

Annual Plan 2022-23

Future Stonnington | Year 2

Designed version to follow

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About this document

The Annual Plan highlights Council’s key actions undertaken each financial year to deliver on the strategic directions of our four-year Council Plan 2021–25 (Council Plan) and long-term Community Vision 2040 (Community Vision). This includes major initiatives resourced through the Budget, in addition to the day-to-day delivery of important programs and services to our community.

The Annual Plan is a non-exhaustive overview, with the Council Plan objectives and priorities also delivered through additional initiatives and operational activities contained within internally managed Service Plans and elsewhere within the Budget.

Figure 1 identifies the relationship between the Community Vision, Council Plan, Budget and Annual Plan, key components of Stonnington’s integrated planning and performance framework.

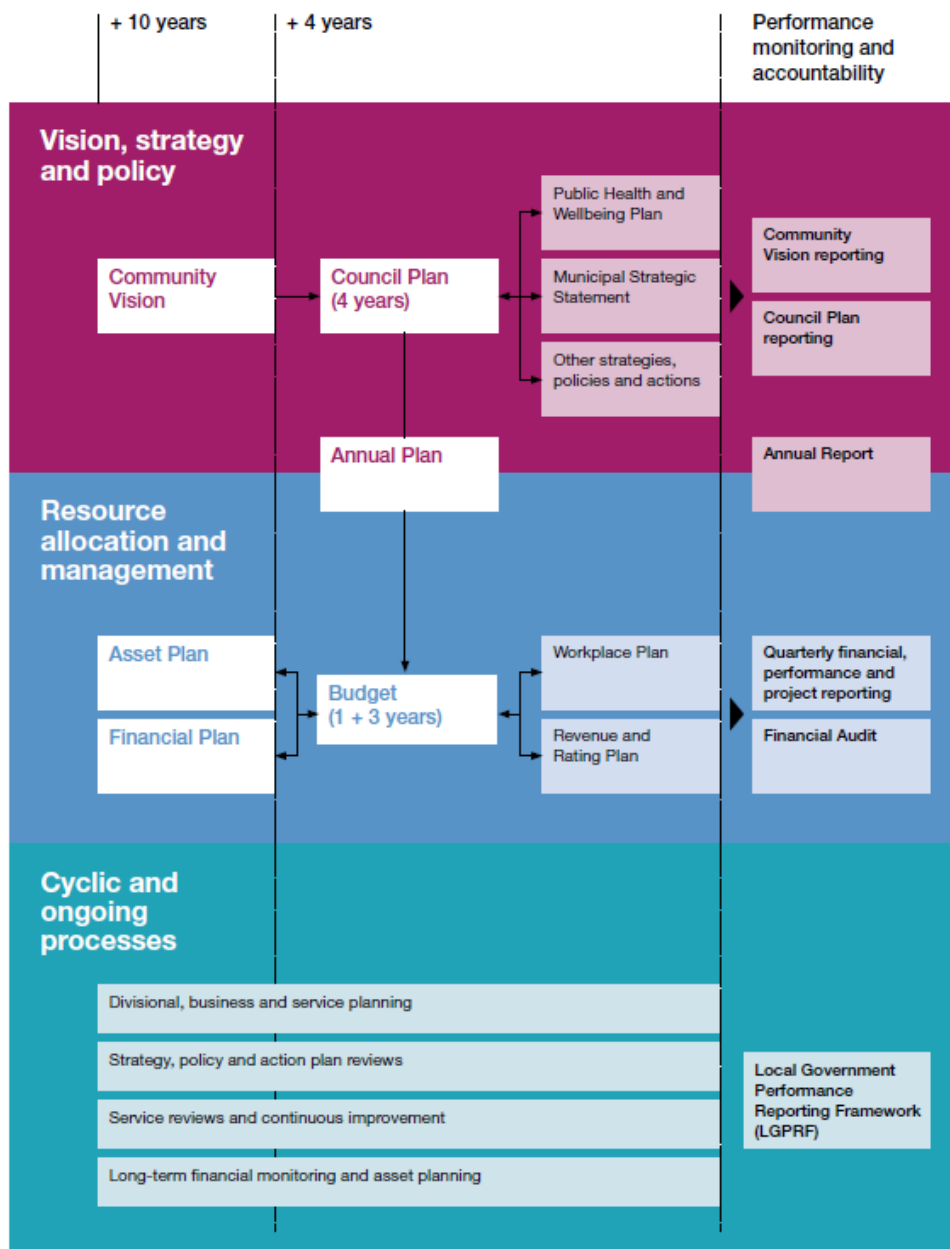


Figure 1: Integrated planning and performance framework

The Community Vision and Council Plan are incorporated in a single document, Future Stonnington, which articulates the community’s aspirations for the future, and how we will strive towards this vision during Council’s four-year term, summarised in Figure 2.

