City of
STONNINGTON

FUTURE STONNINGTON

Community Vision 2040
Council Plan 2021–25

stonnington.vic.gov.au

Acknowledgement of Country

The City of Stonnington acknowledges that we are on the Traditional Lands of the Wurundjeri Woi Wurrung and Bunurong peoples of the East Kulin Nations and pay our respect to their Elders past, present and emerging. We extend that respect to all Aboriginal and Torres Strait Islander peoples.

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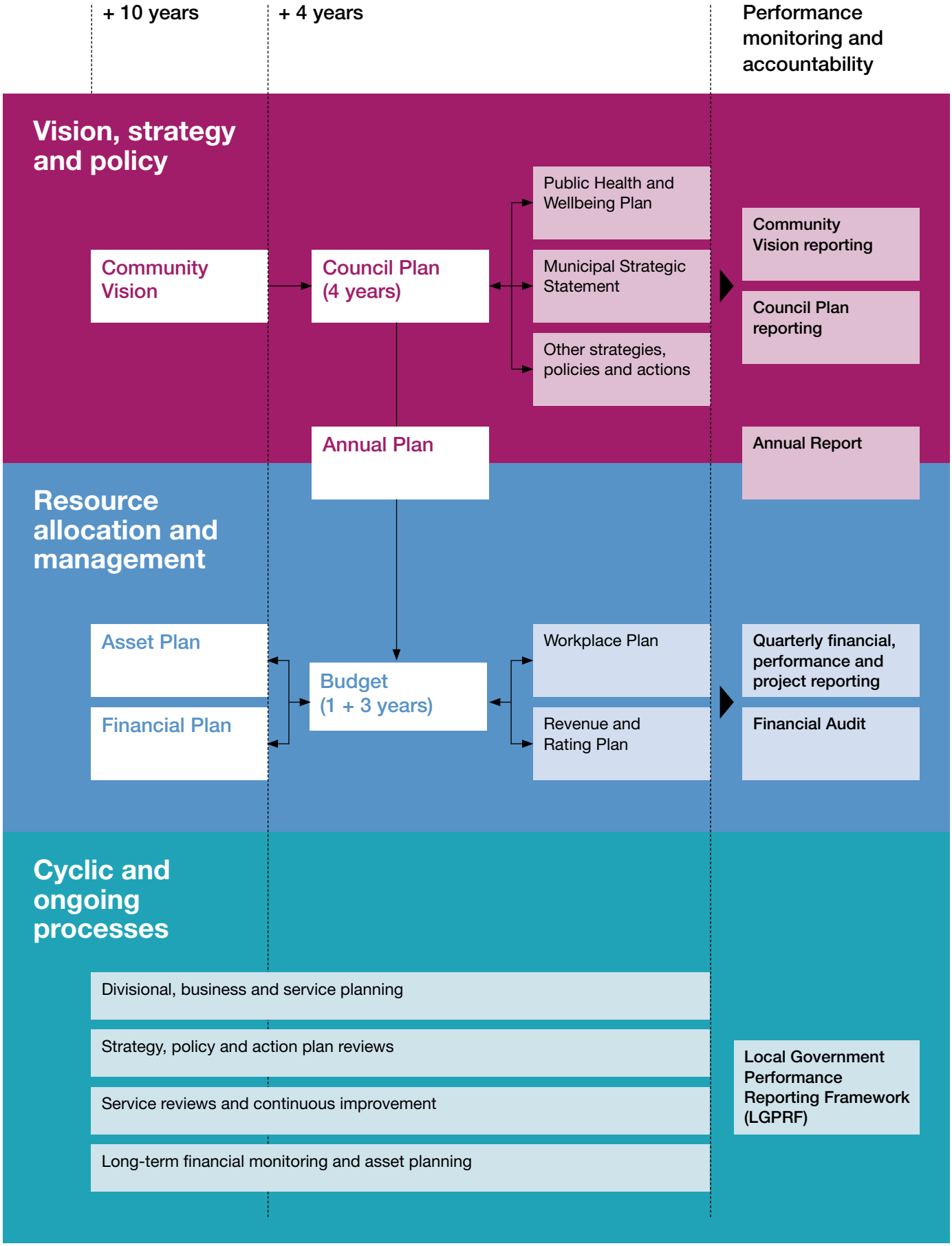
How we've developed Future Stonnington

Our approach to planning and performance

The diagram (right) depicts the integrated planning and performance framework that applies to local government in Victoria and is adopted by the City of Stonnington.

At each stage of the integrated planning and performance framework, there are opportunities for community and stakeholder input to ensure transparency and accountability. This is supported by a robust and transparent performance monitoring approach.


+ 10 years
+ 4 years
Performance monitoring and accountability
Vision, strategy and policy
Community Vision
Council Plan (4 years)
Public Health and Wellbeing Plan
Municipal Strategic Statement
Other strategies, policies and actions
Community Vision reporting
Council Plan reporting
Annual Plan
Annual Report
Resource allocation and management
Asset Plan
Financial Plan
Budget (1 + 3 years)
Workplace Plan
Revenue and Rating Plan
Quarterly financial, performance and project reporting
Financial Audit
Cyclic and ongoing processes
Divisional, business and service planning
Strategy, policy and action plan reviews
Service reviews and continuous improvement
Long-term financial monitoring and asset planning
Local Government Performance Reporting Framework (LGPRF)

About this document

This document contains two main components of Stonnington's integrated planning and performance framework: the 20-year Community Vision and the four-year Council Plan. These components are included as a single integrated document because they are linked and have a cascading relationship.

The diagram (right) identifies the key elements of the Community Vision and the Council Plan, including which sections of the *Local Government Act 2020* are met by these elements.

A more comprehensive and detailed program of actions to be delivered during each financial year is included in the Annual Plan.

A glossary of common terms and acronyms is included at the end of the document.

