	Works associated with the Elder Street South Reserve Master Plan commenced in April 2023. The majority of demolition and earthworks are completed, with 80% of hard landscaping rock work in the nature play area and earthworks and spoil removal in the carpark area also complete. Construction is anticipated be completed in late September 2023, subject to favourable weather conditions.	100%	70%	 In Progress
36. Implement the Kingston Green Wedge Management Plan in line with the updated policy guidance from the Department of Environment, Land, Water and Planning (Remaining action from 2021-22)	City Strategy	<p>A final draft of Council's Green Wedge Management Plan was presented to Council in November 2021. Consideration of the report was deferred pending the release of strategic work currently being undertaken by the Department of Transport and Planning (DTP) for all Green Wedge areas. DTP has not yet released their strategic work and planning reforms for all Green Wedge areas, and advice indicates this could be 8 months away.</p> <p>In light that the timeframe provided by DTP has passed, officers have commenced work on the Kingston Green Wedge Management Plan Review. It is anticipated that a report will be presented to Council in August 2023. Once adopted, implementation of the Plan can commence. A planning scheme amendment to implement the recommendations of the Plan will take approximately 12 months, and this is included in the Council Plan Year Three Annual Action Plan 2023-2024.</p>	100%	80%	 In Progress




Strategy: 2.1.5 Build sustainable transport options to reduce congestion and pollution

ACTION	DEPARTMENT	PROGRESS	TARGET	PERCENT COMPLETE	STATUS
37. Finalise site feasibility and consultation to implement new Electric Vehicle charging locations in line with the regional roadmap completed by the South East Council's Climate Change Alliance (SECCCA)	City Strategy	Planning has commenced to implement new Electric Vehicle charging locations in line with the regional roadmap, with consideration being given to the appropriate delivery model for Kingston. This will be the subject of a policy which is scheduled to be presented to Council during Quarter Three of the 2023–24 year. This report will build on the learnings of the deployment of Electric Vehicle charge infrastructure into Chelsea and Mordialloc as part of trial projects that Council has completed.	100%	50%	 In Progress
38. Advocate to the State Government on opportunities to expand the existing bus network and provide for better integrated public transport outcomes where Level Crossing Removal Projects occur	City Strategy	<p>Council officers are considering opportunities to achieve better integrated public transport outcomes as part of the Mordialloc / Aspendale Level Crossing Removal Project.</p> <p>The recent Mordialloc Bypass work has reduced the traffic volume on Boundary Road, so officers are considering a potential opportunity to increase bus services.</p>	100%	100%	 Completed

Strategy: 2.1.6 Enable choice of movement across our city

ACTION	DEPARTMENT	PROGRESS	TARGET	PERCENT COMPLETE	STATUS
39. Finalise the Walking and Cycling Plan to set the program of works for future years (Initiative)	Infrastructure	A draft Walking and Cycling Plan was presented to Council in February 2023, with community consultation completed in May 2023. A report, including a delivery program, will be presented to Council in 2023 for adoption.	100%	95%	 In Progress
40. Promote opportunities to encourage greater community take up of e-bikes as an alternative mode of transport	City Strategy	Due to the focus on the electric vehicle charger in Mordialloc, there has been a slight delay in specific promotion of e-bikes. However, with the appointment of a new Sustainable Transport Officer from July 2023, this project will progress. Council does continue to promote cycling (including other sustainable transport modes) at Council events.	100%	70%	 In Progress

Strategy: 2.1.7 Actively promote the use of emerging technologies to influence a more sustainable built environment

ACTION	DEPARTMENT	PROGRESS	TARGET	PERCENT COMPLETE	STATUS
41. Continue to provide information and support to older residents to change to more efficient energy providers and products	AccessCare	Material was developed for older residents to assist them in understanding more efficient energy options available to them. Case managers have been trained on these options, so they can support their clients to make informed choices. Council will continue to provide this support as part of our existing programs.	100%	100%	 Completed
42. Continue to explore technology advances to support Council's transition to fully electric plant and equipment	Open Space	Two electric mowers were purchased to reduce greenhouse emissions. Battery operated hand tools have also been purchased to replace fuel powered tools. Council continues to explore new technology options and stay abreast of sector advancements in this space.	100%	100%	 Completed
43. Update Statutory Planning processes to incorporate standardised Environmentally Sustainable Development (ESD) requirements	City Development	<p>Officers have updated report templates to reflect new policy and revised conditions. Applications that meet certain criteria are referred to a consultant who assists the team in providing feedback to applicants.</p> <p>Two new Environmentally Sustainable Development (ESD) Officers have recently been appointed and are reviewing and updating reports and conditions on an ongoing basis.</p>	100%	100%	 Completed

Strategic Direction: Prosperous


Strategic Objective: 3.1 We will embrace the concept of a 20-minute city, support the ongoing process of decentralisation and support people to live and work locally

Strategy: 3.1.1 Support Kingston's economy, local industry and businesses to thrive in a changing environment



ACTION	DEPARTMENT	PROGRESS	TARGET	PERCENT COMPLETE	STATUS
REMAINING ACTION from 2019-22: 4.3.2.6 LF Payne Masterplan	Property Services	A draft Masterplan for LF Payne Hall consisting of community feedback and preliminary concepts has been developed. Recommendations outlining options and costs to update the venue will be presented to Councillors in a future report.	100%	100%	● Completed
44. Complete the Parkdale (Chandler Street) and Clarinda (Centre Road) Shopping Centre Enhancement Projects (Initiative)	City Economy & Innovation	The Parkdale and Clarinda Shopping Centre Enhancement Projects were completed and the acquittal report submitted to the Victorian Government.	100%	100%	● Completed
45. Implement Phase 1 of the Business2Business CRM platform that integrates with primary Council systems to provide a single view of every business in Kingston	City Economy & Innovation	The CRM platform, Connect 2 Business, went live with phase 1 development in May 2022.	100%	100%	● Completed
46. Develop an Economic Development Strategy (Initiative)	City Economy & Innovation	Development for the Economic Development Strategy has commenced, with the consultant brief prepared following input provided by Councillors. The brief will be put to market in Quarter One of 2023—24 year.	100%	100%	● Completed
47. Work with the retail centres impacted by Level Crossing Removal works to proactively engage with businesses during the major construction disruption	City Economy & Innovation	Council is working with retail centres impacted by Level Crossing Removal works. There have been meetings with businesses in Parkdale, support for the establishment of the Parkdale Traders Association, and relationships built with businesses in the impacted area.	100%	100%	● Completed

