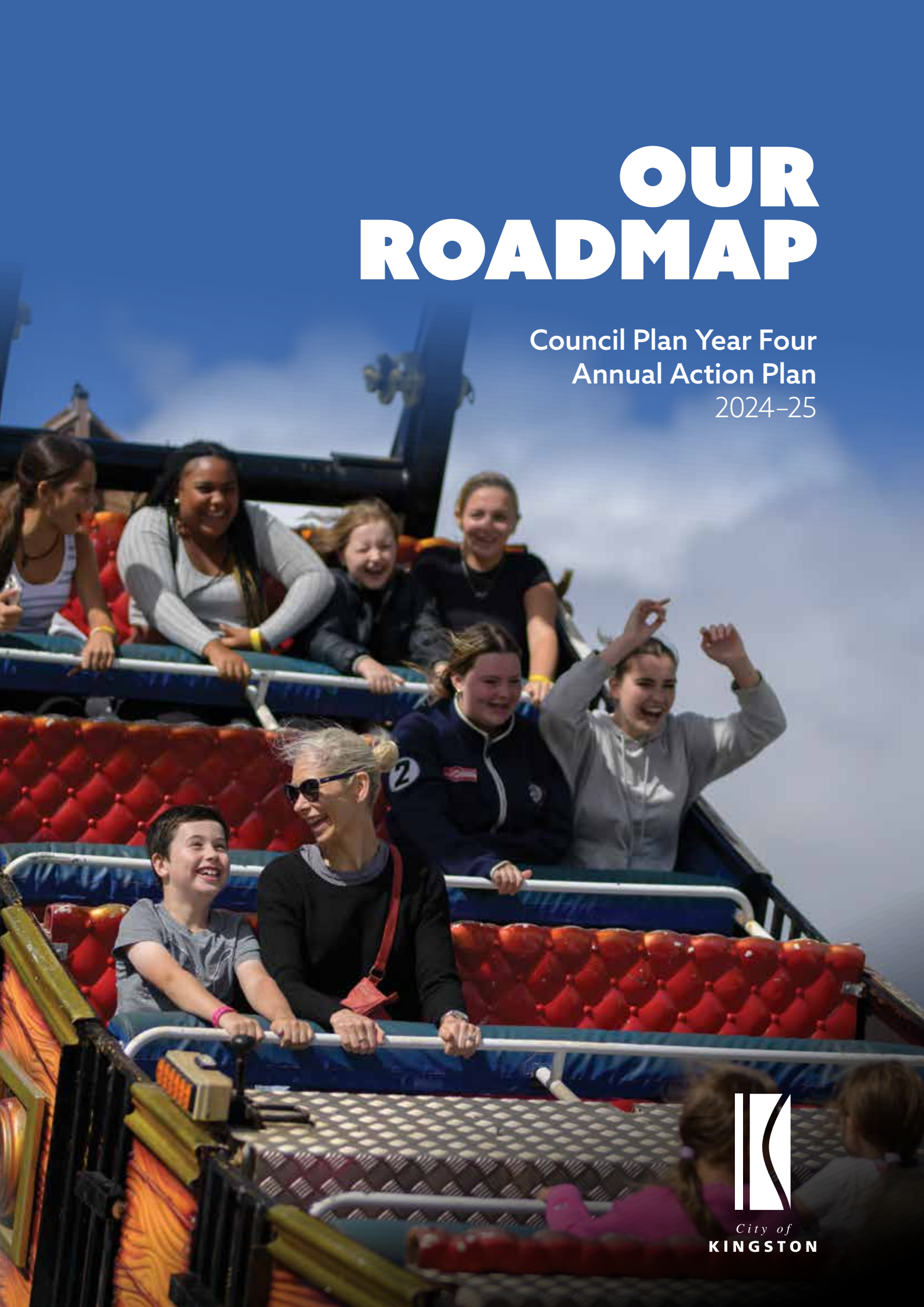


# OUR ROADMAP

Council Plan Year Four  
Annual Action Plan  
2024-25



City of  
**KINGSTON**





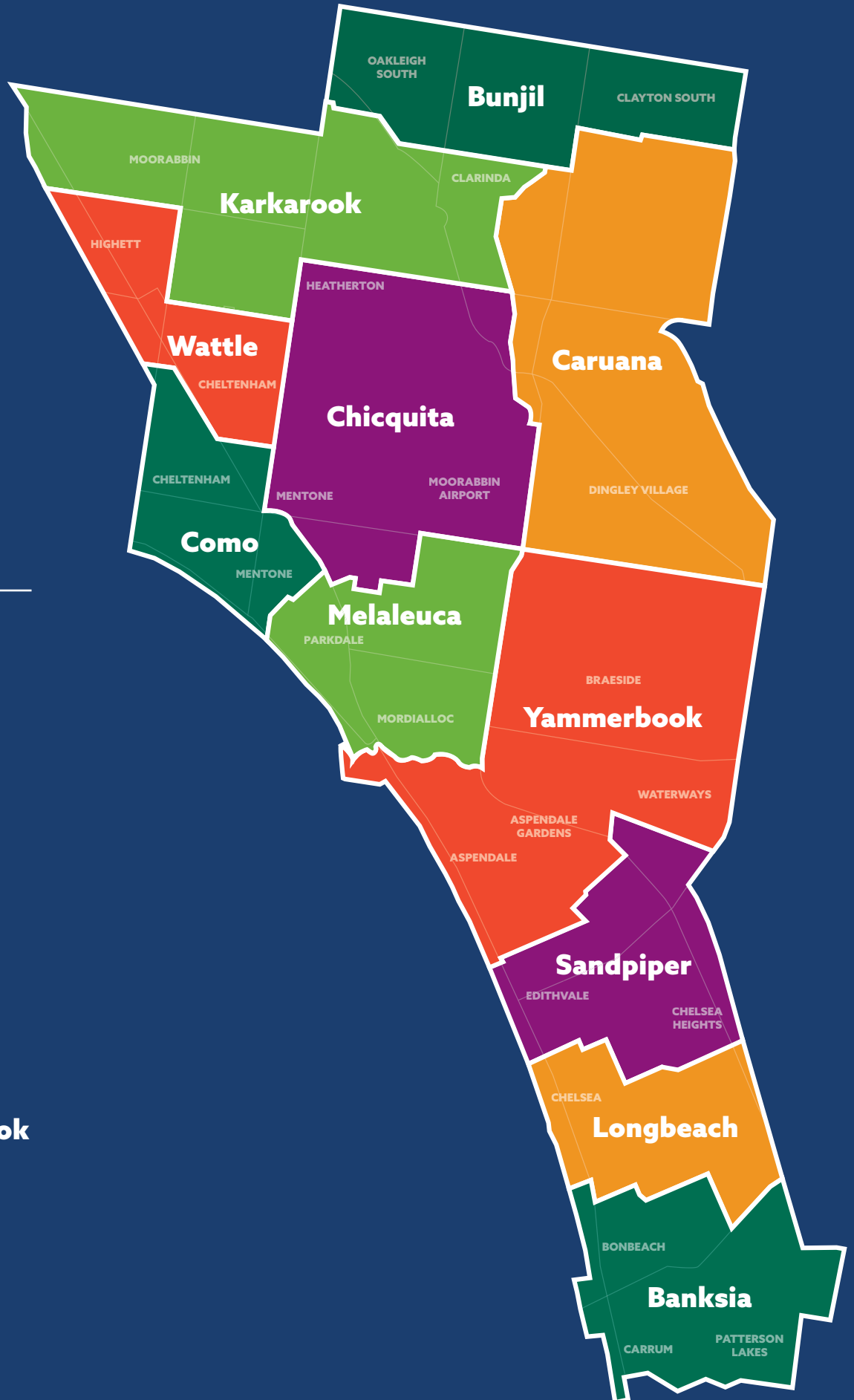
## Acknowledgement of Country

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.

# KINGSTON WARDS



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

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## MESSAGE FROM THE MAYOR

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Making sure we are working to put our community priorities into action each year is the goal of this Annual Action Plan.

There is a lot that we want to get done: some of it new hopes and aspirations coming to life and other parts of the plan, hard won and long-term work for our community.

I know that, big or small, actions listed here in this plan matter to you.

I know this because we have been building this path of action together. We created *Our Community Vision* together, a strong statement of what you want to see happen and how. To make this a reality, we wrote *Our Roadmap: Kingston Council Plan 2021-25* with strategic objectives grouped into six headings to guide us: Liveable, Sustainable, Prosperous, Healthy and Inclusive, Safe and Well Governed.

It's important to have a clear vision, objectives and a plan for how to get from aspiration to reality. That's exactly where this *Annual Action Plan 2024-25* comes in. It provides the detail of what we intend to achieve toward those strategic objectives in the coming year, with the actions listed expected to be completed by the end of June 2025. This plan clearly articulates how we will continue to work towards the Kingston that you want to live in.

These plans were developed with you, the Kingston community, and we will continue to keep you updated on our progress through the Kingston Annual Report, Council Plan quarterly reports, and the annual Community Satisfaction Survey.

Of course, you are always welcome to reach out for an update or to share feedback any time you need. That's what we are here for.

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**Cr Jenna Davey-Burns**  
Mayor, City of Kingston



## MESSAGE FROM THE CEO

---

Strategies for the future of Kingston were developed in 2020 through the extensive work we did with a representative community panel.

That group spent more than 2,000 hours using input from the community to help shape the future of our municipality. The outcome of this was the development of *Our Roadmap: Kingston Council Plan 2021-25*.

Our *Council Plan 2021-25* sets out a vision for a liveable, sustainable, prosperous, healthy and inclusive, safe and well-governed city.