20 YEARS	**Describes the community's twenty-year aspirational vision for the future of Stonnington.**	**Community Vision**	Section 88
	Overarching statement and supporting principles as set by the community to guide Council's strategy, priorities and actions.	Vision Statement	
		Supporting Principles	
4 YEARS	**Describes how Council will strive towards the Community Vision during Its four-year term.**	**Council Plan**	Section 90(1)
	Where we are going. Directions are Council's broad aspirations in delivering the Vision over the four-year period. Objectives are the key themes that underpin these directions.	Directions and Objectives	Section 90(2)(a)&(b)
	How we operate. Operating principles describe how Council operates and key considerations taken into account across all we do.	Operating Principles	N/A
	What we will achieve. Priorities describe the outcomes that Council seeks to achieve against our strategic directions and objectives.	Priorities	Section 90(2)(c)
	How we will measure success. Indicators are set to provide insight or monitor the achievement of our strategic objectives.	Indicators	Section 90(2)(d)
	How we will deliver. Key actions are the critical activities strategies, initiatives, projects and services – that will deliver on Council's priorities over the four-year period.	Key Actions	Section 90(2)(c)&(e)
1 YEAR	**Describes Council's program of activities for the financial year.**	**Annual Plans**	Section 90(2)(e)
	How we will deliver. Actions contained in the Annual Plans provide more detail on specific activities to be delivered during that financial year.	Actions	Section 90(2)(e)

How we've engaged our community

From September 2020 to May 2021, Council embarked on one of our biggest engagement programs – Shaping Stonnington – to hear from the many voices of our diverse community, about the future they want for their city. These conversations helped shaped the vision and priorities that make up Future Stonnington.

Members of all ages, and from every suburb of our city, attended online webinars and workshops, completed an online survey, posted ideas, and spent time with our consultation crew in our parks and public spaces, to let us know what they love most about our city and what their aspirations are for the future.

Themes that stood out across all wider engagement activities included:

A love of our parks and natural environments, enjoying a vibrant and diverse community, feeling safe, and having access to everything you need locally within your neighbourhood.

A desire to continue delivering environmental initiatives, ensuring appropriate development, improving and expanding our green spaces and providing for a range of transport options.

This collective feedback was provided to our Shaping Stonnington People's Panel; a group of 32 representative community members, who came together online to draft a Community Vision for Stonnington.

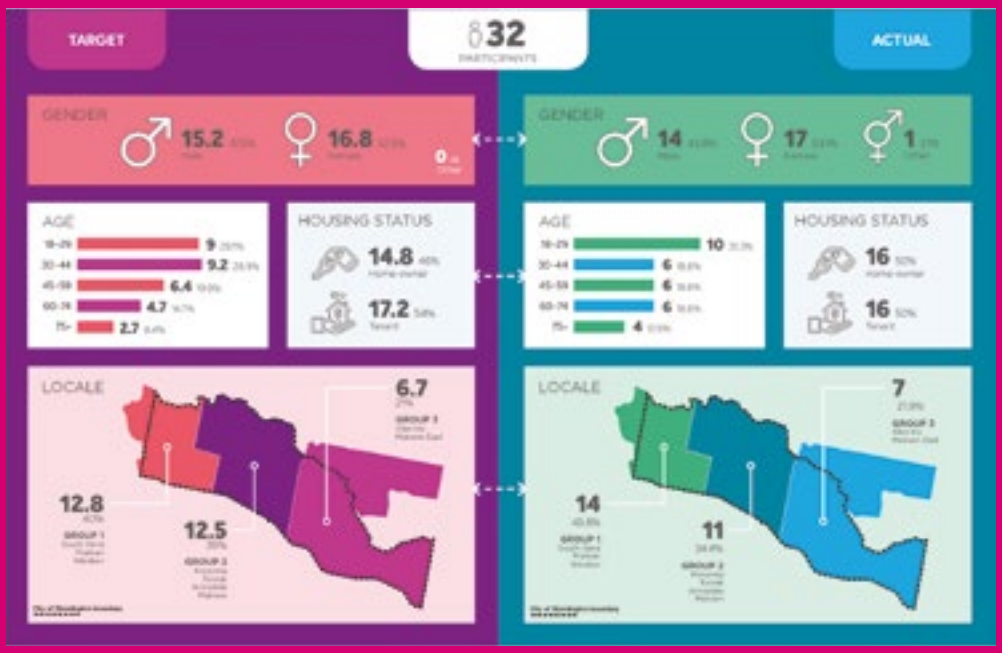
The People's Panel was selected through a random recruitment process to be demographically representative of Stonnington's diverse community.

Over three full days, during March and May 2021, the People's Panel met online to consider the broader community feedback received, and discuss some of the key challenges and opportunities for the city.

Together, the People's Panel drafted the Stonnington Community Vision 2040, presented on page 18.

Council's strategic directions, objectives and priorities within Future Stonnington have been developed in alignment with the direction set by this vision.

People's Panel demographic comparison



Council's engagement process was undertaken at the *collaborate* level on the International Association of Public Participation spectrum.

At this level, Council is partnering with our community and will incorporate recommendations into the Community Vision to the maximum extent possible. We will also work directly with our community to ensure concerns, priorities and aspirations are directly reflected in the Council Plan.

Linkage to Stonnington Health and Wellbeing Plan

Council views the health and wellbeing of our community as central to everything we do.

Under the *Public Health and Wellbeing Act 2008,* we are required to prepare a Public Health and Wellbeing Plan. This plan identifies the health and wellbeing needs of our community and provides strategic guidance on how we respond to these needs. The Stonnington Health and Wellbeing Plan sits alongside Future Stonnington as a key component of our strategic planning framework.

We have an integral role to play through direct service delivery, and through planning, partnering and advocating to create environments which support our community to live healthy and active lives.

The following health and wellbeing priorities have been identified for Council over the next four years:

Priority Area	The outcomes we want to see
Healthy and well	Our community is more physically active
	Our community has a healthier diet
	Services, supports and information are easier to access for our community
	Our community is healthy in a changing climate
Respectful and safe	Equity and respect are thriving in our community
	Our community is a safer place for everyone
	Harm from alcohol, gambling and drugs is reduced in our community
Connected and supportive	Mental wellbeing is strengthened in our community
	Our community is more socially connected and able to participate in community life
	All members of our community are valued, supported and connected

Within Future Stonnington, there are objectives and priorities which, contribute to achieving these health and wellbeing priority areas. In these cases, we refer to the delivery of the Stonnington Health and Wellbeing Plan.

Message from Council

City of Stonnington is proud to present Future Stonnington – incorporating our Community Vision 2040 and Council Plan 2021–25.

Our vision for Stonnington is to be a safe, inclusive and creative city; one where we celebrate our people, history and culture, and embrace a healthy and sustainable way of life.

To bring this vision to life, we have developed our Council Plan 2021–25. This sets out strategic directions and objectives to guide our organisation over the next four years and outlines how we will operate, what we will achieve and how we will measure success.