Strategy: 3.1.2 Embrace innovation to further promote Kingston businesses





ACTION	DEPARTMENT	PROGRESS	TARGET	PERCENT COMPLETE	STATUS
48. Implement new outdoor activations at Owen Street, Mordialloc and around the Highett library (Initiative)	City Economy & Innovation	New outdoor activations at Owen Street, Mordialloc and in the vicinity of Highett Library were completed, including tree planting and installation of bins and bollards.	100%	100%	● Completed
49. Implement the Digital Commerce Marketing Plan	City Economy & Innovation	The 2023-24 budget has been drafted to provide for an 18 Month Digital Marketing Officer, as well as an operational allocation for implementation of the marketing plan.	100%	100%	● Completed

50. Implement the Parklet Program in accordance with the Parklet Policy (Initiative)	City Economy & Innovation	The Parklet program was implemented in November 2022 with 10 businesses accessing the program throughout 2022–23.	100%	100%	 Completed
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Strategy: 3.1.3 Promote local jobs and employment pathways

ACTION	DEPARTMENT	PROGRESS	TARGET	PERCENT COMPLETE	STATUS
51. Evaluate the small food business pilot program utilising Council's commercial kitchen facilities	City Economy and Innovation	<p>The pilot program is deemed to have been successful. It provided great insight into the equipment required in Council kitchens to make commercial use viable for start-up food businesses. It created an environment for entrepreneurs to gain a good understanding of starting a food business, exposure to food safety practices and the opportunity to develop their product line at a relatively low start-up cost.</p> <p>Council has agreed to extend the usage of the commercial kitchen to one participant to further grow her small business. The extension will be re-evaluated on a quarterly basis.</p>	100%	100%	 Completed
52. Establish a partnership with a start-up support provider to support local young entrepreneurs (Initiative)	City Economy and Innovation	Council and Holmesglen TAFE developed a new partnership to provide job and start-up support. The program was introduced in May 2023 and provides opportunities for young people to experience contemporary work practices and work in relevant and stimulating environments.	100%	100%	 Completed




Strategy: 3.1.4 Improve connections between activity zones, public transport hubs and where people live through an integrated network

ACTION	DEPARTMENT	PROGRESS	TARGET	PERCENT COMPLETE	STATUS
REMAINING ACTION from 2021-22 56. Draft Wayfinding Strategy released for public consultation	Open Space	Community consultation for the draft Wayfinding Strategy has been completed and the Strategy endorsed by Council in July 2023.	100%	100%	 Completed
53. Design and commence construction of the shared path and traffic treatments to link Karkarook Park to Settlement Creek/Clayton Road (Major Initiative)	Infrastructure	The detail design of the section of path from Old Dandenong Road to Elder Street South Reserve has been completed, with traffic treatments along Elder Street South installed, and construction of the path commenced.	100%	100%	 Completed
54. Continue to work with Suburban Rail Loop, Level Crossing Removal Project and Department of Environment, Land, Water and Planning through the Chain of Parks project to continue to expand the shared user path networks through the municipality	City Strategy	Officers are engaging with the Level Crossing Removal Project to advocate for the continuation of the shared user path along the Frankston Railway Line from Parkdale to Aspendale as part of the Mordialloc / Station Street level crossing removal project, which is due to commence construction in 2024.	100%	100%	 Completed
55. Work across our community, school, environmental and business networks to further promote the use of public transport	City Strategy	Work across our community, school, environmental and business networks, to further promote the use of public transport has progressed during the year. This includes scoping an action plan and commencing mapping of potential stakeholders. Promotion of public transport was undertaken as part of normal event promotion.	100%	100%	 Completed

Strategy: 3.1.5 Pursue and enhance regional collaborative opportunities and partnerships

ACTION	DEPARTMENT	PROGRESS	TARGET	PERCENT COMPLETE	STATUS
56. Establish a Kingston employment services providers local network	City Economy & Innovation	Kingston has established a new partnership with GameChange, a community-led program supported by the City of Greater Dandenong and the Department of Jobs, Precincts and Regions. This network was established to engage employers, job seekers, service providers and training organisations to work better together and shape a healthier, more effective jobs and skills system.	100%	100%	 Completed

Strategy: 3.1.6 Support our local visual and performing arts community

ACTION	DEPARTMENT	PROGRESS	TARGET	PERCENT COMPLETE	STATUS
57. Deliver five Arts and Cultural programs under the Arts and Cultural Strategy (Initiative)	Arts, Events & Libraries	A broad range of well-received arts and cultural programs were delivered throughout the year. Highlights included Morning Melodies, Dialogues, School Holiday programs, Gallery Exhibitions and the OptiKA photography competition.	100%	100%	 Completed
58. Manage Kingston's Community Art Grants to support our local visual and performing arts community	Arts, Events & Libraries	Kingston's Arts Grants will be presented to the July 24 Council Meeting for endorsement.	100%	100%	 Completed
59. Review venue hire and operations pricing, procedures and policies [venues managed by the Arts team] (Initiative)	Arts, Events & Libraries	The review of venue hire and operations pricing, procedures and policies has been delayed due to the realignment of the Arts and Culture Service and will be undertaken in the 2023—24 financial year.	100%	57%	 In Progress

Strategic Direction: Healthy and inclusive




Strategic Objective: 4.1 We are progressive, inclusive and prioritise the wellbeing of all members of our community

Strategy: 4.1.1 Respect the importance of Aboriginal and Torres Strait Islander people in Kingston and their connection to the land


ACTION	DEPARTMENT	PROGRESS	TARGET	PERCENT COMPLETE	STATUS
60. Implement the Reconciliation Action Plan - Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year	Inclusive Communities	Traditional Owners provided a Welcome to Country and Smoking Ceremony at the Reconciliation Week flag raising event at the Derrimut Weelam Gathering Place and at the launch of the Aboriginal Art Exhibition.	100%	100%	Completed
61. Implement the Reconciliation Action Plan - Investigate further opportunities to engage Aboriginal and/or Torres Strait Islander residents in Council-run program	Inclusive Communities	The community continued to be engaged via activities at the Derrimut Weelam Gathering Place, including a monthly community lunch to be hosted at the Westall Hub. The Reconciliation Action Plan Advisory Group, comprised of local Aboriginal and Torres Strait Island community members, meets quarterly to provide advice to Council.	100%	100%	Completed
62. Implement the Reconciliation Action Plan - Promote Aboriginal and Torres Strait Islander authors and reading lists at local libraries	Inclusive Communities	Kingston Libraries celebrated Reconciliation Week in May with First Nation stories. Authors and illustrators also read at Storytimes. There were Drop in Crafts and colouring sheets in libraries during the week.	100%	100%	Completed
63. Implement the Reconciliation Action Plan - Develop and promote a calendar of significant Aboriginal and Torres Strait Islander dates to be promoted on Council's website	Inclusive Communities	Information about the Aboriginal and Torres Strait Islander community on Council's website has been reviewed and updated. Event calendars for Reconciliation Week and NAIDOC Week 2023 were developed and promoted throughout the community.	100%	100%	Completed
64. Implement the Reconciliation Action Plan - Continue to support the Derrimut Weelam Gathering Place	Inclusive Communities	Kingston Council continues to provide important strategic and practical support to the Derrimut Weelam Gathering Place, including support to Gathering Place staff and the Steering Committee, and support to deliver a range of programs and events. This includes a monthly community lunch and playgroup at the Westall Hub and a fortnightly Elders group.	100%	100%	Completed