The *Council Plan Year Four Annual Action Plan 2024-25* focuses on our organisation's commitment to complete 119 actions in the 2024-25 financial year, as well as delivering a range of services aimed at improving quality of life and wellbeing.

This Annual Action Plan is about working together with our community to achieve a shared vision for Kingston's future.

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**Peter Bean**  
Chief Executive Officer, City of Kingston

# WORKING TOWARDS OUR COMMUNITY VISION

---

The Kingston community has set a long-term, ambitious Community Vision which captures local priorities and aspirations.

Every four years, Council develops a Council Plan, which sets the organisation's strategic directions, objectives and strategies which contribute to the realising of the Community Vision. The Council Plan includes strategic indicators to monitor the achievement of the strategic objectives.

*Our Roadmap: Kingston Council Plan 2021-25* details how we will ensure the Community Vision is attained, whilst also focusing on how we will work with our community, key stakeholders, community organisations, surrounding municipalities and other levels of government to achieve this.

*"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."*

The Council Plan is structured into six Strategic Directions and Strategic Objectives, as follows:

## 1. LIVEABLE

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

## 2. SUSTAINABLE

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

## 3. PROSPEROUS

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

## 4. HEALTHY AND INCLUSIVE

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

## 5. SAFE

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

## 6. WELL-GOVERNED

Strategic Objective: Council will be collaborative, accountable, transparent, responsive and well-informed and efficient.



# PLANNING FOR A SHARED FUTURE

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Each year the City of Kingston develops a Council Plan Annual Action Plan, which lists the key actions Council will deliver for our community, and which will move us closer to achieving our Community Vision and Council Plan 2021–25.

An integral part of developing the Community Vision and Council Plan, was to provide community engagement opportunities for Council to understand our community's vision for the future of the City of Kingston, and what their specific needs and expectations are of Council. Our dynamic engagement program, Your Kingston Your Future saw multiple engagement activities occur.