The Council Plan is informed by the many conversations we have had with our diverse community through our extensive engagement program – Shaping Stonnington. This included a process of deliberative engagement with our Shaping Stonnington People's Panel.

We have considered the aspirations of our community in developing the directions for our city to be:

- **A thriving and unique place**
- **An inclusive and healthy community, and**
- **A people-centred and future ready city.**

The Council Plan will guide how we respond to the current challenges we face as we recover from the COVID-19 pandemic, and how we will prepare for future challenges and opportunities. It also outlines how we will rebuild stronger, thriving and healthy communities and how we will consider the needs of all members of our community.

We thank our community for the fundamental role they have played in developing these key documents to help shape the vision for our future.

We look forward to continuing to work with our community to deliver on this vision and make Stonnington the best place to live, work, study and play for everyone.

Our Councillors

North Ward

Cr Kate Hely
Mayor

Cr Marcia Griffin

Cr Matthew Koce

South Ward

Cr Melina Sehr
Deputy Mayor

Cr Nicki Batagol

Cr Mike Scott

East Ward

Cr Jami Klisaris

Cr Alexander Lew

Cr Polly Morgan

Our context

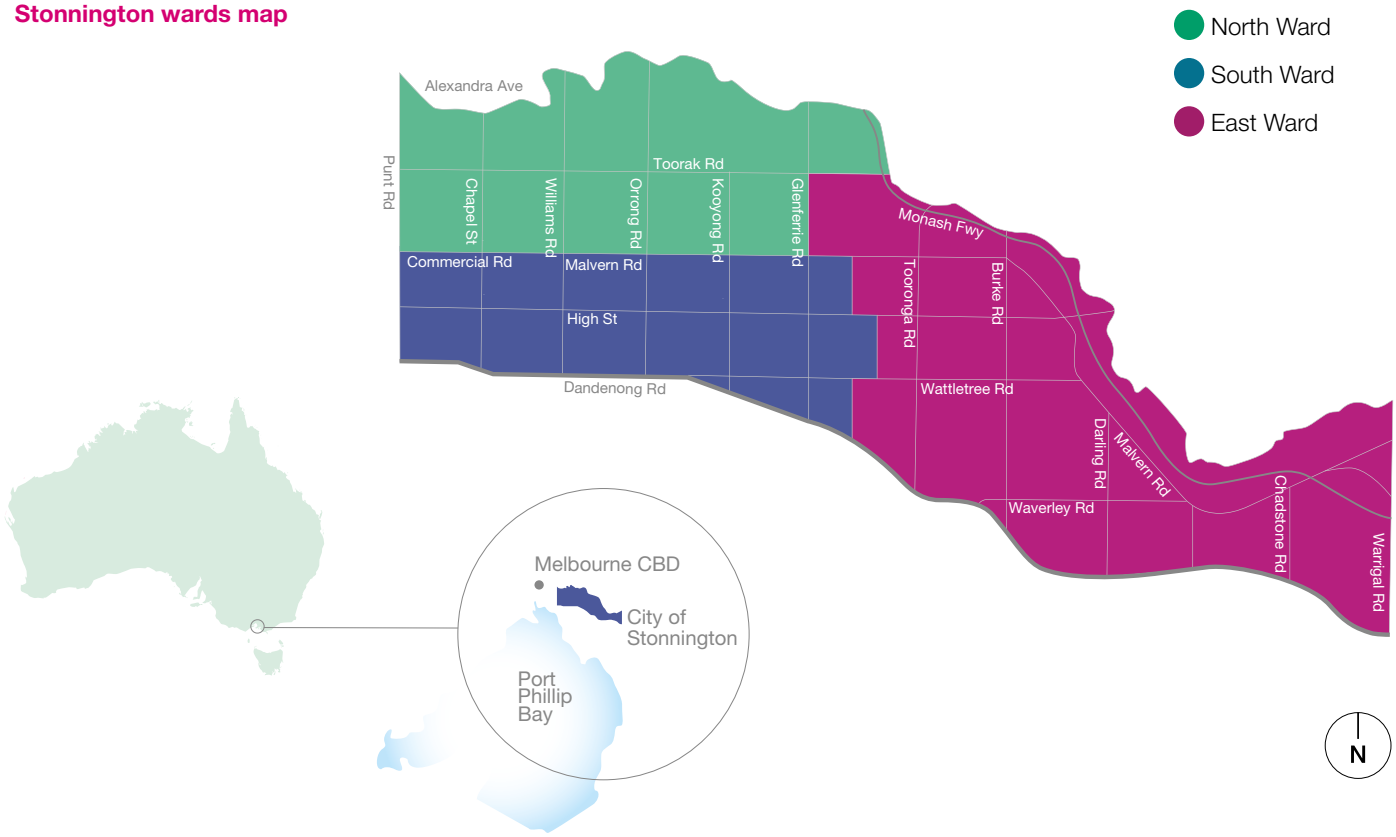
Our city

The City of Stonnington is located in Melbourne's inner south-east, alongside the Yarra River, covering an area of 25.62 square kilometres. Stonnington takes in the suburbs of Armadale, Kooyong, Malvern, Malvern East, Prahran, Toorak and parts of Glen Iris, South Yarra and Windsor.

Stonnington is primarily a residential area, with some commercial, industrial, office and institutional land uses. We are well known for shopping, dining and lifestyle precincts, parks and gardens, leafy streets and historical architecture.

The estimated resident population in 2021 is 123,031. It is anticipated that the municipality will experience population growth of approximately 16.44 per cent to 2036.

Stonnington wards map



Our community

Stonnington has a relatively young population, with 35 per cent of residents aged 18–34 years and a median age of 35 years.

Of the families in Stonnington, 20 per cent are couples with children, 25 per cent are couples without children and 5.5 per cent are one-parent families.

Of all households, 32 per cent are single-person households, 8.9 per cent are group households, and the average size across all households is 2.1 persons per dwelling.

Stonnington has a culturally and economically diverse population. The housing stock ranges from some of Melbourne's finest mansions, to large blocks of public housing; an indication of the community's contrasting lifestyles, needs and expectations. Nearly one-quarter of the community speak a language other than English at home, with the top five non-English languages being Mandarin, Greek, Cantonese, Italian and Spanish. Almost one-third of the community was born overseas, and the top five nations of origin are China, the United Kingdom, India, New Zealand and Greece.

Stonnington has 3,463 residents who have a disability requiring assistance with core activities, and almost one in 10 residents act in the role of unpaid carer for a person with a disability.