Strategy: 4.1.2 Champion social equality

ACTION	DEPARTMENT	PROGRESS	TARGET	PERCENT COMPLETE	STATUS
65. Improve our recruitment procedures and processes to minimise bias and create more equal opportunities (Initiative)	People & Culture	A draft external recruitment review has been received, highlighting an action plan for improved inclusive recruitment. Council is working closely with an external partner to finalise the recommendations for implementation.	100%	100%	Completed






66. Increase equitable access to flexible working arrangements to create more equal opportunities for people of all genders to balance paid work with other responsibilities	People & Culture	Council has implemented a policy for flexible work and there are procedures with clear parameters for an application that improves equitable access. This took effect in February 2023. The People Matter Survey data paired with Gender Audit Data, collected as part of our legislative requirements under the Gender Equality Act 2020 (collected in June 2023) will highlight the efficacy of the new flexible work policy and associated procedure, and will highlight areas of opportunity. This data will become available for analysis in September 2023.	100%	100%	 Completed
67. Improve organisational business intelligence of gender equality by refining the collection of our workforce data and utilising this data to drive organisational decision making	People & Culture	Kingston's HR system has been updated to allow self-reporting of demographic information not visible to managers (i.e. Gender, Aboriginal and/or Torres Strait Islander identity, sexual orientation, religion, languages spoken other than English, country of birth, cultural identity etc.) Council will continue to refine this process in line with the Gender Equality Commission guidance and privacy legislation.	100%	100%	 Completed
68. Support women's participation in sport through support for female teams, showcasing female competitions and providing the appropriate facilities	Active Kingston	<p>Council continued to support women's sport by providing appropriate facilities at the new Dingley Pavilion, Bricker Pavilion and Regents Park Pavilion which are currently under construction and will be completed in 2023–24. Council is also completing upgrades of facilities at Walter Galt Reserve and Southern Road Reserve. Opportunities to secure further funding for facility upgrades are sought through various applications for Victorian Government grants.</p> <p>We also allocate sportsgrounds and facilities to female teams for sports such as cricket, baseball, soccer and football, as well as actively promoting the St Kilda AFLW team games at RSEA Park. Council has also committed and entered into an agreement with funding support, with the Hawthorn Football Club for community use, focusing on female community sport access and participation at their new facility being constructed in Dingley.</p>	100%	100%	 Completed


Strategy: 4.1.3 Celebrate and learn from our diversity

ACTION	DEPARTMENT	PROGRESS	TARGET	PERCENT COMPLETE	STATUS
69. Support, deliver or promote events focused on awareness and celebration of multiculturalism, such as Cultural Diversity Week, to increase awareness and knowledge about all cultures, faiths, human rights and discrimination	Inclusive Communities	<p>Kingston Interfaith Network Committee organised a second annual bus tour in June 2023 to provide an opportunity for the public to learn about different faiths. The tours were fully subscribed and well received by participants. The bi-monthly Interfaith Network newsletter and a range of Inclusive Communities communications were used to share information about programs and events related to culture, faith, human rights and prevention of discrimination.</p> <p>The Draft LGBTQIA+ Action Plan was prepared in April 2023 and a progress report on actions related to Rainbow Tick Accreditation for Youth Services completed in June 2023. Two consultations were undertaken with young LGBTQIA+ people to inform the Action Plan and the delivery of the May 2023 IDAHOBIT movie event for young people and their allies at Shirley Burke Theatre. Contacts were established to develop education activities in sports clubs (inclusive practice) and amongst youth peers and allies (Rainbow Mental Health First Aid).</p> <p>The Mayoral Taskforce for People Seeking Asylum met monthly, with 2022 activities appraised and a review of the terms of reference and membership structure undertaken. Priority actions for 2023 were identified, featuring a membership recruitment strategy that, to date, has included a delegation attending the Australian Local Government Association conference in Canberra and speaking at the morning tea, as well as meetings with MPs to discuss Taskforce advocacy priorities in June 2023. The Taskforce promoted events such as the Palm Sunday Walk for Justice for Refugees and prepared joint statements in support of Refugee Week and other relevant initiatives.</p>	100%	100%	 Completed





70. Implement the Reconciliation Action Plan - Implement Aboriginal and Torres Strait Islander cultural awareness training for all Council employees to increase understanding, value and recognition of cultures, histories, knowledge and rights (Initiative)	Inclusive Communities	A Cultural Competency training program for all employees within Council has been developed and training will commence with the Inclusive Communities department in August 2023. Furthermore, a draft Cultural Learning Strategy has been developed to ensure an increased understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights.	100%	50%	 In Progress
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Strategy: 4.1.4 Support community education, life-long learning and creativity

ACTION	DEPARTMENT	PROGRESS	TARGET	PERCENT COMPLETE	STATUS
REMAINING ACTION from 2021-22: 64. Complete site identification and concept design of the new Highett Children's Services Hub* <i>* Part of this action is a Major Initiative in the Annual Budget 2022-23.</i>	Family, Youth & Children's Services	The initial site identification and concept design for the Highett Children's Services Hub was completed. No further action will be taken on the Highett Children's Services Hub in the short to medium term, following a decision not to proceed with the project until changes in land use arising from the Level Crossing Removal Project and Suburban Rail Loop are clarified. The medium-term requirements for kindergarten places in Highett are being addressed by action 73. <i>Identify a preferred location and complete the design process for new kindergarten facilities in Highett.</i>	100%	100%	 Completed
71. Review mix of long day care, sessional and full-day kindergarten programs provided by the Family & Children's Centres to ensure services continue to meet community needs	Family, Youth & Children's Services	The current kindergarten program service model offered at the three Family and Children's Centres has been reviewed to assess if it meets the needs of the community and complies with recent government reforms. Consultation with community and employees, and benchmarking against other services within the boundaries of Kingston Council was undertaken. A new service model has been developed and will be implemented in 2023. Prior to this model being introduced, the projected kindergarten utilisation for 2023 was 75%. Utilisation now sits at 100% with waiting lists at all three Family and Children's Centres.	100%	100%	 Completed
72. Award the contract and commence construction of the redevelopment of North Cheltenham Early Years Centre (Major Initiative)	Project Management Office	The contract was awarded and construction of the redevelopment of the North Cheltenham Early Years Centre commenced in July 2023.	100%	100%	 Completed
73. Identify a preferred location and complete the design process for new kindergarten facilities in Highett	Family, Youth & Children's Services	An updated report was presented to a Planning Council Information Session in March confirming the former Gasworks site as the preferred location. The site assessment also confirms that the Gasworks site can accommodate the Victorian School Building Authority (VSBA) modular facility (66 licensed places) and provide adequate space for the licensed outdoor area and the required number of carparks. Executive officers are continuing to engage with Development Victoria to secure access to the site, and once the site is secured, design will commence.	100%	75%	 In Progress
74. Expand Elonera Preschool (Remaining action from 2021-22)	Project Management Office	Construction was completed in April 2023. Elonera Preschool Association Inc. has received service approval from the Department of Education and the new facility is ready to use.	100%	100%	 Completed