**45 person**  
Community Panel



**5 face-to-face** and  
targeted workshops



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



**21 attendees**  
in an Online  
Community Webinar



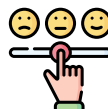
**2,300 engagements**  
via Your Kingston,  
Your Say



**Train the Trainer**  
**Sessions** held  
with 10 people



**2,970 residents**  
participated in the  
Neighbourhood  
Liveability Study

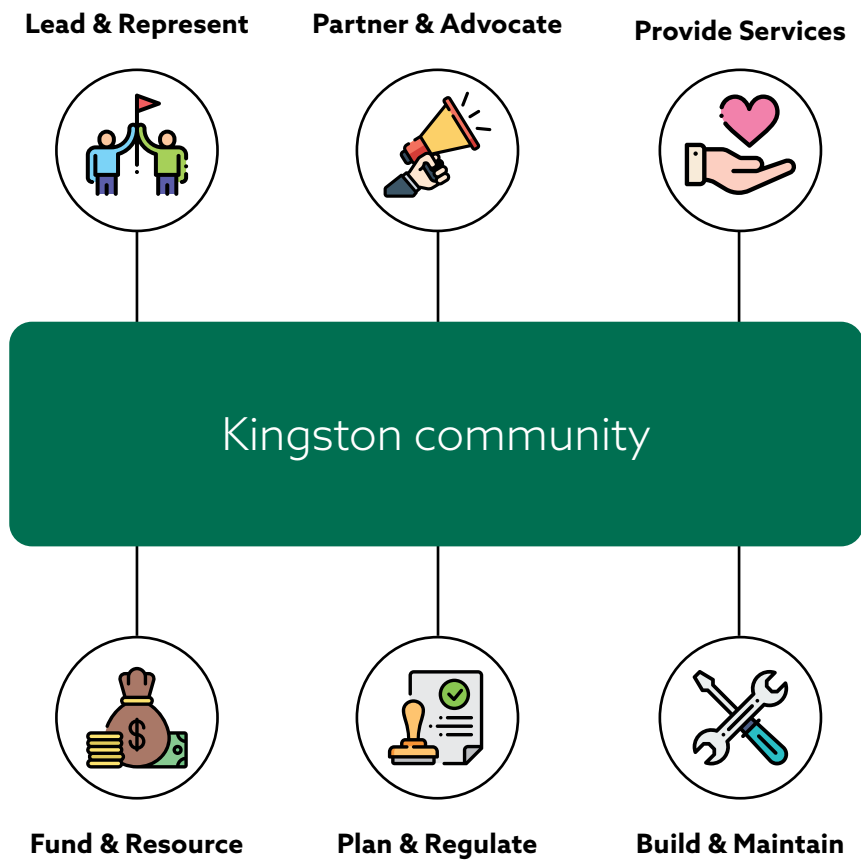


**400 residents**  
participated in Council's  
Annual Community  
Satisfaction Survey

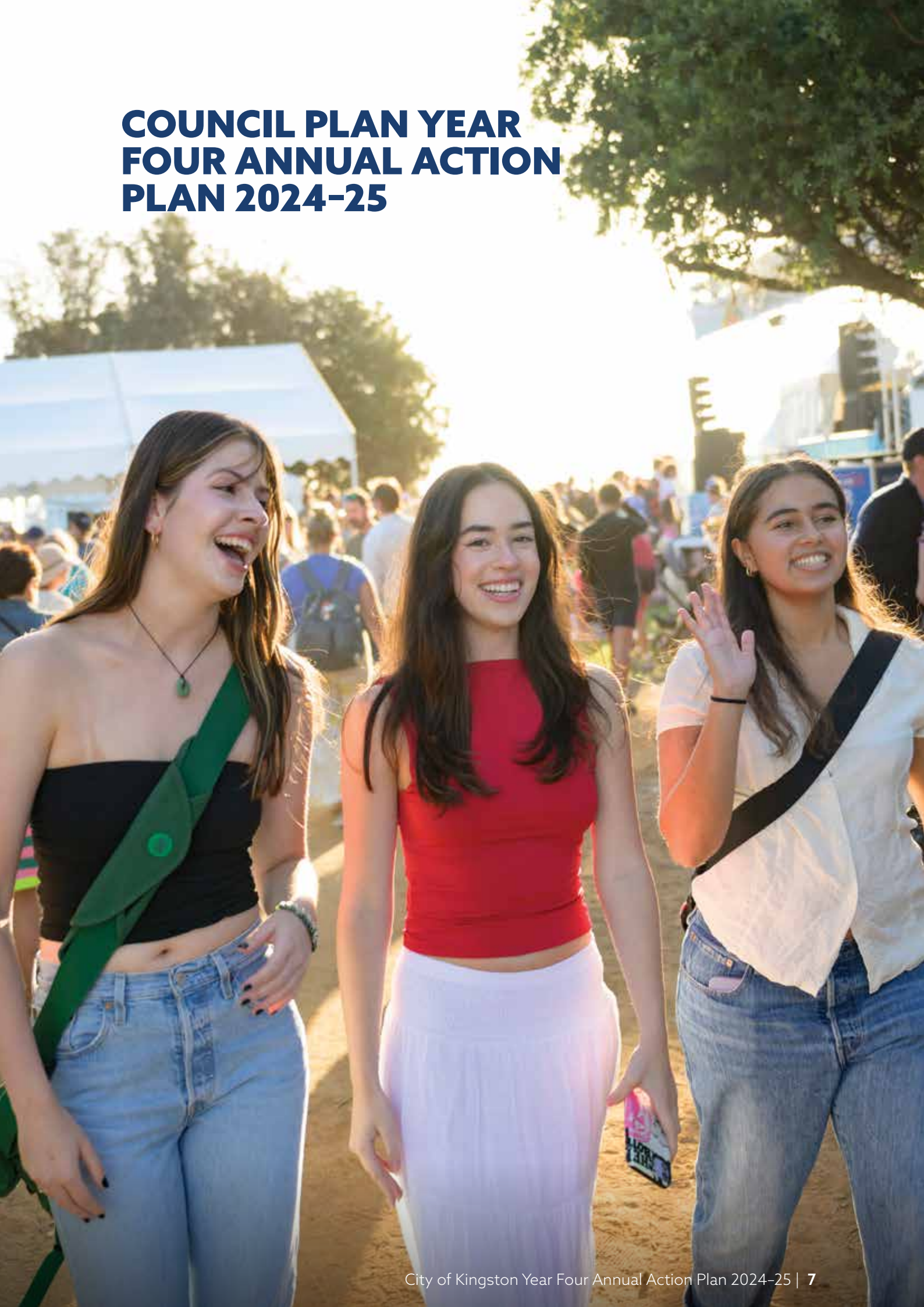
Key themes emerging from all community engagement activity were used to shape *Our Roadmap: Kingston Council Plan 2021–25* and the Annual Action Plan.