Just over a quarter (25.5 per cent) of residents fully own their home, with a further 21 per cent paying off a mortgage and 44.2 per cent renting.

Stonnington is home to 18,512 businesses creating 70,456 local jobs. The retail trade (20.4 per cent) and health care and social assistance (17.0 percent) industries are Stonnington's largest employers. This adds to our $10.09 billion gross regional product and contributes significantly to Stonnington's vibrancy and prosperity.

Our history

Stonnington was formed in June 1994 through the amalgamation of the cities of Malvern and Prahran. Stonnington takes its name from a historically significant mansion in the area, which was named after Stonington in Connecticut, USA.

Stonnington is situated on the traditional land of the Boon Wurrung and Wurundjeri people. The Boon Wurrung and Woiwurrung, a clan of the Wurundjeri people, continued to live along the Yarra River as European settlement expanded beyond the centre of the Port Phillip district (Melbourne) in the 1800s.

As part of the expanding development of the area, the first Prahran Market was established in 1864. Originally known as Fitzroy Road, Chapel Street was named in 1852 when the first chapel was built.

The first commercial activity along Chapel Street was established in the late 1830s, making it one of the oldest shopping strips in Melbourne today.

Local government has operated in the area for more than 160 years. The first municipal election was held in Prahran in 1856, and the Prahran Town Hall opened in 1861. Planning for the Malvern Town Hall commenced as early as 1867, with the Shire of Malvern, as it was then, holding its first meeting there in 1886.

Stonnington community profile

Demographic profile

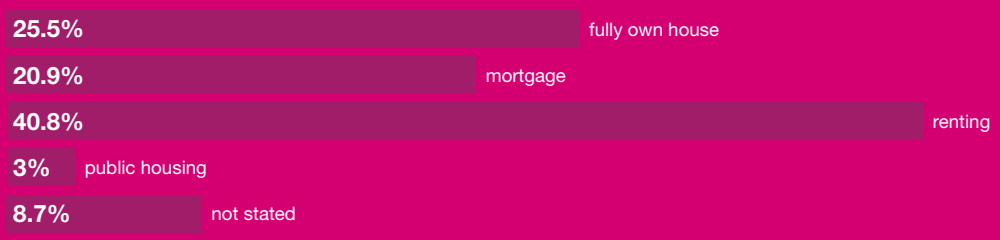
Residents:
123,031

Density:
46.27 persons per hectare

Median age: 35

Household income:
$1,942 median per week

Home ownership



Households

Average household size = 2.1

19.5% couples with children

25% couples without children

5.5% one-parent families

7% older couples without children

31.7% single-person households

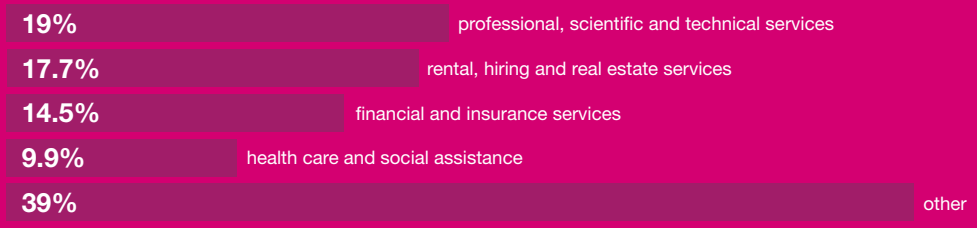
73.5% medium and high-density housing

Economy

Employed residents = 71,841

Local jobs: 68,030 / Largest employers:

Local businesses: 18,717 / Industry types:



Fast facts

23% speak a language other than English at home

21.4% of people volunteer

83% of homes have an internet connection

15.8% do not own a car

3.3% need assistance due to a disability

Our opportunities and challenges

Opportunities

Renaissance of live and work local

COVID-19 restrictions have resulted in a significant shift in how people live and work, with people staying closer to home to shop and recreate.

This aligns with the 20-minute neighbourhood ideals (see page 34) and provides renewal opportunity for key activity centres and local destinations, including growing local businesses and employment. Associated increased density within the municipality will need to be managed through the provision of open space, amenities, services and transport options.

Central business district (CBD) impacts

Office occupancy and commuter movements have been tempered in returning towards pre-COVID-19 levels. There has been an outflow of tenants, consumer activity and reduced tourism which could lead to a slow rebound within CBDs, particularly in relation to commercial and retail property. Coupled with the renaissance of live and work local, this could provide opportunities for inner urban municipalities like Stonnington.

Innovation and digital service models

The impacts of COVID-19 accelerated the shift from physical to virtual services. Remote learning for students, city and regional patients accessing mental health care through telehealth, and online shopping growth in remote areas matching cities, are all examples of these. Innovative digital technologies present opportunities to transform the delivery of Council services, enhancing efficiency, productivity and the customer experience.

Increased community participation

Lockdowns, improved digital service models and the renaissance of live and work locally have heightened community interest of local matters and the opportunity to participate. New engagement opportunities and the desire for further transparency of Council decision-making is emerging.

Flexibility and resilience

COVID-19-related responses demonstrate how infrastructure can be better used, not just what new infrastructure can be built. Bus service schedules changed, stations were cleaned more frequently, broadband capacity was released to providers, and ICU capacity was repurposed in hospitals. Capital need not solve everything – customers, providers and employees flexed to deliver much of the change themselves.

Local collaboration

Greater flexibility across health, education, energy and water was driven by local collaboration efforts that improved capacity and business continuity. Opportunities exist for neighbouring local governments to work more collaboratively in areas such as waste management, graffiti removal and group procurement.

Environmental sustainability

Emissions were reduced in 2020. People valued and visited local parks, waterways and other ‘green and blue spaces’ more. More people adapted their homes to small-scale solar energy generation and storage. Policy reforms and programs supporting access and uptake could drive even greater sustainability.

Challenges

Climate change

Climate change is a global issue with local impacts. It is already impacting our environment, human health and the local economy, and requires an immediate and urgent response.

Barriers to economic and wellbeing recovery

Low national case numbers gave Australia a headstart on the 'return to the new normal' following the initial COVID-19 outbreak. However, a delayed vaccine rollout, oscillating lockdowns and border closures are impacting business and consumer confidence and community wellbeing, and are inhibiting recovery opportunities to build back better.