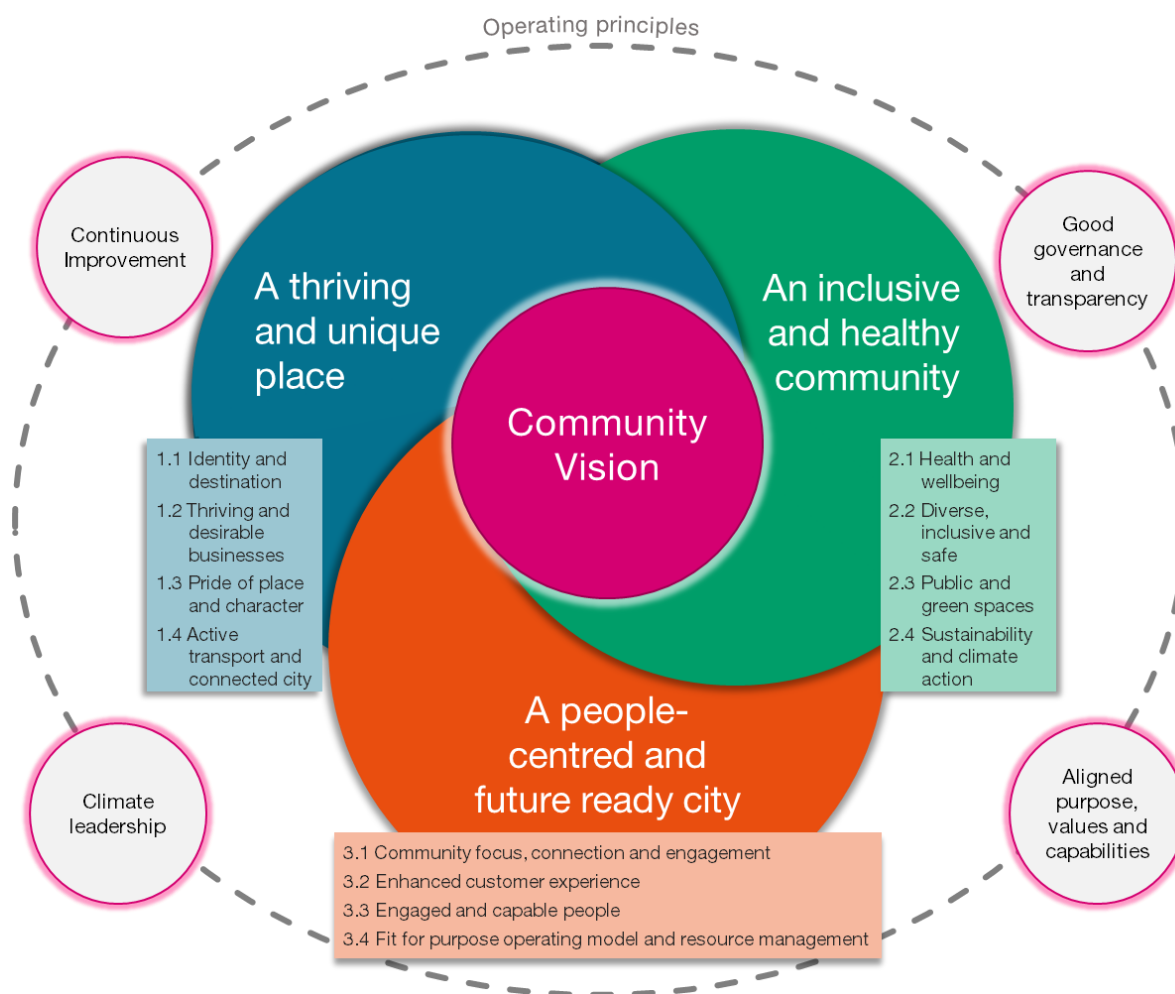


Figure 2: Future Stonnington

The Annual Plan sits as a supporting document to the Community Vision, Council Plan and Budget. It identifies key actions to be delivered during the financial year, including:

- **Initiatives:** Actions that are once-off in nature, key programs, lead to improvements in service, and/or are included within Council's Actions Plans or Strategies. They may occur over a number of years. **Major initiatives** are a subset of initiatives, and are those which will directly contribute to the achievement of the Council Plan during the current year and have a major focus in the budget. The initiatives included in the Annual Plan are non-exhaustive in nature.
- **Services areas:** Descriptions of the range of services provided by Council. Service areas maintain internally managed Service Plans which articulate the functions (operational activities) and initiatives they will deliver over the financial year.

How to read this document

- Where an initiative is a **major initiative** as included within the Budget, this is indicated with an asterix.
- **Area** refers to the relevant directorate with primary accountability. They are Planning and Place (PP), Community and Wellbeing (CW), Environment and Infrastructure (EI), Organisation Capability (OC), Customer and Transformation (CT), and Legal and Governance (LG).
- **Strategic alignment** depicts which strategic direction and/or objective is achieved by the relevant initiative or service:
 - Two ticks (✓✓) indicates the primary strategic objective achieved.

- One tick (✓) indicates supporting strategic directions or objectives achieved.

How we measure progress

As part of Council's maturity uplift in planning and performance, reporting occurs at the following levels through the CEO update (quarterly) and Annual Report :

- **Strategic objectives:** Reporting against strategic indicators (progressive introduction)
- **Initiatives within Annual Plan:** On track / off track / monitor (reporting underway)
- **Service areas:**
 - Operational KPIs linked to service areas (in development).
 - Commentary updates of other relevant initiatives within Service Plans.

Direction 1: A thriving and unique place

Objectives:

- 1.1 Identify and destination