# COUNCIL'S ROLE AND FUNCTIONS

Council undertakes a range of roles and functions to support the needs and aspirations of the Kingston community.



# COUNCIL PLAN YEAR FOUR ANNUAL ACTION PLAN 2024-25





# STRATEGIC DIRECTION

## **LIVEABLE**

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Strategic Objective:

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



# STRATEGIC DIRECTION

## LIVEABLE

### Annual Action Plan Actions 2024-25

Strategy	Year Four Action	Action Type	Council Role	Lead Department
<b>1.1.1</b> <b>Provide accessible, quality public open spaces for passive and active recreation.</b>	Implement the <u>Open Space Strategy (2023-2033)</u> priority actions for 2024-25 to improve the quality of open spaces in the municipality, including sportsgrounds and reserves.	Major Initiative	Provide Services	Open Space
	Complete the construction of the Chelsea netball courts and car park redevelopment to ensure quality, fit for purpose netball facilities for local netballers.	Major Initiative	Build and Maintain	Active Kingston
	Commence the delivery of the Walter Galt Pavilion upgrade to improve accessibility with additional change facilities that meet universal access requirements, including female-friendly facilities.	Major Initiative	Build and Maintain	Active Kingston
	Review and update the Public Toilet Strategy (2016) to improve the accessibility, number and location of public toilets across the municipality.	Strategy or Plan	Provide Services	Open Space
	Respond to the impacts that extreme weather events place on vegetation throughout the City of Kingston's open spaces.	Initiative	Build and Maintain	Open Space
<b>1.1.2</b> <b>Invest in high-quality community assets.</b>	Plan and implement the building renewal program for 2024-25 to preserve the condition of Council-owned buildings and facilities including Chelsea Baseball Club, Clarinda Community Hub and Aspendale Gardens Community Centre.	Major Initiative	Build and Maintain	Infrastructure
	Commence deliberative engagement with the community to understand the community's priorities and inform the development of the Asset Plan 2025-35.	Initiative	Lead and Represent	Infrastructure
	Complete construction of Dingley Village Stage 2, a new contemporary purpose-built early years education and care facility to deliver occasional childcare and funded kindergarten.	Major Initiative	Build and Maintain	Project Management Office



# STRATEGIC DIRECTION

## LIVEABLE

### Annual Action Plan Actions 2024–25

Strategy	Year Four Action	Action Type	Council Role	Lead Department
<b>1.1.3</b> <b>Manage movement around the city, including traffic and parking, to make community activities accessible.</b>	Install traffic signals at the intersection of Thames Promenade and Fourth Avenue, Chelsea to provide safer access from the Heights Park to the Chelsea shopping strip.	Major Initiative	Build and Maintain	Infrastructure
	Finalise the specification and complete market testing for parking review technologies to provide contemporary parking management solutions for the community.	Initiative	Plan and Regulate	Compliance & Amenity
	Investigate and implement actions to improve traffic management in the vicinity of the Mentone Activity Centre.	Initiative	Build and Maintain	Infrastructure
<b>1.1.4</b> <b>Plan for changes in the population and the community's housing needs.</b>	Advocate for Council's position on the Suburban Rail Loop Authority-led precinct planning process, including working alongside the Advisory Committee to ensure that the planning outcomes respond to the current and changing needs of the Kingston community.	Initiative	Partner and Advocate	City Strategy
	Progress the development of the Community Infrastructure Framework to assess if Kingston's community facilities and services are meeting current service needs, and inform the provision to meet future population growth.	Strategy or Plan	Plan and Regulate	Inclusive Communities
	Prioritise engagement with key land owners in Mordialloc as a catalyst to reviewing the Mordialloc Pride of the Bay Structure Plan.	Strategy or Plan	Plan and Regulate	City Strategy
	Complete the exhibition of the draft Chelsea Structure Plan to provide the opportunity for broad community comment and feedback.	Strategy or Plan	Plan and Regulate	City Strategy

## Annual Action Plan Actions 2024–25

Strategy	Year Four Action	Action Type	Council Role	Lead Department
1.1.5 <b>Preserve and enhance Kingston's character and heritage.</b>	Advocate for Council's decisions at VCAT and continue to provide positive, mediated outcomes to preserve the character of the municipality.	Initiative	Build and Maintain	City Development
	Progress the strategic work to update Council's Heritage Strategy to preserve Kingston's heritage.	Strategy or Plan	Plan and Regulate	City Strategy
1.1.6 <b>Support the development of affordable housing options, including social and community housing.</b>	Explore and facilitate social and affordable housing opportunities with private developers and on key Victorian Government and Council-owned sites to increase the provision of social and affordable housing across the municipality in accordance with the <u>Social and Affordable Housing Strategy (2020)</u> .	Initiative	Partner and Advocate	City Strategy
	Develop relationships with social housing providers to increase opportunities for social and affordable housing in Kingston in accordance with the <u>Social and Affordable Housing Strategy (2020)</u> .	Initiative	Partner and Advocate	Inclusive Communities



# STRATEGIC DIRECTION

## LIVEABLE

### Annual Action Plan Actions 2024–25

Strategy	Year Four Action	Action Type	Council Role	Lead Department
<b>1.1.7 Foster a thriving and innovative arts and culture scene, which is both diverse and inclusive.</b>	Review the private events permit approval process for community events held on Council land, to ensure improved outcomes for the arts and events sector.	Initiative	Provide Services	Arts, Events & Libraries
	Provide a range of cultural activities across Kingston for the community to enjoy and participate in, by presenting local, high-quality, inclusive and engaging arts and cultural programs and events.	Initiative	Provide Services	Arts, Events & Libraries
	Complete the phase one community consultation for the Arts, Events and Libraries Strategy which will enhance the cultural experiences offered to the community.	Strategy or Plan	Plan and Regulate	Arts, Events & Libraries
	Develop the Kingston Arts Precinct Masterplan, encompassing Kingston Arts Centre, City Hall and surrounding area, to provide a strategic direction for creation of a contemporary, accessible, and flexible arts destination, unique in the south-east of Melbourne and beyond.	Strategy or Plan	Plan and Regulate	Arts, Events & Libraries