Appetite to invest in meeting future needs

Uncertainty about the timing and shape of economic and health recovery, trade tensions and questions over border openings risk deferral and indecision on critical infrastructure projects. Difficulty in planning and decision-making will risk future (unmet) needs if service and infrastructure capacity is not available when it is required.

Health and wellbeing challenges

Evidence shows that across many areas, Stonnington residents continue to enjoy high levels of health and wellbeing than the rest of Victoria. However, there are still some concerning trends. Key challenges include mental health, social isolation, prevention of violence, harm from alcohol, healthy eating, physical activity levels and supporting those experiencing disadvantage and vulnerability.

Mitigating growing car dependency

Private motor vehicle use was the first mode to rebound to pre-COVID-19 levels due to health and hygiene concerns, with more people driving to work and a significant number of households purchasing a secondhand car. To avoid congestion problems, safe and trusted alternatives to driving need to be provided and encouraged.

Future of waste management

Legislation requirements and increased volumes of waste, due to our community living and working locally, is presenting challenges with additional costs. Investment will be required to meet mandated State Government legislated change.

Real-time data and insights

In general, private sector data has been more current, granular and insightful in revealing the real-time impacts of COVID-19 and the distribution of those impacts across the country. By comparison, public and national datasets are often released months or years after their reporting timeframe. The need for better data for public decision makers to manage future planning and crisis response is a major priority.

Sources: *Infrastructure beyond COVID-19*, Infrastructure Australia, December 2020; Internal Council Research and Analysis.

The Stonnington Community Vision 2040 comprises an overarching vision statement and six supporting principles. Together, these will guide Council's strategy, priorities and actions.

Community Vision 2040

Introduction

The Stonnington Community Vision 2040 was developed through a deliberative engagement process with people who live, work and study in Stonnington. The 32 representatives who formed the Shaping Stonnington People's Panel were tasked with developing a vision that reflects the breadth of aspirations and priorities of everyone in the community. Further details of the deliberative engagement process are provided on page 8.

The Stonnington Community Vision 2040 comprises an overarching vision statement and six supporting principles. Together, these will guide Council's strategy, priorities and actions.

Some supporting principles include a Minority Report, which lists further commentary that the People's Panel felt should be noted. Comments are included as applicable.

Vision Statement

Our community is a safe, inclusive and creative city that celebrates and embraces its vibrancy of cultures.

Walking the tree lined streets, we pay respect to the influence of the Nation's First Peoples past and living on a modern, sustainable and interconnected way of life that supports the good health and wellbeing of all.

Welcome to Stonnington 2040.

Supporting principles

Stonnington is a modern city that maintains heritage sites and its cultural identity whilst embracing progressive development, which supports its local businesses and encourages creative initiatives

Description

We are a city that celebrates and values its culture and history, encouraging all members to express themselves in our community.

As sustainable development continues, we will preserve heritage and support existing local small businesses and new business initiatives, allowing our community to continue to be safe, vibrant and inclusive, contributing to Stonnington as a unique destination.

Rationale

With a growing population, development is inevitable. It is important that any works are sustainable and maintain the identity and liveability. As is already in practice in 2021, without any reductions to the green space or accessibility of the area.

Further, we want to ensure that cultural landmarks and history are maintained and respected as they are well loved and important for the community.

Minority Report

First paragraph doesn't fit within the principle as a whole. Replace with the below.

We are a city that celebrates and values its culture and conserves its heritage.

As sustainable development continues, we will support existing local small businesses and new business initiatives, allowing our community to continue to be safe, vibrant and inclusive, contributing to Stonnington as a unique destination.

Protect biodiversity, take climate action and pursue eco-friendly ways of living, guided by the United Nations Sustainable Development Goals

Our city will be informed by the United Nations Sustainable Development Goals, as well as Australian and Victorian Government guidelines. We will protect our biodiversity and explore innovative methods for expanding greenspaces.

Pursue more eco-friendly ways of living, by reducing our impact on the earth through improved waste management, energy consumption and low-emission transport.

We will commit to net zero emissions by 2040.

Everything we do must be in the spirit of cooperation with our neighbouring communities.

As our city grows, we want to have access to greenspaces that will improve lifestyles and reduce the urban heat island effect.

We are committed to living sustainably and working with other entities to achieve this.

We will support a global and integrated effort to achieve sustainable development by leveraging the Sustainable Development Goals, as well as Federal and State Government guidelines.

	Description	Rationale
Stonnington's ambition is to be a caring, compassionate and supportive city for all members of the community	We want to create a safe environment in Stonnington where we promote respectful relationships and connections with each other. This includes people of all ages, disabilities, disadvantages, ethnicities, religions, genders and sexualities. We embrace and value the Nation's First Peoples as well as diverse cultures and perspectives within the community.	This is important for us to embrace people from all different walks of life to provide opportunities for everyone to flourish within a safe and vibrant community. We want to celebrate our city and land together with the Nation's First Peoples. **Minority Report** Remove the word 'ambition' to 'is'. So that it refers to an actual state of being.
Stonnington will have strong governance and diverse representative leadership, which enhances open two-way communication	The community will be able to easily access multiple avenues of communication and decision-making to address past, present and emerging issues in Stonnington. Leadership and governance is informed by expert opinions as well as the community to benefit all, whilst considering the representation and acknowledgement of the local Indigenous people and their leaders.	We want to feel like every voice is represented through various modes of communication to promote good governance and leadership. We want clear feedback from the council - why does the council say no? Can the council facilitate the community's ideas?
Stonnington's public spaces will provide the ability for all members of the community to experience and enjoy the natural environment	Use every opportunity for plantings in all areas — from built up, to parks, to riverbanks, to nature strips, to railway lines. Require developers to provide occupiable green spaces and consult local residents on what they want in pocket parks. Day time use of public spaces to include establishing and maintaining family friendly environments.	Access to nature and the opportunity to gather socially and exercise is essential to promoting physical and mental health and wellbeing in all age groups. Public open space gives everyone the opportunity to use the spaces in the way they choose from organised events to spontaneous activities (cultural festivals, music performances, picnics with friends, tai chi etc).
We provide access to a variety of quality services and amenities for everyone within 20 minutes	Neighbourhoods where everyone (including the elderly and disabled) can walk, bike or use public transport to access recreational, educational, commercial and health services/amenities in no more than 20 minutes. Traffic congestion through interconnected neighbourhoods is managed through smart infrastructure and development and collaboration with stakeholders (eg neighbouring councils, responsible authorities and government).	Making everyone's life easy allows our community to connect, integrate and flourish. Recreational, educational, commercial and health services/amenities should all be in a neighbourhood, as these are important to enhance the community's health and wellbeing.