- 1.2 Thriving and desirable businesses
- 1.3 Pride of place and character
- 1.4 Active transport and connected city



Initiatives:

#	Activity	Major	Area	Strategic Alignment					
				1.1	1.2	1.3	1.4	2	3
1A	Implement the Place Led Economic Development Strategy's first year priority actions to define and shape the identity of Stonnington, its neighbourhoods and precincts.	*	PP	✓✓	✓✓	✓	✓	✓	✓
1B	Undertake the Prahran Market asset renewal as identified by the asset condition audit.	*	PP	✓	✓	✓✓			✓
1C	Advocate for and facilitate the delivery of improved community outcomes related to major state government projects, including: <ul style="list-style-type: none"> i. Metro Tunnel ii. Homes Victoria projects 	*	PP	✓	✓	✓✓	✓	✓	
1D	Implement the cycling strategy to encourage cycling within Stonnington, including on and off road routes, parking facilities, repair stations and rest stops.	*	EI	✓			✓✓	✓	
1E	Improve public realm outcomes through masterplan design and delivery, including: <ul style="list-style-type: none"> i. Mount Street Masterplan ii. Toorak Village 	*	EI	✓		✓✓		✓	✓
1F	Progress the development and implementation of key land use planning strategies, including: <ul style="list-style-type: none"> i. Housing Strategy ii. Neighbourhood Activity Centre Framework iii. Suburb-by-suburb heritage reviews 		PP	✓		✓✓		✓	
1G	Finalise review of the Stonnington Planning Scheme.		PP	✓	✓	✓✓	✓		
1H	Commence the Chapel Street Transformation program, including Masterplan development.		PP EI	✓✓	✓	✓	✓	✓	✓
1I	Implement the Walking Action Plan, including installation of signage, line marking and other minor works.		EI	✓			✓✓	✓	✓
1J	Deliver a Council wide network of electric vehicle chargers in line with the Integrated Transport Plan and Climate Emergency Action Plan.		EI	✓			✓✓	✓	✓
1K	Finalise development of the Arts and Culture Strategy to support, grow and promote Stonnington as a creative city.		CW	✓✓	✓	✓		✓✓	
1L	Enhance and support the artistic, creative, community and economic development of our city through delivery of: <ul style="list-style-type: none"> i. The Annual Arts and Culture Grants Program ii. A signature program of free and ticketed events and festivals iii. A diverse programming of events at Chapel off Chapel 		CW	✓✓	✓	✓		✓	