# STRATEGIC DIRECTION **SUSTAINABLE**

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Strategic Objective:

**We prioritise our environment and  
reduce our impact on the earth**



# STRATEGIC DIRECTION: SUSTAINABLE

## Annual Action Plan Actions 2024-25

Strategy	Year Four Action	Action Type	Council Role	Lead Department
2.1.1 <b>Recognise climate change and actively address our climate and ecological emergency.</b>	Implement Environmentally Sustainable Design training for internal and external stakeholders to improve the built form in the municipality, including passive design.	Initiative	Provide Services	City Development
	Implement the Environmental Sustainability 2024-25 program for building and facility infrastructure assets to reduce Council's carbon emissions.	Major Initiative	Partner and Advocate	Infrastructure
	Develop and adopt the City of Kingston's Biodiversity Strategy to protect and enhance biodiversity in the municipality.	Strategy or Plan	Partner and Advocate	Open Space
	Implement the 2024-25 priority actions of the <u>Urban Forest Strategy (2023-30)</u> to increase tree canopy coverage, tree protection and compliance.	Strategy or Plan	Partner and Advocate	Open Space
	Monitor the degree of replacement tree planting occurring where proposals to remove trees are successful on private land, to ensure lost tree canopy is replaced.	Initiative	Plan and Regulate	City Development
	Report on the number of trees removed on public land to ensure no net loss of total canopy cover and optimal placement of replacement trees.	Initiative	Plan and Regulate	Open Space
	Deliver Gardens for Wildlife assessments to enhance habitat for native wildlife and connect the Kingston community with nature.	Initiative	Provide Services	City Strategy
	Engage the community in a range of environmental education opportunities, including sustainable transport initiatives, to reduce traffic and transport-related emissions.	Initiative	Provide Services	City Strategy
	Commence renewal of the Carrum Indigenous Nursery to support biodiversity in our municipality.	Major Initiative	Build and Maintain	Infrastructure



# STRATEGIC DIRECTION: SUSTAINABLE

## Annual Action Plan Actions 2024–25

Strategy	Year Four Action	Action Type	Council Role	Lead Department
2.1.2 <b>Consider environmental sustainability in all Council decisions.</b>	Continue to transition Council's fleet to a more sustainable model including electric vehicles and hybrids (where fit for purpose) to contribute to Council's NetZero emissions goals.	ELT Strategic Priority	Lead and Represent	Procurement
	Develop a Circular Waste Strategy and commence the first-year actions to provide a contemporary waste service that maximises opportunities to recycle and divert waste from landfill.	Strategy or Plan	Provide Services	City Works
2.1.3 <b>Protect and enhance our foreshore, marine environment, waterways and wetlands.</b>	Implement the <u>Coastal and Marine Management Plan (2023)</u> actions for 2024–25 to improve visitor experience of the foreshore and the resilience of our natural coastal environment.	Strategy or Plan	Plan and Regulate	Open Space
2.1.4 <b>Protect and enhance the Green Wedge and progress the delivery of the Chain of Parks.</b>	Progress a Planning Scheme Amendment to implement the recommendations of the <u>Kingston Green Wedge Management Plan 2023</u> to guide land use and development in the Green Wedge.	Strategy or Plan	Plan and Regulate	City Strategy
	Continue to work in partnership with the Victorian Government on the development and realisation of the Chain of Parks.	Initiative	Partner and Advocate	Active Kingston
2.1.5 <b>Build sustainable transport options to reduce congestion and pollution.</b>	Implement the <u>Walking and Cycling Plan (2023–2028)</u> action program for 2024–25 to improve walking and cycling conditions and support the transition to more sustainable transport in the municipality.	Major Initiative	Plan and Regulate	Infrastructure
2.1.6 <b>Enable choice of movement across our city.</b>	Initiate phase one of the program to install electric vehicle chargers in 18 prioritised locations across the City of Kingston, including community education.	Initiative	Partner and Advocate	City Strategy

## Annual Action Plan Actions 2024-25

Strategy	Year Four Action	Action Type	Council Role	Lead Department
2.1.7 <b>Actively promote the use of emerging technologies to influence a more sustainable built environment.</b>	Support electrification of Council buildings including an all-electric new aquatic and leisure facility to reduce corporate carbon emissions and contribute to Kingston's emission reduction target.	Initiative	Partner and Advocate	City Strategy
	Conduct an analysis of the current cost effectiveness of investing in battery technology on Council sites with larger solar panel systems.	Initiative	Partner and Advocate	City Strategy





# STRATEGIC DIRECTION

## **PROSPEROUS**

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Strategic Objective:

**We will embrace the concept of a 20-minute neighbourhood, support the ongoing process of decentralisation and support people to live and work locally.**



# STRATEGIC DIRECTION: PROSPEROUS

## Annual Action Plan Actions 2024–25

Strategy	Year Four Action	Action Type	Council Role	Lead Department
<b>3.1.1</b> <b>Support Kingston’s economy, local industry and businesses to thrive in a changing environment.</b>	Commence a review of the Footpath Activities Policy to ensure it meets the current and future needs of footpath users in the City of Kingston.	Initiative	Plan and Regulate	City Economy & Innovation
	Commence implementation of the Health Manager Payment Portal to improve self-service and payment options for businesses registered with Council under the <i>Food Act 1984</i> and <i>Public Health and Wellbeing Act 2008</i> .	Initiative	Provide Services	City Economy & Innovation
	Provide a report to Council to demonstrate how the City of Kingston has responded to the VAGO Regulating Food Safety Audit recommendations.	Initiative	Plan and Regulate	City Economy & Innovation
	Complete the Kingston Employment and Commercial Land Use Strategy to manage change and plan for the future growth of employment land.	Initiative	Plan and Regulate	City Strategy
	Commence preparation of a Planning Scheme amendment to implement the Kingston Employment and Commercial Land Use Strategy and provide a statutory framework for future land use change and development within the industrial and commercial precincts.	Initiative	Plan and Regulate	City Strategy
	Invest in the renewal of local shopping centres including Edithvale shopping strip to support the success of local businesses.	Major Initiative	Build and Maintain	City Economy & Innovation
<b>3.1.2</b> <b>Embrace innovation to further promote businesses.</b>	Implement the Economic Development Strategy (2024) Year One actions for 2024–25 to promote local economic prosperity.	Initiative	Partner and Advocate	City Economy & Innovation
	Explore and coordinate an innovation initiative for young people to solve local challenges through technological advancements such as AI and robotics.	Initiative	Partner and Advocate	City Economy & Innovation