The Council Plan 2021–25 describes how Council will strive towards the Community Vision during its four-year term.

Council Plan 2021–25

Introduction

Developed with our community, the Council Plan is one of the most critical pieces of work we will undertake in the four-year term. It must consider our Community Vision, the challenges and opportunities we face as a city, as well as the functions and obligations required of councils by law.

Once adopted, it becomes our framework for action and guides the delivery of everything we do.

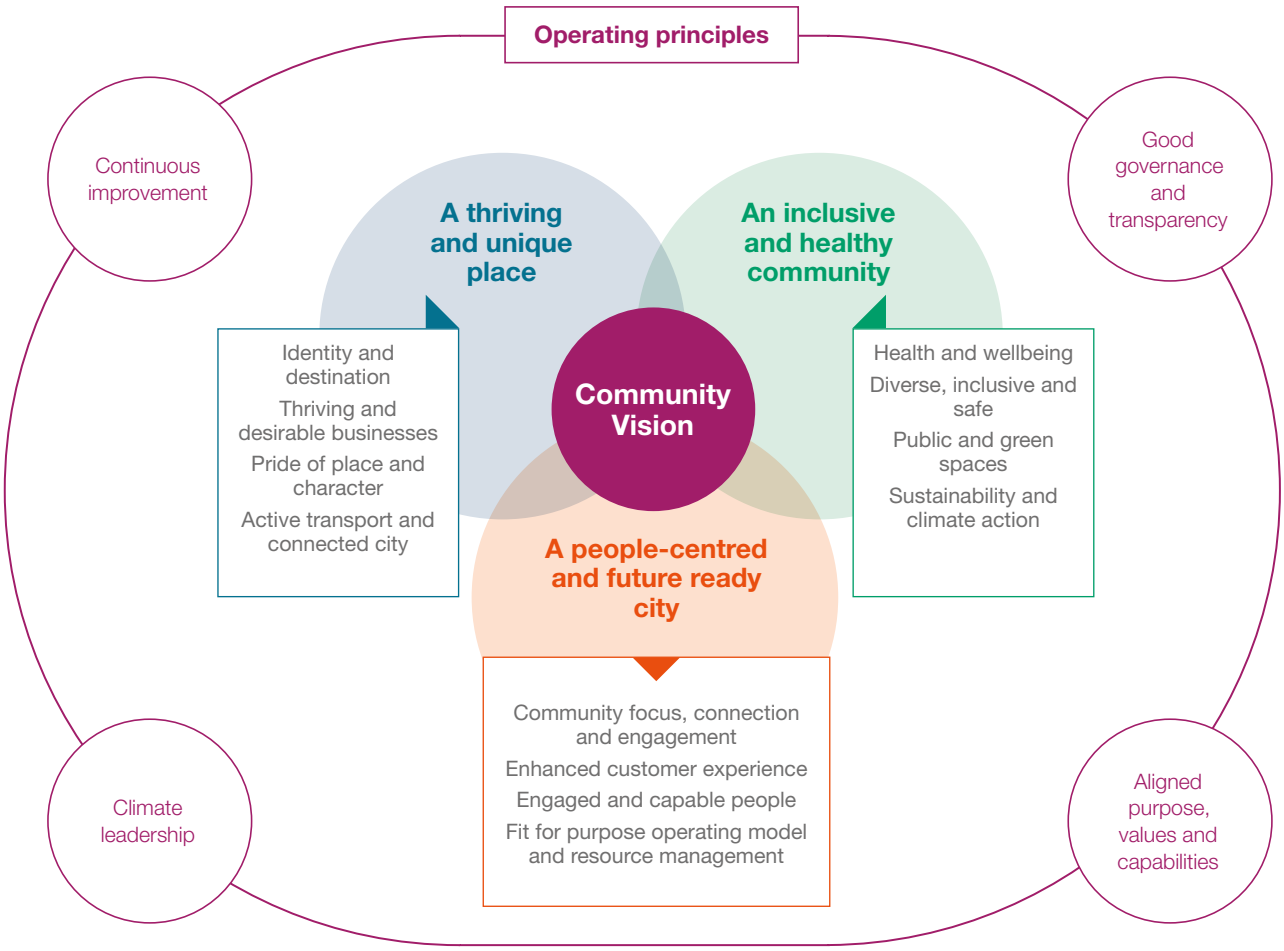
The City of Stonnington has developed this Council Plan centred on three strategic directions representing our broad aspirations in achieving the community's vision:

A thriving and unique place

An inclusive and healthy community

A people-centred and future ready city

Each strategic direction is supported by four objectives, key themes that underpin the directions.



Operating principles

Council has also developed four principles to guide how it operates.

Continuous improvement

We will continuously improve our service delivery in line with best value principles to ensure they meet the needs of our community. We will strive to improve quality, efficiency, responsiveness, accessibility and value for money.

We will use data and insights to drive our decision making and ensure our services remain relevant and aligned to what the community needs both now and into the future.

Supporting priorities

3.2.3 Embed a data-informed insights approach to inform continuous improvement and achieve an effective service.

3.4.2 Ensure Council's service offerings and resources are identified and reviewed to align with strategy, community needs, value for money and respond to change.

Good governance and transparency

We will provide responsible and transparent governance to foster trust in our processes and decision-making. We will encourage opportunities for our community to engage with us and openly share information about our decisions and performance.

We will ensure effective structures, systems, processes and procedures are in place for our operations. Our Councillors and staff will undertake their roles in a way that represent the best interests of the community and best outcomes for Stonnington.

Supporting priorities

3.1.1 Engage with and listen to our community in an accessible, timely, representative, and innovative way to inform Council decision-making and forge common trust.

3.4.5 Ensure we meet legislative, regulatory, governance and ethical obligations.

Aligned purpose, values and capabilities

We have a shared sense of purpose, which is demonstrated through our people, performance and culture. We promote a positive and inclusive work environment, our people feel valued and are clear about expectations and accountabilities. We ensure we identify and foster the right capabilities to enable our people to best serve the community.

Supporting priorities

3.3.2 Build the right culture.

3.3.3 Build the right capability for now and the future.

3.3.5 Be an Employer of Choice.

Climate leadership

We will consider climate response across all aspects of Council, ensuring it is viewed as a whole-of-organisation responsibility. Our strategies, plans and services will be viewed through a climate change lens. Within a shared understanding of climate change impacts, we will work to deliver outcomes that reduce emissions, adapt to a changing climate, address climate risk and help create a more sustainable future.