#	Activity	Major	Area	Strategic Alignment					
				1.1	1.2	1.3	1.4	2	3
1M	Deliver the final year of the See Opportunity Action Plan to attract new tenants, retain existing tenants and activate vacant tenancies.		PP	✓	✓✓				

Service areas:

#	Activity	Area	Strategic Alignment					
			1.1	1.2	1.3	1.4	2	3
	Chapel Off Chapel: This service provides theatre services including technical staging advice and performance operations, facilities for events, exhibitions of works by local artists, and function and catering services including seminars, meetings and conferences.	CW	✓✓		✓		✓	✓
	Events, Arts and Culture: This service recognises arts, culture and creativity which are at the heart of the health, wellbeing and prosperity of our community by creating opportunities that support local artists, galleries and art projects.	CW	✓✓	✓	✓		✓	
	Economic Development and Recovery: This service provides a range of events and activities to support and develop local businesses, including marketing and promotion, business support and partnerships.	PP	✓	✓✓			✓	
	Prahran Market: This service provides an iconic food market owned by Council and governed by an independent Board of Directors appointed by Council.	PP	✓	✓	✓✓			✓
	Urban Development: This service processes all planning applications, provides advice and makes decisions about development proposals which require a planning permit, as well as representing Council at the Victorian Civil and Administrative Tribunal. The service monitors and amends Council's Planning Scheme as well as preparing major planning policy documents to shape the future of the City.	PP	✓		✓✓		✓	✓
	Animal Management Services: This service oversees animal registrations, animal complaints and prosecutions, pound operations and animal welfare education.	PP			✓✓		✓	
	Liveability and Compliance: This service provides statutory building services, including processing of building permits, emergency management responsibilities, fire safety inspections, audits of swimming pool barriers and investigations of complaints and illegal works. It also provides education, regulation and enforcement of the General Local Law and State legislation.	PP			✓✓		✓	
	Streets, Roads and Drains Cleaning and Maintenance: This service provides street cleaning, leaf collection, weed removal, drainage pit cleaning and maintains street litter bins.	EI			✓✓	✓		✓
	Traffic and Parking Services: This service provides strategic planning, policy development and day to day management of traffic and transport related issues, including managing Council's activity centre car parks.	EI	✓			✓✓	✓	✓

Direction 2: An inclusive and healthy community



Objectives:

- 2.1 Health and wellbeing
- 2.2 Diverse, inclusive and safe
- 2.3 Public and green spaces
- 2.4 Sustainability and climate action

Initiatives:

#	Activity	Major	Area	Strategic Alignment					
				1	2.1	2.2	2.3	2.4	3
2A	Implement Council's Climate Emergency Action Plan, including: <ul style="list-style-type: none"> i. Undertaking climate vulnerability assessments and investigating urban cooling options ii. Developing and delivering initiatives to protect and enhance biodiversity iii. Developing and delivering initiatives to reduce Council's greenhouse gas emissions 	*	EI	✓	✓	✓	✓	✓✓	✓
2B	Undertake open space acquisitions and improvements in line with the Strategies for Creating Open Spaces.	*	PP EI	✓	✓		✓✓	✓	✓
2C	Develop a multi-sport and recreation precinct at Percy Treyvaud Memorial Park through phased capital works.	*	EI	✓	✓	✓	✓✓	✓	✓
2D	Undertake the progressive changeover of household and business waste bin lids to conform with Australia standard bin lid guidelines and State Government requirements.	*	EI					✓✓	✓
2E	Deliver major community and recreation facility upgrades, including: <ul style="list-style-type: none"> i. Toorak Park Masterplan Implementation - Stages 2 & 3 (Charles Lux Pavilion) ii. Princes Gardens Masterplan iii. Prahran Aquatic Centre Redevelopment 	*	EI	✓	✓	✓	✓✓	✓	✓
2F	Review the Public Realm Strategy through the development and implementation of the Open Space Strategy.		PP	✓	✓	✓	✓✓	✓	✓
2G	Finalise and implement the Waste & Circular Economy Strategy to guide Council direction on waste avoidance, recovery and the transition to a circular economy.		EI	✓			✓	✓✓	✓
2H	Implement the Health and Wellbeing Plan Year 1 actions and delivery of events, activities and programs that support the health and wellbeing of the Stonnington community.		CW	✓	✓✓	✓	✓		
2I	Develop and implement a new Inclusion Plan to improve access and inclusion for people living with disabilities, their families and carers.		CW	✓	✓	✓✓	✓		✓
2J	Implement the Cultural Diversity Action Plan 2022-25 and the provision of information and activities to improve access to services by people from culturally and linguistically diverse backgrounds.		CW	✓	✓	✓✓			

#	Activity	Major	Area	Strategic Alignment					
				1	2.1	2.2	2.3	2.4	3
2K	Implement the Reconciliation Action Plan Year 1 actions to advance reconciliation across Council and within the broader community.		CW	✓	✓	✓✓	✓		✓
2L	Implement the COVID-19 Community Response and Recovery Plan to continue to support families, groups and individuals to recover from the COVID-19 pandemic.		CW	✓	✓✓	✓			✓
2M	Implement the Active Stonnington Strategic Framework to plan and deliver initiatives that encourage the Stonnington community to be more physically active and lead healthier lifestyles.		CW	✓	✓✓	✓	✓		
2N	Implement the Urban Forest Strategy to maintain and grow the City's tree stock and enhance biodiversity.		EI	✓	✓		✓	✓✓	
2O	Deliver ongoing maintenance, renewal, safety and compliance programs to improve park infrastructure and facilities.		EI	✓	✓	✓	✓✓		✓
2P	Finalise development and implement the Safer Stonnington community safety strategy.		CW	✓	✓	✓✓			
2Q	Finalise development and implement the Library Strategy.		CW	✓	✓✓	✓			✓
2R	Continue to undertake gender impact assessments for new policies, programs or services that have a direct and significant impact on our community.		CW	✓	✓	✓✓			
2S	Develop the Community Infrastructure Plan to strategically review current and future infrastructure and service requirements.		PP	✓	✓	✓	✓✓		✓

Service areas:

#	Activity	Area	Strategic Alignment						
			1	2.1	2.2	2.3	2.4	3	
	Diversity and Aged Services: This service provides a range of services for the aged and culturally diverse community including home delivered meals, centre based meals, personal care, transport, home maintenance, housing support, regional assessment services, domestic assistance, respite care and senior citizen clubs.	CW		✓	✓✓				✓
	Aquatic Services: This service supports a healthy community by providing a range of recreational facilities including indoor and outdoor swimming pools, a fully equipped gymnasium, aqua aerobics, and a range of fitness classes.	CW		✓	✓	✓✓			✓
	Children and Family Services: This service provides family oriented support services including child care, pre-schools, toy library, maternal and child health, pre-school dental, counselling and support, youth services, immunisation, family day care and holiday programs.	CW		✓✓	✓				✓
	Library and Local History Services: This service provides public library services at four locations and local history services, and provides a focal point for the community to enjoy the facilities and services offered.	CW	✓	✓✓	✓	✓			✓
	Active Communities: This service is responsible for the management and use of sporting grounds, pavilions and	CW	✓	✓✓	✓	✓			✓

#	Activity	Area	Strategic Alignment					
			1	2.1	2.2	2.3	2.4	3
	community centres. The service provides advice to Council on recreation needs, assists community groups with funding applications, event management and promotion, and administers license agreements.							
	Environmental Health: This service protects the community by coordinating food safety support programs, Tobacco Act activities and smoke free dining and gaming venue issues. The service also responds to public health concerns relating to unreasonable noise emissions.	CW		✓	✓✓			
	Malvern Valley Golf Course: This service provides public open space, significant environmental areas and an 18 hole public golf course.	EI		✓		✓✓		✓
	Public Spaces Design and Development: This service prepares policies and strategies related to open space and urban design, and prepares and implements an annual capital works program. The service also provides landscape and urban design advice.	EI	✓	✓	✓	✓✓	✓	✓
	Parks and Environment: This service provides arboriculture and horticulture services such as tree pruning, planting, removal, planning and street tree strategies, parks and sports ground mowing and maintenance.	EI	✓	✓	✓	✓✓	✓	✓
	Venue Facilities: This service provides venues for commercial hire and community use at Malvern Town Hall, Functions On Chapel and Armadale meeting rooms. The service supports Council's civic functions and activities.	CW	✓		✓	✓✓		✓
	Environment and Sustainability: This service develops environmental policy, coordinates and implements environmental projects and works with other services to improve Council's environmental performance, including greenhouse gas emissions reduction program.	EI	✓	✓	✓	✓	✓✓	✓
	Waste collection and management: This service provides kerbside rubbish collections of garbage, hard waste, recycling and green waste from all households and commercial properties in Stonnington.	EI	✓	✓		✓	✓✓	✓

Direction 3: A people centred and future ready city



Objectives:

- 3.1 Community focus, connection and engagement
- 3.2 Enhanced customer experience
- 3.3 Engaged and capable people
- 3.4 Fit for purpose operating model and resource management

Initiatives:

#	Initiative	Major	Area	Strategic Alignment					
				1	2	3.1	3.2	3.3	3.4
3A	Implement the Digital Transformation Program to support current and future organisational business needs and customer experience, in line with the endorsed Digital Transformation Roadmap.	*	CT	✓	✓	✓	✓✓	✓	✓✓
3B	Implement the Technology Enablement Program to better support Council business, including security updates, renewal of core infrastructure tools and software updates.	*	CT	✓	✓	✓	✓	✓	✓✓
3C	Deliver ongoing maintenance and renewal of city assets, including: <ul style="list-style-type: none"> i. Local Road - Road Asphalt Resurfacing Program ii. Footpaths - Renewal Program iii. Drainage Improvement Works 	*	CT	✓	✓				✓✓
3D	Develop and implement the Customer Experience Strategy to identify, build and implement the required people, system and process capabilities.		CT	✓	✓	✓	✓✓	✓	✓
3E	Develop and implement the Smart Cities Strategy.		CT	✓	✓	✓	✓✓	✓	✓
3F	Develop and implement the Data Strategy to unlock Council's data and information to better meet expectations of modern customer interactions and operations.		CT	✓	✓	✓	✓✓	✓	✓
3G	Implement the Best Value program to enable Council to review and optimise service delivery, efficiency and improve customer experience.		OC	✓	✓	✓	✓	✓	✓✓
3H	Deliver Phase 1 of the strategic asset management program development roadmap.		EI	✓	✓				✓✓