## Annual Action Plan Actions 2024-25

Strategy	Year Four Action	Action Type	Council Role	Lead Department
3.1.3 <b>Promote local jobs and employment pathways.</b>	Establish a new partnership with a business start-up provider to support local entrepreneurs.	Initiative	Partner and Advocate	City Economy & Innovation
3.1.4 <b>Improve connections between activity zones, public transport hubs and where people live through an integrated network.</b>	Continue to advocate for improved connectivity, open space and other place-based benefits as part of the level crossing removal program, to ensure a broad range of community benefits and a design outcome that responds to the local place.	Initiative	Partner and Advocate	City Strategy
3.1.5 <b>Pursue and enhance regional collaborative opportunities and partnerships.</b>	Establish a Kingston employment services network to pursue and enhance collaborative opportunities.	Initiative	Partner and Advocate	City Economy & Innovation
3.1.6 <b>Support our local visual and performing arts community.</b>	Create opportunities for local artists and creatives to work, engage and connect by fostering an innovative, inclusive and diverse creative community through Artist in Residence, Galleries and Arts Workshop programs.	Initiative	Partner and Advocate	Arts, Events & Libraries
	Plan and deliver a calendar of annual events in line with Kingston's <a href="#">Arts and Cultural Strategy (2018-2022)</a> , to support local artistic endeavours.	Initiative	Partner and Advocate	Arts, Events & Libraries





# STRATEGIC DIRECTION **HEALTHY AND INCLUSIVE**

---

Strategic Objective:

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



# STRATEGIC DIRECTION: HEALTHY AND INCLUSIVE

## Annual Action Plan Actions 2024–25

Strategy	Year Four Action	Action Type	Council Role	Lead Department
4.1.1 <b>Respect the importance of Aboriginal and Torres Strait Islander people in Kingston and their connection to the land.</b>	Develop the draft Reconciliation Action Plan 2025–2027 to acknowledge and celebrate Aboriginal and Torres Strait Islander culture and advance reconciliation within Kingston.	Strategy or Plan	Partner and Advocate	Inclusive Communities
	Continue to support the Derrimut Weelam Gathering Place to deliver programs and event offerings to community to improve outcomes for Aboriginal and Torres Strait Islander community members.	Initiative	Provide Services	Inclusive Communities
4.1.2 <b>Champion social equality.</b>	Implement the final year of Council’s <u>Gender Equality Action Plan (2021–2025)</u> to address the systemic barriers that create gender inequality in the workplace.	Strategy or Plan	Lead and Represent	People & Culture
	Deliver and evaluate a community leadership program that aims to enhance the leadership skills of women and people from diverse backgrounds.	Initiative	Partner and Advocate	Inclusive Communities
4.1.3 <b>Celebrate and learn from our diversity.</b>	Deliver the actions of the <u>Kingston Youth Strategy (2023–2026)</u> for 2024–25 to support, empower and advocate on behalf of young people aged 12 to 25 years in Kingston.	Strategy or Plan	Lead and Represent	Family, Youth & Children’s Services
	Promote library services to diverse community groups to increase broader participation in programs and services to meet community needs.	Initiative	Partner and Advocate	Arts, Events & Libraries
	Review the service delivery at each library branch in terms of footprint and literacy offerings, to provide for greater accessibility and diversity options.	Initiative	Provide Services	Arts, Events & Libraries

## Annual Action Plan Actions 2024–25

Strategy	Year Four Action	Action Type	Council Role	Lead Department
4.1.4 <b>Support community education, life-long learning and creativity.</b>	Review Council's early years infrastructure requirements considering the Victorian Government's Best Start Best Life reform, which includes funded Three-Year-Old Kindergarten and implementation of Pre-Prep.	Strategy or Plan	Lead and Represent	Family, Youth & Children's Services
	Submit an application for an additional Family & Children's Centre to undergo assessment for the Australian Children's Education & Care Quality Authority's 'excellent' rating.	Initiative	Lead and Represent	Family, Youth & Children's Services
	Review library services to develop and deliver a set of programs which are inclusive of the ageing population and focused on life-long learning.	Initiative	Provide Services	Arts, Events & Libraries
4.1.5 <b>Support the inclusion of everyone in community life.</b>	Complete the Kingston Fair Access Policy to prioritise female participation in sport and access to facilities, sportsgrounds and match times.	Initiative	Partner and Advocate	Active Kingston
	Scope the future development of AccessCare service delivery in line with aged care reforms.	Initiative	Plan and Regulate	AccessCare
	Implement the All-Abilities Action Plan (2024–2028) to improve access and inclusion for people with disabilities.	Strategy or Plan	Plan and Regulate	Inclusive Communities
4.1.6 <b>Support our community's physical wellbeing.</b>	Implement the <u>Play Your Way Strategy</u> , with a program of playground renewals to ensure equitable and quality spaces for our community.	Major Initiative	Build and Maintain	Active Kingston
	Commence the construction of the new aquatic and leisure facility to ensure the future health and wellbeing of our community.	Major Initiative	Build and Maintain	Project Management Office
	Implement the Sportsground Lighting Program to enable increased participation and safe use of sportsgrounds by local clubs.	Major Initiative	Build and Maintain	Active Kingston



# STRATEGIC DIRECTION: HEALTHY AND INCLUSIVE

## Annual Action Plan Actions 2024–25

Strategy	Year Four Action	Action Type	Council Role	Lead Department
4.1.7 <b>Prioritise our community's mental wellbeing.</b>	Update Council's Gambling Policy for 2024–28 to prevent and reduce harm from gambling in the City of Kingston.	Strategy or Plan	Plan and Regulate	Inclusive Communities
	Maintain Rainbow Tick accreditation to demonstrate our commitment to providing safe, inclusive and affirming services for the LGBTIQ+ community.	Initiative	Partner and Advocate	People & Culture
4.1.8 <b>Tailor our communication to our diverse community to make communication accessible to all.</b>	Explore the feasibility of a 'whole of Council' community venues booking system which integrates with the Kingston website and finance system to ensure consistency and ease of use for customers and staff.	Initiative	Provide Services	Inclusive Communities