Supporting priorities

2.4.1 Transition to zero net emissions by 2030 for Council's own operations and support reduced community carbon emissions to provide a safer climate and improved health outcomes.

2.4.2 Support, facilitate and empower community climate action and resilience through education, collaboration, and promotion of Council action.

Strategy summary

In response to the aspirations of the Community Vision, Council has developed the following strategic directions, objectives and priorities for the next four years to form our Council Plan 2021–25.

Our key actions to deliver these priorities, and our indicators for measuring success, are included in more detail within the following chapters.

A more comprehensive and detailed program of activities to be delivered during each financial year is provided in a our separate Annual Plan.

Direction	Objectives	Related Community Vision Principles	Priorities
1. A thriving and unique place	**1.1 Identity and destination**		1.1.1 Strengthen Stonnington's unique identity as a destination of choice, to continue to attract and create advocates of residents, businesses and visitors. 1.1.2 Define, celebrate and promote what our residents and visitors love our about our individual neighbourhoods to guide Council programs, activations and capital works. 1.1.3 Define and reinvigorate the Chapel Street precinct as an iconic destination. 1.1.4 Attract and deliver iconic arts, culture and events that make Stonnington a place everyone wants to be.
	1.2 Thriving and desirable businesses		1.2.1 Grow Stonnington's visitor and local economy across the municipality. 1.2.2 Attract industries, anchor tenants and the right mix of businesses for our 20-minute neighbourhoods and aligned with precinct identities. 1.2.3 Support the establishment and success of innovative and creative enterprises. 1.2.4 Enable swift business activation and growth.
	1.3 Pride of place and character		1.3.1 Provide safe, inviting, accessible and well-maintained streetscapes, neighbourhoods and public realm, as defined by our community, to promote pride of place and improved health and wellbeing outcomes. 1.3.2 Ensure our built, natural and cultural heritage is protected and celebrated. 1.3.3 Reactivate and celebrate private and public heritage buildings. 1.3.4 Set and promote high design standards that contribute to the preferred character of the area, creating sustainable and enduring places. 1.3.5 Advocate for and accommodate sustainable growth and development, while protecting our unique character and liveability.
	1.4 Active transport and connected city		1.4.1 Deliver and advocate for sustainable and enjoyable pedestrian, cycling and public transport options to enable our 20-minute neighbourhoods. 1.4.2 Deliver safe and connected active transport networks within and through Stonnington. 1.4.3 Ensure accessible and safe transport infrastructure and services for all ages. 1.4.4 Partner and advocate to ensure the optimal balance of road uses between private transport, active transport and other uses. 1.4.5 Optimise use of parking opportunities across Stonnington.

Direction	Objectives	Related Community Vision Principles	Priorities
2. An inclusive and healthy community	**2.1 Health and wellbeing**		2.1.1 Support our community to recover from the impacts of COVID-19. 2.1.2 Enhance our community's health and wellbeing and promote resilience through quality service delivery and strategic partnerships. 2.1.3 Support increased community involvement and connections to create a sense of belonging, improve metal health and emotional wellbeing. 2.1.4 Support and advocate for the health and wellbeing of those in our community experiencing disadvantage and vulnerability. 2.1.5 Support our community to be more physically active and lead healthier lifestyles. 2.1.6 Enhance wellbeing through community hubs, libraries and collaborative spaces.
	2.2 Diverse, inclusive and safe		2.2.1 Create a safe and resilient community for everyone who lives, works and visits Stonnington. 2.2.2 Embrace, understand and value the diverse cultural backgrounds, experiences and needs of Aboriginal and Torres Strait Islander People living within Stonnington. 2.2.3 Promote gender equality and respect to drive positive social change, prevent family violence and all forms of violence against women. 2.2.4 Create public spaces and places that are inclusive and accessible to everyone regardless of age, gender, ability, culture, sexuality and personal circumstance. 2.2.5 Support our culturally and linguistically diverse community members to feel valued, included, respected and able to access services they need.
	2.3 Public and green spaces		2.3.1 Further improve the quality of our existing parks, waterways and facilities to optimise their use. 2.3.2 Create more public and private open and green spaces through strategic land acquisitions and innovative solutions. 2.3.3 Create an interconnected and walkable green space network to enable our 20-minute neighbourhoods. 2.3.4 Plan for community infrastructure assets and facilities which are multi-functional and meet the current and changing needs of our community.
	2.4 Sustainability and climate action		2.4.1 Transition to zero net emissions by 2030 for Council's own operations and support reduced community carbon emissions to provide a safer climate and improved health outcomes. 2.4.2 Support, facilitate and empower community climate action and resilience through education, collaboration and promotion of Council action. 2.4.3 Grow our urban forest through public and private tree planting, and protect and enhance biodiversity. 2.4.4 Support the development of a circular economy as part of a minimal waste future and the transition away from landfill. 2.4.5 Develop an integrated approach to become a water-sensitive city. 2.4.6 Embed environmentally sustainable design principles in Council buildings, facilities and private development.

Direction	Objectives	Related Community Vision Principles	Priorities
3. A people centred and future ready city	**3.1 Community focus, connection and engagement**		3.1.1 Engage and listen to our community in an accessible, timely, representative and innovative way to inform Council decision-making and forge common trust. 3.1.2 Promote and celebrate Stonnington's services, programs and achievements to inform the community with relevant information. 3.1.3 Know what matters most to the community to provide the right information and improved services. 3.1.4 Develop partnerships that create community benefit through joint planning, advocacy, service delivery and resource sharing. 3.1.5 Facilitate relationships between and within the community and among stakeholders to make decisions and demonstrate transparency.
	3.2 Enhanced customer experience		3.2.1 Align and improve our external-facing channels to ensure the community can receive the help they need in any way that suits them and in a timely manner. 3.2.2 Improve and streamline Council's internal systems, capabilities and processes to enhance customer experience through continuous improvement to deliver an end-to-end customer centric experience. 3.2.3 Embed a data-informed insights approach to inform continuous improvement and achieve an effective service.
	3.3 Engaged and capable people		3.3.1 Keep our workplace safe. 3.3.2 Build the right culture. 3.3.3 Build the right capability for now and the future. 3.3.4 Embrace risk as a tool for performance improvement and value creation. 3.3.5 Be an Employer of Choice.
	3.4 Fit for purpose operating model and resource management		3.4.1 Ensure alignment of Council's strategies, plans and funding with Stonnington's Community Vision and Council Plan. 3.4.2 Ensure Council's service offerings and resources are identified and reviewed to align with strategy, community needs, value for money and respond to change. 3.4.3 Ensure effective and efficient maintenance and renewal of Council's infrastructure to deliver defined service levels. 3.4.4 Deliver strategically aligned Capital Works Program, operating initiatives and optimal utilisation of Council assets. 3.4.5 Ensure Council meets its legislative, regulatory, governance and ethical obligations. 3.4.6 Modernise Council systems and technology to enable a future ready organisation. 3.4.7 Keep data and information safe and secure.