Service areas:

#	Activity	Area	Strategic Alignment					
			1	2	3.1	3.2	3.3	3.4
	Communications, Engagement & Marketing: The service ensures the City of Stonnington communicates and engages with our community in a consistent, proactive and integrated way that aligns with our corporate identity and brand. The service is responsible for Council's print, web and social media communications and provides guidance and direction for all	OC	✓	✓	✓✓	✓	✓	

#	Activity	Area	Strategic Alignment					
			1	2	3.1	3.2	3.3	3.4
	deliberative engagement activities (in accordance with Local Government Act 2020). Due to an internal restructure, the service now incorporates marketing services to support Council's events and programs.							
	Community Planning and Support: Community planning and support enables people to create a shared vision for their local community and support community programs and initiatives, which includes community grants program both cash and in-kind.	CW	✓	✓	✓✓	✓		
	Transformation and customer experience: This service identifies and builds data-driven customer experiences and implements the required people, system and process capabilities.	CT	✓	✓	✓	✓✓	✓	✓✓
	Customer services: This service partners with our service delivery partners to provide optimal customer experience across all channels, through our service centres, phone, digital applications and email.	CT	✓	✓	✓	✓✓		✓
	Organisation Development: This area ensures alignment of operational plans with the Council Plan, monitors its performance, and builds the right organisational culture and capability that enables us to deliver on our Council Plan and organisational objectives now and into the future.	OC	✓	✓	✓	✓	✓✓	✓✓
	Councillors, Chief Executive, Executive Team and Governance: This area includes the Mayor, Councillors, Chief Executive Officer, Executive Management Team and associated support which cannot be easily attributed to the direct service provision areas.	LG	✓	✓	✓	✓	✓	✓✓
	Financial Services: This service provides strategic financial based services to internal and external customers including the management of Council's finances, procurement, raising and collection of rates and charges, and valuation of properties.	OC	✓	✓	✓	✓	✓	✓✓
	Fleet Services: This service purchases and maintains Council vehicles, plant and equipment to meet functionality and safety needs, and to minimise operational cost of the fleet.	EI	✓	✓				✓✓
	Geographical Information System: To provide a Geographic Information System and associated services that support strategic and operational decision-making across Council.	EI	✓					✓✓
	Property Maintenance: This service prepares long term maintenance management programs for Council's property assets in an integrated and prioritised manner to optimise their strategic value and service potential. These include municipal buildings, pavilions and other community buildings.	EI	✓	✓				✓✓
	Asset Management and Planning: This service conducts capital works planning for Council's main civil infrastructure assets in an integrated and prioritised manner to optimise their strategic value and service potential. This service undertakes design, tendering, contract management and supervision of works such as roads, laneways, car parks, foot/bike paths, drains and bridges.	EI	✓	✓				✓✓
	Risk Management: This service ensures that Council's risk is managed to minimise and prevent injury and loss. The service supports Council's internal operations to ensure a safe and healthy environment for all staff, contractors and the public.	LG	✓	✓	✓	✓	✓✓	✓

#	Activity	Area	Strategic Alignment					
			1	2	3.1	3.2	3.3	3.4
	Information Services and Business Systems: This service provides, supports and maintains reliable and cost effective communications and computing systems, facilities and infrastructure to Council staff enabling them to deliver services in a smart, productive and efficient way.	CT	✓	✓	✓	✓	✓	✓✓
	Project Management and Delivery: This service manages and implements Council's capital works program to maintain and improve Council's assets, land and property in accordance with Council priorities. Works include the progressive renewal, upgrade and redevelopment of Council facilities, infrastructure and open space.	EI	✓	✓				✓✓
	Records management: This service provides secure and compliant record management services.	CT			✓	✓		✓✓
	Developer Contribution Plan: This service collect cash levies paid to Council from development and is to be used to cover the cost of any of the DCP infrastructure assets.	OC	✓	✓				✓✓