# STRATEGIC DIRECTION

## **SAFE**

---

Strategic Objective:

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





# STRATEGIC DIRECTION: **SAFE**

## Annual Action Plan Actions 2024-25

Strategy	Year Four Action	Action Type	Council Role	Lead Department
5.1.1 <b>Design an environment and infrastructure that promotes better safety and accessibility.</b>	Conduct and evaluate pool safety awareness campaigns and activities to educate the public about the pool safety standards and regulations and reduce the risk of drowning and injury in pools.	Initiative	Plan and Regulate	Municipal Building Surveyor
	Monitor and enforce the cladding safety compliance of buildings to prevent the spread of fire and protect the lives and properties of the occupants and the public.	Initiative	Plan and Regulate	Municipal Building Surveyor
	Identify and inspect the high-risk buildings in the municipality to ensure building safety and compliance and to mitigate the potential hazards and liabilities for the owners and Council.	Initiative	Plan and Regulate	Municipal Building Surveyor
	Deliver the annual drainage flood mitigation and renewal program to protect community assets and reduce flooding for residents.	Major Initiative	Build and Maintain	Infrastructure
	Review current access conditions at Mordialloc, Carrum, Chelsea Longbeach, and Mentone Life Saving Clubs and implement measures to enhance accessibility on the foreshore.	Initiative	Build and Maintain	Inclusive Communities



# STRATEGIC DIRECTION: **SAFE**

## Annual Action Plan Actions 2024–25

Strategy	Year Four Action	Action Type	Council Role	Lead Department
<b>5.1.2</b> <b>Support safe travel through various modes of transport.</b>	Review and update the Road Management Plan (2021–2025) as required under the Road Management Act to ensure a safe, accessible, and well-presented environment for the community.	Strategy or Plan	Plan and Regulate	Infrastructure
	Deliver the annual footpath renewal program to ensure footpaths are safe and accessible for the community.	Major Initiative	Build and Maintain	Infrastructure
	Complete 'traffic blackspot' program upgrades in Clayton South and Patterson Lakes to improve safety for road users.	Major Initiative	Build and Maintain	Infrastructure
	Support safety amongst primary and secondary school students through the delivery of the road safety initiatives, including addressing pedestrian distraction, and walking and cycling.	Initiative	Partner and Advocate	Infrastructure
<b>5.1.3</b> <b>Improve feelings of safety across Kingston's diverse community.</b>	Promote and deliver aquatic education and Learn to Swim Programs to prevent drownings and support community health and wellbeing outcomes.	Initiative	Provide Services	Active Kingston

## Annual Action Plan Actions 2024-25

Strategy	Year Four Action	Action Type	Council Role	Lead Department
5.1.4 <b>Strive to provide an environment free from all forms of family violence.</b>	Investigate opportunities to apply best practice research in engaging men and boys in family violence prevention to minimise the harm from family violence.	Initiative	Partner and Advocate	Inclusive Communities
	Develop an annual awareness-raising program of events (including 16 Days of Activism Against Gender-Based Violence) to increase understanding on the prevention of violence towards women and children.	Initiative	Partner and Advocate	Inclusive Communities
	Provide customised training to build the capacity of community, organisations, businesses and Council teams to understand and address family violence and gender inequity.	Initiative	Partner and Advocate	Inclusive Communities
5.1.5 <b>Foster caring attitudes and a safe environment for native wildlife and domestic animals.</b>	Review Kingston's animal management processes and commence development of the Domestic Animal Management Plan 2026-30 to comply with the <i>Domestic Animals Act 1994</i> and ensure Kingston remains a place where people and pets can peacefully and safely co-exist.	Strategy or Plan	Plan and Regulate	Compliance & Amenity
	Review opportunities to improve the operation and signage of fenced and unfenced dog off leash areas to ensure the safety and security of dogs in the municipality.	Initiative	Build and Maintain	Compliance & Amenity
5.1.6 <b>Provide a well maintained and clean environment for residents.</b>	Develop a Contaminated Land Strategy to inform and manage future risks from Council's contaminated land holdings.	Strategy or Plan	Plan and Regulate	Property Services
	Implement Council's Graffiti Action Plan 2021-25 to deliver best practice graffiti management across the City of Kingston.	Strategy or Plan	Provide Services	City Works





# STRATEGIC DIRECTION

## **WELL-GOVERNED**

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Strategic Objective:

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



# STRATEGIC DIRECTION: WELL-GOVERNED

## Annual Action Plan Actions 2024–25

Strategy	Year Four Action	Action Type	Council Role	Lead Department
6.1.1 <b>Hold ourselves to the highest standard of governance and integrity.</b>	Implement Council's Workforce Plan initiatives for 2024–25 to attract, recruit and retain highly skilled people to meet current and future priorities.	Strategy or Plan	Lead and Represent	People & Culture
	Develop Council's new Workforce Plan (2025–29) to meet our legislative obligations under the <i>Local Government Act 2020</i> .	Strategy or Plan	Lead and Represent	People & Culture
	Deliver the Annual Organisational Planning Cycle for 2025–26, including the delivery of an integrated Community Vision, Council Plan and Municipal Public Health and Wellbeing Plan (2025–29) to ensure a more cohesive and coordinated approach which enhances community outcomes.	Initiative	Plan and Regulate	Customer Experience & Corporate Performance
	Develop and implement a transition plan for the changes in building legislation to adapt to the new regulatory environment and to ensure a smooth and effective transfer of some responsibilities from private building surveyors to Council.	Initiative	Plan and Regulate	Municipal Building Surveyor
	Review and implement Council's key record management framework, strategy, policy and procedures to ensure compliance with all relevant legislation.	Initiative	Plan and Regulate	Information Services & Strategy
	Implement Council's <u>Good Governance Framework</u> initiatives for 2024–25 to improve transparency and accountability.	Strategy or Plan	Lead and Represent	Governance, Risk & Integrity
	Review and update the Information and Communications Technology Strategy to provide the key technology actions for a three-to-five-year period.	Initiative	Plan and Regulate	Information Services & Strategy
	Enhance Council's Cyber Security Management Framework to prevent information security breaches.	Initiative	Plan and Regulate	Information Services & Strategy