75. Review and refresh the mix of library services and programs across the municipality to ensure they continue to meet community needs	Arts, Events & Libraries	This financial year, libraries delivered over 1,300 programs engaging with all members of the community. Libraries delivered programs aimed at health and wellbeing, lifelong learning, digital literacy, First Nations celebrations, LGBTQI+ awareness, Neurodiversity awareness, brain health and mindfulness. Kingston libraries delivered new key programs like King Con! which engaged 1,700 people in one day.	100%	100%	 Completed
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Strategy: 4.1.5 Support the inclusion of everyone in community life




ACTION	DEPARTMENT	PROGRESS	TARGET	PERCENT COMPLETE	STATUS
76. Implement an online volunteering recruitment system (Initiative)	People & Culture	A review was completed and Council has determined that the Human Resource Information System (HRIS) is sufficiently accommodating the management of our volunteers.	100%	100%	 Completed
77. Introduce changes to the Kindergarten Central Registration Scheme to streamline the process and improve the customer experience and strengthen inclusive practices	Family, Youth & Children's Services	Consultation with kindergartens regarding the revised Central Registration Scheme Procedure have been completed. The Procedure was finalised and implemented in May 2023, in time for when registrations open for 2024.	100%	100%	 Completed
78. Continue to strengthen and promote opportunities for people with a disability to engage in arts, culture, recreation and leisure programs	Inclusive Communities	<p>Planning for development of the All Abilities Plan commenced in January 2023. A consultant has been appointed to assist Council in the recruitment of a co-design team, who will work alongside Council. The co-design team will be made up of people with disability, carers and disability support workers, who will undertake comprehensive community consultation and identify priority areas and actions for the Kingston's All Abilities Plan (previously known as the Disability Action Plan).</p> <p>A key focus of the plan will be strengthening opportunities for people with disability to engage in arts, culture, recreation and leisure programs.</p>	100%	100%	 Completed
79. Develop and distribute information on social connection programs, including recreation, social groups and clubs that are available for older people in the local community	Inclusive Communities	<p>The Digital Literacy Program has been delivered to people aged 55+ consistently at Kingston Library branches for the past 12 months. A component to raise awareness about scams and how to protect older people from online scams is included in the program. Funding to seven community centres and houses was successfully administered, to assist in delivering workshops to provide information to vulnerable communities about financial literacy, responding to extreme weather (heat and storms) and respectful relationships (awareness about elder abuse).</p> <p>Four editions of Your Voice - Kingston Senior's Newsletter were distributed to 5,300 individual seniors, nursing homes, supported residential care services, retirement villages and senior and probus clubs and electronically to all other relevant stakeholders. Assistance with accessing suitable activities, services and transport was provided on individual requests as required.</p> <p>Twenty-seven transport information sessions provided information on various options for assistance with transport and other support programs enabling access to community activities. Regular support and updated information on activities and programs was provided to all senior and probus clubs.</p> <p>The first Kingston Senior Services Expo in November 2022 provided an opportunity to seniors to meet service providers and make informed choices about services. "100 Years of Memories" Celebrating Kingston Centenarians luncheon held in September provided an opportunity to recognise and acknowledge lives of seniors who reached 100 years of age.</p>	100%	100%	 Completed





		The Kingston Seniors Festival returned with live events in October 2022 with 95 free and low-cost live activities and events designed to connect people aged 55+ to local senior's groups, clubs, organisations and services. 7,000 booklets were produced with health and wellbeing information. The Festival, with concerts, workshops, social events, was attended by 2,650 community members.			
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Strategy: 4.1.6 Support our community's physical wellbeing



ACTION	DEPARTMENT	PROGRESS	TARGET	PERCENT COMPLETE	STATUS
80. Complete construction of two new netball courts, renewal of the six tennis courts, and construction of a new tennis pavilion at Roy Dore Reserve (Major Initiative)	Active Kingston	All works associated with the tennis and netball courts have been completed and they are available for community use. The new modular tennis pavilion at Roy Dore Reserve is currently being constructed offsite and planned for onsite delivery and installation in October 2023.	100%	100%	 Completed
81. Develop the draft Active Recreation and Playspace Strategy for community consultation (Initiative)	Active Kingston	<p>The draft Active Recreation and Playspace Strategy has been developed and a six week Play Your Way community consultation campaign was undertaken, which sparked strong and positive community interest.</p> <p>Council received over 2,300 responses, with almost 2,000 collected in person. Over 25 community settings were visited including hubs, kindergartens, Waves Leisure Centre, libraries, community centres, schools, advisory groups, Maternal Child Health Centres and the Bonbeach Farmer's Market.</p> <p>Many community members were engaged, with hundreds of people in the Kingston community discussing play and active recreation - from children aged three at a Tiny Tots story session, to grade six students at the Junior Mayor election, teenagers at Westall Secondary College careers expo and hundreds of enthusiastic girls at local girls' colleges.</p>	100%	100%	 Completed
82. Determine needs and demand analysis for both local and regional sport and recreation to advocate for major State Government infrastructure projects	Active Kingston	<p>A local and regional sporting needs analysis was completed to advocate to the State Government for replacement of the Delta site, initially identified for Regional Sports, now to be part of the Suburban Rail Project Stabling Yards.</p> <p>Prior to the 2022 State Election, a funding commitment of \$1M was made by the State Government to further advance site planning and investigations for a Kingston regional sport and recreation facility. Council will continue to work with the State Government.</p>	100%	100%	 Completed
83. Support sporting clubs and other community organisations to become more inclusive and provide programs for people with a disability	Inclusive Communities	<p>Discussions with Lifesaving Clubs are continuing to improve beach accessibility for people with disabilities.</p> <p>Planning for the development of Council's All Abilities Plan is underway, with a co-design team comprised of 16 people with disabilities and/or carers being established to assist Council with this important legislated responsibility. The co-design team have guided the development of a comprehensive community consultation plan, and in 2023–24 the plan will be drafted and adopted by Council.</p>	100%	100%	 Completed



Strategy: 4.1.7 Prioritise our community's mental wellbeing

ACTION	DEPARTMENT	PROGRESS	TARGET	PERCENT COMPLETE	STATUS
REMAINING ACTION from 2021-22 71. Transition the My Community Life website to Council's new website	Inclusive Communities	The new modules for My Community Life on Council's website were activated this quarter by Open Cities. Inclusive Communities will test the modules and then work with groups on moving their content across.	100%	100%	 Completed
84. Implement mental health workshop projects to community groups (Initiative)	Inclusive Communities	<p>A series of 13 mental health and wellbeing sessions were implemented in 2022–23 some of which included:</p> <ul style="list-style-type: none"> • Safe Talk sessions, in partnership with the Danny Frawley Centre, held with sporting club representatives to increase suicide alertness • A Youth Mental Health First Aid program with volunteers at a sports club • A Mental Health First Aid program with sporting club representatives in the Southern Region based in Kingston • Screenings of the Happy Sad Man film with panel discussion at Westall Hub and online • Mindful movement and creativity sessions at community events with Derrimut Weelam Gathering Place • Creation of the Kingston Mental Health Working Group (MHWG) to increase collaboration with mental health providers • Mental Health and Wellbeing Expo in partnership with Derrimut Weelam Gathering Place, Mordialloc Lifesaving Club and the MHWG partners 	100%	100%	 Completed
85. Continue the Enough is Enough advocacy campaign to reduce gambling harm in Kingston	Inclusive Communities	<p>In 2022-23 Council continued its fight to reduce gambling harm in Kingston. Council partnered with the Alliance for Gambling Reform to oppose a supermarket development in Chelsea Heights (https://www.agr.org.au/chelseaheights). Council's joint appeal in the Supreme Court was dismissed, however Council will continue to advocate for the Victorian Planning Provisions to be amended to prevent supermarkets being built in proximity to gaming venues.</p> <p>Council continues to support the Alliance for Gambling Reform's advocacy campaigns which include:</p> <ol style="list-style-type: none"> 1. End Gambling Harm After Dark - immediately implementing a harmonised closing time of all poker machines from 2am to 6am, with a commitment to see a closure from midnight to 10am 2. Calling for an end to sports gambling advertising 3. Support the implementation of a mandatory cashless gambling system 4. Universal pre-commitment implemented on all poker machines state-wide, not just the casino 5. Poker machine design is changed to reduce harm including changing maximum bets on all Electronic Gaming Machines (EGMs) to \$1 and banning losses disguised as wins. <p>Council also continues to advocate for a regional cap on EGMs in Kingston as we await a decision by the Minister on when the next 5-year review will take place. It is expected in late 2023.</p>	100%	100%	 Completed

86. Support local organisations and groups to undertake initiatives aimed at gambling prevention and raising awareness about gambling-related harms	Inclusive Communities	In 2022–23 Council supported Gambler's Help Southern to deliver workshops and presentations to over 15 community groups and organisations in Kingston. Council also promoted opportunities for groups to be a part of Gambling Harm Awareness Week through hosting of events and building awareness.	100%	100%	 Completed
87. Develop partnerships with and provide support to organisations, services and the community to address the impacts of gambling harm in Kingston and improve pathways for referrals to gambling support services	Inclusive Communities	Council continues to maintain strong working relationships with the Alliance for Gambling Reform, Gambler's Help Southern, the Victorian Responsible Gambling Foundation, the Victorian Local Governance Association, and the Municipal Association of Victoria. Council partnered with the Victorian Responsible Gambling Foundation to erect Love the Game signage at 10 sportsgrounds in Kingston. This project will highlight the dangers of sports betting, where to get help and encourage sports clubs to join the Love the Game program. Gambling support services were promoted through social media and Gambling Harm Awareness Week events.	100%	100%	 Completed
88. Provide customised education and awareness raising for identified vulnerable groups (multicultural people, young people, isolated older people) and within socio-economically vulnerable areas of Kingston	Inclusive Communities	In 2022-23 Council delivered a customised education session to students at the Holmesglen Institute and partnered with Gambler's Help Southern on a Chelsea Twilights special event as part of Gambling Harm Awareness Week. Council continues to support Gambler's Help Southern to undertake education sessions throughout Kingston to various community clubs, health organisations and schools.	100%	100%	 Completed
89. Develop and implement a Mental Health Training Program for Council staff	People & Culture	Eight face-to-face training sessions have been completed for managers and leaders across the organisation. A mental health awareness program has been developed for all staff. This program has been added to the Learning Calendar commencing in July 2023. Mental Health First Aid training is also being offered to staff as a professional development opportunity commencing from July 2023.	100%	100%	 Completed

Strategy: 4.1.8 Tailor our communication to our diverse community to make communication accessible to all








ACTION	DEPARTMENT	PROGRESS	TARGET	PERCENT COMPLETE	STATUS
REMAINING ACTION from 2021-22 74. Develop the Library website to make it easier for customers to access news and information	Advocacy, Communications & Engagement	Kingston Libraries Website was launched on 2 November 2023.	100%	100%	 Completed
90. Redevelop Kingston Youth Services website to ensure it is accessible, secure, and customer-focused	Advocacy, Communications & Engagement	This project has been rescheduled to commence in the 2023-24 financial year at the request of the Youth Services team to allow them further time to analyse parent, professional and youth usage patterns post COVID-19 (on both website and social media) before determining the direction of the future site.	100%	5%	 In Progress

91. Support community groups through training and information to develop accessible website content for the new integrated community directory	Inclusive Communities	<p>Support is provided to community groups to enable them to promote their group, list events and promote volunteer opportunities through the current My Community Life website.</p> <p>The new Community Group Directory, Events and Volunteer Opportunities modules on Council's website are in the final stages of set up. The transition for moving groups from My Community Life to the Kingston website will be implemented during September to November 2023. A suite of support and training opportunities will be implemented with community groups to help them with this transition.</p>	100%	100%	 Completed
92. Identify printed materials for conversion into easy English and/or translated materials to ensure non-digital community members have access to key information	Advocacy, Communications & Engagement	<p>A range of easy-to-understand printed materials have been developed and distributed for key whole-of-city campaigns, including hard waste, planning scheme amendment and a simplified rates brochure. These materials also included simplified translations in Kingston's top languages.</p> <p>Local/targeted campaigns continue to incorporate both printed and digital communications, with translations being introduced.</p>	100%	100%	 Completed