## Annual Action Plan Actions 2024–25

Strategy	Year Four Action	Action Type	Council Role	Lead Department
6.1.1 <b>Hold ourselves to the highest standard of governance and integrity.</b>	Introduce a new strategic corporate risk system to better capture and report key organisational and community risks.	Initiative	Plan and Regulate	Governance, Risk & Integrity
	Review and update Business Continuity Plans across the organisation to ensure the appropriate incident response and recovery of key Council services.	Initiative	Plan and Regulate	Governance, Risk & Integrity
6.1.2 <b>Focus all of our decision-making on the long-term best interests of the Kingston community.</b>	Complete a review of the Lease and Licence Policy and review associated documentation to ensure the transparency of Council's decision-making.	Strategy or Plan	Provide Services	Property Services
	Commence an annual program of service reviews to ensure adaptable, capable, and sustainable services now and into the future as guided by the Service Planning Framework.	Major Initiative	Lead and Represent	Customer Experience & Corporate Performance
	Implement Council's Advocacy Strategy (2023–26) including Advocacy Campaign Plans for 2024–25 to seek positive community outcomes on key projects.	Initiative	Partner and Advocate	Advocacy, Engagement & Communications
	Brief Council on changes to the Planning and Environment Act to ensure that it will have the opportunity to influence any changes that impact on Council's role as a Planning and/or Responsible Authority.	Initiative	Lead and Represent	City Development



# STRATEGIC DIRECTION: WELL-GOVERNED

## Annual Action Plan Actions 2024–25

Strategy	Year Four Action	Action Type	Council Role	Lead Department
6.1.3 <b>Look after the community's financial resources responsibly and efficiently.</b>	Complete implementation of the contracts management system and business analytics module to ensure effective management of contracts and associated timeframes and expenditure.	Initiative	Plan and Regulate	Procurement
	Review Kingston's Procurement policy to provide an effective and efficient procurement service.	Strategy or Plan	Plan and Regulate	Procurement
	Deliver the 2024–25 Annual Budget, Long Term Financial Plan and Revenue and Rating Plan to ensure financial sustainability, responsibility and efficiency.	Strategy or Plan	Lead and Represent	Finance
	Complete a review of Leases and Licences documents to ensure equity for Council's tenants and for Council as a Landlord.	Strategy or Plan	Provide Services	Property Services
	Develop a Waves Investment Strategy to appropriately guide and prioritise future investment and environmentally sustainable design initiatives for this facility.	Initiative	Plan and Regulate	Active Kingston
	Implement an expression of interest process for utilisation of spaces in community hubs to create a fair and transparent process for accessing Council-managed facilities.	Initiative	Provide Services	Inclusive Communities
	Deliver the Kingston Grants Program to support local community organisations and groups to deliver community benefit.	Initiative	Fund and Resource	Inclusive Communities
6.1.4 <b>Openly report our progress and performance.</b>	Communicate the results of Council's performance via the Annual Community Satisfaction Survey, Local Government Performance Reporting Framework, Kingston Annual Report and quarterly Council Plan Performance Reports to ensure accountability, transparency, and service improvement.	Initiative	Plan and Regulate	Customer Experience & Corporate Performance



## Annual Action Plan Actions 2024-25

Strategy	Year Four Action	Action Type	Council Role	Lead Department
6.1.5 <b>Actively seek broad community participation.</b>	Deliver the deliberative engagement program for 2024-25 to improve opportunities for public consultation and ensure a wide range of views are considered in key Council decisions.	Initiative	Partner and Advocate	Advocacy, Engagement & Communications
	Develop a Volunteer Strategy to increase community volunteering in Kingston.	Strategy or Plan	Partner and Advocate	Inclusive Communities
6.1.6 <b>Deliver exceptional customer experiences.</b>	Commence implementation of the Kingston Customer Experience Strategy to ensure our services are efficient, effective and customer-centric.	Strategy or Plan	Provide Services	Customer Experience & Corporate Performance
	Continue to deliver and enhance the quality of Customer Service Channels to improve the customer experience.	Strategy or Plan	Provide Services	Customer Experience & Corporate Performance
	Deliver the Website Redevelopment Project program of work for 2024-25 to provide contemporary, simple-to-use websites for Council's services.	Initiative	Provide Services	Advocacy, Engagement & Communications
	Utilise customer complaint data and insights to further enhance our services to be effective, efficient and empathetic to customer needs.	Strategy or Plan	Lead and Represent	Customer Experience & Corporate Performance
	Implement a range of initiatives from the Kingston Customer Experience Strategy to enhance our services to become more effective, efficient and customer-centric.	Major Initiative	Provide Services	Customer Experience & Corporate Performance



# REPORTING BACK TO OUR COMMUNITY

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All actions listed in the Council Plan Year Four Annual Action Plan are expected to be completed by 30 June 2025. Progress towards our achievements will be reported to the community via:

## **Kingston Annual Report**

The Annual Report reviews in detail our progress on the implementation of *Our Roadmap: Kingston Council Plan 2021-25*. It includes a statement of progress regarding the initiatives in the Budget, and a report of the results we achieved against an extensive suite of performance and sustainable capacity indicators.

## **Council Plan Quarterly Progress Reports**

Council will report quarterly on the progress of actions listed in the Annual Action Plan. These will be framed to demonstrate how the actions contribute to achieving the strategies, strategic objectives and strategic directions in *Our Roadmap: Kingston Council Plan 2021-25*.


## **Annual Community Satisfaction Survey**

Council will participate in an annual Local Government Community Satisfaction Survey to enable the community to provide direct feedback on Council's performance across a number of service areas. This will be compared with results from previous years to determine priorities and areas for improvement.



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