Strategic Direction: Safe

Strategic Objective: 5.1 Our community will feel safe, and be safe, in all aspects of their lives

Strategy: 5.1.1 Design an environment and infrastructure that promotes better safety and accessibility

ACTION	DEPARTMENT	PROGRESS	TARGET	PERCENT COMPLETE	STATUS
REMAINING ACTION from 2021-22 76. Deliver the installation of sportsground lighting across 10 of our sports reserves	Active Kingston	All 10 sports lighting projects have been completed including Kingston Heath hockey pitch, Bonbeach Sports Reserve ovals, Clarinda Tennis Club, Parkdale Bowls Club, Heatherton Reserve oval, Highett Reserve ovals, GR Bricker Reserve oval, Edithvale Reserve baseball pitch and Keeley Park oval, and Doug Denyer Reserve oval and soccer pitch. This is a great outcome for the community with these lights supporting increasing participation in sport on our reserves.	100%	100%	 Completed
REMAINING ACTION from 2021-22 80. Complete detailed design and award tender for extension and improvement works at the Carrum Life Saving Club	Project Management Office	The contract was awarded at the October 2022 Council Meeting.	100%	100%	 Completed
93. Prepare advice to Council on any changes to the Building Act or Regulations	City Development	Regular updates are provided to Councillors on expected changes to the relevant Building Legislation. There are no updates regarding timing of the Building Legislation. When this becomes available, further updates will be provided to Councillors.	100%	100%	 Completed
94. Commence construction on key strategic projects in the Drainage Flood Mitigation Program including Mulkarra Drive, Bonbeach pump station and drainage, and Sherwood Avenue	Infrastructure	Mulkarra Drive construction is completed. Bondi Road, Bonbeach pumping station is currently under construction and 75% completed. Sherwood Avenue is also under construction and 30% completed.	100%	100%	 Completed
95. Complete construction of the Aspendale Life Saving Club (Major Initiative)	Project Management Office	The new Aspendale Life Saving Club building works have been completed with the club commencing patrol operations out of their new facilities in December 2022.	100%	100%	 Completed
96. Complete construction of the Mentone Life Saving Club and foreshore precinct (Major Initiative)	Project Management Office	The new Mentone Life Saving Club Building has been completed, with the Club now in occupation. The new car park and landscaping works are progressing well and will be completed in early 2023–24, along with the Naples Road stormwater drainage upgrade.	100%	95%	 In Progress
97. Commence construction of the extension and improvement works at the Carrum Life Saving Club (Major Initiative)	Project Management Office	Construction works on the Carrum Surf Life Saving Club building have commenced with the works to the new extension area well underway.	100%	100%	 Completed


Strategy: 5.1.2 Support safe travel through various modes of transport

ACTION	DEPARTMENT	PROGRESS	TARGET	PERCENT COMPLETE	STATUS
98. Provide bike education facilitator training to Kingston school staff to support bike education programs throughout Kingston	Infrastructure	The bike education program has been completed for 2022-23.	100%	100%	● Completed
99. Promote the Park and Stride Program and Parking Around Our School Maps to address concerns of congestion and safety around schools	Infrastructure	The Park and Stride and Parking Around Our School programs have been promoted and completed for 2022-23.	100%	100%	● Completed
100. Implement the interactive one-hour Safe Driver Program to seniors to provide an update on any road rule changes and provide participants with ways to improve safety skills	Infrastructure	Safe Driver Programs have been successfully completed for 2022-23.	100%	100%	● Completed
101. Implement the Active Youth Program for secondary school students targeting distractions such as mobile phones whilst walking and riding to school (Initiative)	Infrastructure	The Active Youth Program for secondary school students, focusing on pedestrian safety around schools and bike education, was completed for 2022-23.	100%	100%	● Completed





Strategy: 5.1.3 Improve feelings of safety across Kingston's diverse community


ACTION	DEPARTMENT	PROGRESS	TARGET	PERCENT COMPLETE	STATUS
102. Implement Primary School Road Safety Programs covering a number of safety subjects such as safety around driveways, crossing the road safely and wearing a seat belt (Initiative)	Infrastructure	The Primary School Road Safety Programs were delivered to 34 primary schools during 2022-23. The programs covered a wide range of safety subjects including safety around driveways, bike education, pedestrian distraction, crossing the road safely and the importance of wearing a seat belt. Also, safe active travel such as walking to school safely.	100%	100%	● Completed
103. Implement education programs to reduce workplace sexual harassment and discrimination, and increase safety for all employees to speak up and report sexual harassment	People & Culture	Councils Speak Up! platform continues to be utilised by staff. Work will continue to promote and support the development of Speak Up! Ambassadors across the organisation. As well as promotion of educational opportunities and planning for ongoing training in this space.	100%	100%	● Completed
104. Develop a consistent approach to assess the suitability and design of designated off leash and prohibited areas for dogs on Council managed land	Compliance & Amenity	Dog Off Leash Area Guidelines have been drafted and presented to Council's Executive Leadership Team. The Guidelines will be considered by Council for endorsement at the July 2023 meeting.	100%	100%	● Completed

Strategy: 5.1.4 Strive to provide an environment free from all forms of family violence



ACTION	DEPARTMENT	PROGRESS	TARGET	PERCENT COMPLETE	STATUS
105. Implement year one actions from the updated Family Violence Action Plan 2022-26	Inclusive Communities	<p>The Kingston Prevention of Family Violence Working Group met each quarter through 2022-23 to support partnerships and provide feedback to Council priorities. Family violence awareness training sessions held this year included:</p> <ol style="list-style-type: none"> 1. Responding to Disclosures training for internal Family Violence Staff Support Officers 2. Becoming Trauma Informed training for staff 3. Hair 3Rs (Recognise, Respond and Refer) family violence training for local hair salon and beauty therapy staff 4. Healthy and Respectful Relationships workshops with 3 community centres and neighbourhood houses <p>Events for 16 Days of Activism Against Gender-Based Violence were held in October 2022 involving participation in the statewide Walk Against Family Violence, public Roll for Respect event and Equality and Respect in Sport webinar.</p>	100%	100%	 Completed

Strategy: 5.1.5 Foster caring attitudes and a safe environment for native wildlife and domestic animals

ACTION	DEPARTMENT	PROGRESS	TARGET	PERCENT COMPLETE	STATUS
REMAINING ACTION from 2021-22 93. Pilot a free cat desexing program	Compliance & Amenity	Preparation for the pilot program is completed. Implementation was delayed due to factors outside of Council's control, as the vendor offering this service is experiencing a shortage of vets. This service has been indefinitely cancelled due to an industry-wide shortage of vets, however, the opportunity to pilot the program will continue to be reviewed at regular intervals.	100%	100%	 Completed
106. Continue to protect and enhance indigenous vegetation across Kingston's Bushland Reserves to provide important habitat (Initiative)	Open Space	Vegetation improvement and maintenance works have been carried out by Kingston's Bushland and Foreshore team and contractors. Habitat Hectare assessments were also undertaken to further support native habitat.	100%	100%	 Completed
107. Continue to implement the Responsible Pet Ownership campaign as part of the Domestic Animal Management Plan 2021-25	Compliance & Amenity	The draft guidelines for assessing dog off leash areas were consolidated by officers, prior to being presented to Councillors in July 2023. Council continues to provide responsible pet ownership, including weekend foreshore and reserve patrols to educate dog owners, responding to animal related complaints and education sessions at the recent City of Kingston Pet Expo.	100%	100%	 Completed
108. Review Community Local Law section 50 relating to the keeping of cats in Waterways estate	Compliance & Amenity	The review on the Community Law Section 50 (relating to the keeping of cats in, within the Waterways Estate) has commenced. The report to Council on Section 50 of the Local Law is completed and discussions are currently underway with Councillors. Progress was slightly delayed due to staff resourcing, however the review is expected to go out for community consultation in November 2023, after approval by Council.	100%	100%	 Completed

109. Finalise the review of the mandatory desexing age for cats and dogs and present to Council for consideration	Compliance & Amenity	Officers are currently reviewing the options for implementing changes to Kingston's animal orders to support this as well as clarifying legal advice that has been received. The need to clarify the legal advice has caused some delays to this action. The review will progress, and it is expected that it will be completed before the end of the 2023 calendar year.	100%	60%	 In Progress
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Strategy: 5.1.6 Provide a well maintained and clean environment for residents

ACTION	DEPARTMENT	PROGRESS	TARGET	PERCENT COMPLETE	STATUS
110. Develop a Kingston Waste App to provide residents with accessible, tailored information on their waste services at the touch of a button (Initiative)	Advocacy, Communications & Engagement	The Kingston Waste App 'Binston' was launched and has seen positive community reaction with over 1,400 registrations received in the first month.	100%	100%	 Completed
111. Review the kerbside bin collection service (Initiative)	City Works	The review of the kerbside bin collection service was undertaken given the significant issues facing the organics processing industry, with the final report expected by September 2023.	100%	100%	 Completed


Strategic Direction: Well-governed

Outcome: 6.1 Council will be collaborative, accountable, transparent, responsive, well-informed and efficient



6.1.1 Hold ourselves to the highest standard of governance and integrity

ACTION	DEPARTMENT	PROGRESS	TARGET	PERCENT COMPLETE	STATUS
112. Implement Kingston's good governance Action Plan to improve accountability and strengthen council governance	Governance	<p>Implementation of the Good Governance Framework is ongoing. The cornerstones of accountability, transparency, integrity and leadership and direction are the strategic drivers for this work. Some of the outcomes achieved this quarter include the establishment of the risk management framework and risk workshops, the development and publishing of a Corporate Reporting Calendar for Managers and Team Leaders, the revision of a Policy Framework and newly created Policy Template, and the development of a Fraud and Corruption Assurance Map, which is being integrated into risk assessment processes. This specific action is now completed.</p> <p>A new action, in relation to continuing to implement Council's Good Governance Framework to promote leadership and direction, transparency, integrity and accountability has been included in the Council Plan Year Three Annual Action Plan 2023-2024.</p>	100%	100%	 Completed
113. Implement Fraud and Corruption Internal Audit Recommendations	Governance	All actions from the fraud and corruption internal audit, are now implemented. This was reported to the Audit and Risk Committee.	100%	100%	 Completed
114. Implement Privacy Internal Audit Recommendations	Governance	All Governance action items have been completed by January 2023. Corporate Information action item for 'Retention and Disposal' has a planned completion date of July 2023.	100%	100%	 Completed
115. Develop and adopt an organisation wide Child Safe Standard Strategy (Initiative)	Family, Youth & Children's Services	The organisational-wide Child Safe Standards Strategy and Action Plan to address the new standards was adopted by Council in November 2022, ensuring Council is committed to being a child-safe organisation.	100%	100%	 Completed
116. Implement the actions from the internal review of strategic and operational risk management at Council to provide more informed planning and decision making	Governance	The realignment of the risk management function at Council from the People & Culture department to the Governance department has been completed. Resourcing for the risk management function has been completed, including the recruitment of a dedicated Risk Management Coordinator.	100%	100%	 Completed





6.1.2 Focus all of our decision-making on the long-term best interests of the Kingston community

ACTION	DEPARTMENT	PROGRESS	TARGET	PERCENT COMPLETE	STATUS
117. Develop and implement Advocacy Plans to support Council's priority projects (Initiative)	Advocacy, Communications & Engagement	<p>A wide range of advocacy activities took place during 2022–23 to implement Kingston's Advocacy campaign plans to support Council's priority projects. These included: development and implementation of the Advocacy and Communications Plan for the Put Kingston First public advocacy campaign; installation of signage at key project sites; digital screens displayed at Council public buildings; direct mailouts to areas surrounding priority projects; and pop-up engagements at key sites.</p> <p>Council also achieved media coverage throughout the year on a wide range of advocacy campaigns, including: Level Crossing Removal project, Kingswood Golf Course future, Patterson River Littertrap, The Voice Uluru Statement from the Heart, New Aquatic & Leisure Centre and Berkeley Living site.</p> <p>The May 2023 the Victorian Budget included funding for several local projects including school funding, \$1 million for Kingston Fields planning, \$750,000 for Station St/McLeod Road and \$75k for playgrounds. The Federal Government also announced changes to Single Parent Payments, an issue Council had advocated on.</p> <p>Council has also held a wide range of in-person meetings to support our advocacy efforts, with over 160 meetings held throughout the year on key advocacy issues. A full list of activities is provided in the Advocacy Update presented quarterly to Council.</p>	100%	100%	 Completed



6.1.3 Look after the community's financial resources responsibly and efficiently


ACTION	DEPARTMENT	PROGRESS	TARGET	PERCENT COMPLETE	STATUS
118. Codesign and develop the Capital Project Management Framework and Portfolio Project Management (PPM) Platform	Project Management Office	The Project Management Framework is completed and will be implemented in August 2023. The Portfolio Project Management (PPM) platform development component went out for tender in late June 2023 and the project will be completed in September 2023.	100%	80%	 In Progress
119. Review and negotiate pricing for library stock purchasing to achieve the best outcomes for the community in supplying current, high demand items in both physical and electronic format	Arts, Events & Libraries	<p>Council is a member of Procurement Australia, which tenders on our behalf for a panel of library stock suppliers. We compare the pricing of the supplier panel when choosing which specific suppliers to use during the year.</p> <p>The current contract sees discounts up to 36% off Australian Retail Recommended Price being obtained. The last tender was held in June 2021 and will be retendered in 2024.</p>	100%	100%	 Completed

6.1.4 Openly report our progress and performance







ACTION	DEPARTMENT	PROGRESS	TARGET	PERCENT COMPLETE	STATUS
120. 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	Customer Experience & Corporate Performance	Kingston's Local Government Performance Reporting Framework indicators were published on the Know Your Council website in November 2022, where they can be viewed along with indicators from other Victorian councils.	100%	100%	 Completed
121. Develop a Geographic Information System (GIS) Strategy to improve staff and community access to information that will lead to more informed decision making	Information Services & Strategy	The development of a Geographic Information System (GIS) to improve staff and community access to information is completed. The consultant has finished the final report and strategic actions, leading to more informed decision making for our community.	100%	100%	 Completed
122. Implement Risk & Incident management software to improve clinical risk & incident recording & reporting, align with Aged Care Quality Safety Standards, provide greater transparency & oversight of risks & track service improvements	People & Culture	Implementation of the Risk and Incident management software has been completed with the system going live on 17 July 2023.	100%	100%	 Completed
123. Develop an action plan from the staff culture survey to develop a more engaging and positive workplace culture	People & Culture	Results from the organisation-wide Culture Survey were communicated progressively from the Senior Leadership Team to all employees from August to October 2022. Multiple workshops to create team and department level action plans were held throughout late October to early December 2022. As at end March 2023 70% of team actions (n=160+) were completed. It is expected that all actions will be completed by teams before 30 June 2023, or be closed as appropriate.	100%	100%	 Completed


6.1.5 Actively seek broad community participation

ACTION	DEPARTMENT	PROGRESS	TARGET	PERCENT COMPLETE	STATUS
124. Actively engage with the Advisory Committees to ensure Council reflects the communities' voices in our decision-making	Governance	The Advisory Committees have been utilised as a valuable voice for the community over this period for consultation on matters including the new Leisure and Aquatic Facility, draft playground strategy, draft wayfinding strategy, community safety issues, local trader matters & community grants.	100%	100%	 Completed
125. Actively engage with the Community Representative Panel	Advocacy, Communications & Engagement	<p>Following the appointment of an independent facilitator, Council met twice in the fourth quarter with the 45-member Collaborate Engagement Group (the deliberative engagement arm of the Representative Community Panel) to commence their work assessing the Playground Strategy for the city.</p> <p>The 220-member Representative Community Panel were provided with opportunities to give independent feedback on the Play Your Way consultation, and early access to Binston, our city-wide waste app. We will continue work with the group over the next two years to deliberate over complex issues and key strategic documents.</p>	100%	100%	 Completed

126. Work with stakeholders on the site layout plan for an additional hockey pitch at Kingston Heath Reserve, undertake community consultation and continue to advocate for external funding	Active Kingston	Council has successfully worked with the tenant groups with planning for the development of an additional hockey pitch at Kingston Heath Reserve. Further design development and procurement activities are planned for 2023-24.	100%	100%	 Completed
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6.1.6 Deliver exceptional customer experiences

ACTION	DEPARTMENT	PROGRESS	TARGET	PERCENT COMPLETE	STATUS
127. Redevelop Kingston's Intranet and KING Knowledge Bank to ensure the organisation has easy access to consistent, reliable information, and all staff continue to provide accurate advice to our community (Initiative)	Advocacy, Communications & Engagement	Redevelopment of Kingston's new Intranet and KING Knowledge bank was completed during 2022–23, ensuring the organisation has easy access to consistent, reliable information, and our staff continue to provide accurate advice to our community.	100%	100%	 Completed
128. Deliver the CSBA Customer Experience Program to continually improve on the experience our customers receive when interacting with the Customer Care team	Customer Experience & Corporate Performance	<p>From April - June 2023, 70 remaining CSBA call evaluations concluded, while a new model was developed with the Customer Experience Service Improvement Team. The new model is being released for trial and consultation to the Customer Care team in July and final approval in August 2023.</p> <p>The model was developed to build greater trust and autonomy, with the opportunity to self-evaluate and celebrate success; clear and consistent expectations and a commitment to continuous improvement; line of sight to the organisation and Councillors, with increased accountability, communication and performance monitoring, and improved evaluation support and data integrity.</p>	100%	100%	 Completed
129. Deliver on the service planning review strategy that will aim to ensure Kingston is an adaptable, capable, and sustainable council into the future	Customer Experience & Corporate Performance	<p>The preliminary planning has commenced for the delivery of a Service Planning and Review Framework, with the development of a Background Paper. A first draft has been finalised and will commence socialisation with the Executive Leadership Team. This specific action is now completed.</p> <p>A new action, in relation focusing on the implementation of a Kingston Service Planning and Review Framework to ensure we plan for adaptable, capable and sustainable Council services now and into the future has been included in the Council Plan Year Three Annual Action Plan 2023-2024.</p>	100%	100%	 Completed
130. Implement Payble as a new payment service for Kingston's ratepayers (Initiative)	Finance	The new payment service for Kingston's ratepayers, 'Payble' is now fully implemented. Work commenced to report on its success by tracking the take ups by residents and the effect on debt management.	100%	100%	 Completed
131. Deploy the fleet of new laptops to relevant staff to improve productivity, enhance network access and improve data security (Major Initiative)	Information Services & Strategy	The deployment of 700 new laptops to relevant staff was completed during 2022–23, enabling greater data security, connectivity and productivity.	100%	100%	 Completed
132. Select and implement a Master Data Management System to improve the quality and accuracy of customer data to establish a single source of truth across multiple systems	Customer Experience & Corporate Performance	Following an extensive tender process, and evaluation of the cost benefit to Council, the decision was made to not proceed with this project.	100%	15%	 Closed

133. Implement a suite of Customer First improvement projects to address system, process & cultural changes for the benefit of the customer (Initiative)	Customer Experience & Corporate Performance	A range of Customer First Improvement Projects progressed throughout the year including: implementation of the Complaints Handling Policy, commencement of a review of Unreasonable Complainant Conduct Policy, Customer Care Service Review, commissioning of customer insights research, Live Chat Channel enhancement program, launch of Knet and revised Customer Care Knowledge Base and redevelopment of Call Assessment and Quality Framework.	100%	100%	 Completed
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