Direction 1: A thriving and unique place

1.0 Our strategic direction

By 2025

We are becoming a city of 20-minute neighbourhoods, reflecting desired character and distinct identity that are defined by our community. Residents love and are proud of their neighbourhoods – shopping, socialising, learning and living locally.

We are identifying and fostering points of difference for our precincts and shopping strips. They are unique, attractive, appealing and have the right mix of businesses. Council is an activator not a red tape machine – we proactively facilitate and collaborate with businesses and the broader community to craft a place we all want to be part of and share our successes.

We are leading the way in positive change and renewal. We celebrate our local landmarks and heritage whilst also embracing modern, well-designed spaces and places. Chapel Street is waking from its slumber, with Council prioritising and investing in its revitalisation as an iconic location.

We have had significant successes, delivering on key projects and outcomes to ensure Stonnington is a much-loved place – iconic, beautiful and thriving.

The 20-minute neighbourhood is all about living locally – giving people the ability to meet most of their daily needs within a 20-minute journey from home by pedestrian, cycling or local public transport options.

The places we live have a direct impact on our health. By creating well-designed neighbourhoods that are connected through a mix of land uses, housing types and access to quality public transport, we can create healthier and more liveable communities.

Beyond 2025

We have laid the foundations to:

Achieve 20-minute neighbourhoods and unique precinct identities. Working alongside our community and businesses, we have created a holistic approach that ensures the right mix of business, and events delivered at the right time.

Define design and planning principles, which drive advocacy, urban form and aesthetics, and are reflected in our planning scheme. The community defines these principles. We hold onto these until the completion or delivery of the planning cycle.

Achieve a distinct, yet evolving identity, look and feel – 'Destination Stonnington'. You instantly know you are in Stonnington and its suburbs, and this identity attracts visitors from across Victoria, Australia, and internationally.

Have a truly integrated and sustainable active transport system.

Be a better, more thriving and more unique place than ever before.

Our strategic objectives

1.1 Identity and destination

1.2 Thriving and relevant businesses

1.3 Pride of place and character

1.4 Active transport and connected city

Strategic opportunities and challenges

The following opportunities and challenges, as identified on pages 16-17, impact this strategic direction.

Opportunities

- Renaissance of live and work local
- Central Business District (CBD) impacts
- Local collaboration

Challenges

- Barriers to economic and wellbeing recovery
- Appetite to invest in meeting future needs
- Mitigating growing car dependency

1.1 Identity and destination

Priorities

1.1.1 Strengthen Stonnington's unique identity as a destination of choice, to continue to attract and create advocates of residents, businesses and visitors.

1.1.2 Define, celebrate and promote what our residents and visitors love our about our individual neighbourhoods to guide Council programs, activations and capital works.

1.1.3 Define and reinvigorate the Chapel Street precinct as an iconic destination.

1.1.4 Attract and deliver iconic arts, culture and events that make Stonnington a place everyone wants to be.

Supporting priorities

3.1.1 Engage and listen to our community in an accessible, timely, representative, and innovative way to inform Council decision-making and forge common trust.

Key actions

Place-Led Economic Development Strategy	Develop and implement
Precinct Plans; Structure Plans and Activation Plans	Develop and implement
Chapel Street Transformation	Develop and implement
Arts and Culture Strategy	Develop and implement

Indicators

Community Indicators (to provide insight)	Source
Social media engagement with events or precincts	TBC
Community and cultural activities performance	CSS
Net Promoter Score	TBC
Visitation – Number, Dwell Time, Spend	TBC

Council Indicators (to monitor achievement)	Source
Visitor data for precincts	TBC
Number of events funded by Council; OR funding of events by Council	Internal KPI
Marketing Return on Investment	TBC

1.2 Thriving and desirable businesses

Priorities

1.2.1 Grow Stonnington's visitor and local economy across the municipality.

1.2.2 Attract industries, anchor tenants and the right mix of businesses for our 20-minute neighbourhoods and aligned with precinct identities.

1.2.3 Support the establishment and success of innovative and creative enterprises.

1.2.4 Enable swift business activation and growth.

Supporting priorities

1.1.1 Strengthen Stonnington's unique identity as a destination of choice, to continue to attract and create advocates of residents, businesses and visitors.

Key actions

Place-Led Economic Development Strategy	Develop and implement
Precinct Plans and Activation Plans	Develop and implement
Business Association Partnerships	Build and enhance
Digital Transformation Program; Customer Experience Strategy	Develop and implement
Business Grants; Arts and Culture Grants and Business Attraction Programs	Investigate, develop and implement

Indicators

Community Indicators (to provide insight)	Source
Retail vacancy rates	Internal KPI
Gross regional product of municipality	Profile i.d.
Number of people employed within the municipality	Profile i.d.
Number of registered businesses within the municipality	Profile i.d.

Council Indicators (to monitor achievement)	Source
Business activation time to serve	Internal process mapping
Business association relationship score	TBC
Efficacy of special rate paid to traders associations	TBC

1.3 Pride of place and character

Priorities

1.3.1 Provide safe, inviting, accessible and well-maintained streetscapes, neighbourhoods and public realm, as defined by our community, to promote pride of place and improved health and wellbeing outcomes.

1.3.2 Ensure our built, natural and cultural heritage is protected and celebrated.

1.3.3 Reactivate and celebrate private and public heritage buildings.

1.3.4 Set and promote high design standards that contribute to the preferred character of the area, creating sustainable and enduring places.

1.3.5 Advocate for and accommodate sustainable growth and development, while protecting our unique character and liveability.

Supporting priorities

1.1.1 Strengthen Stonnington's unique identity as a destination of choice, to continue to attract and create advocates of residents, businesses and visitors.

2.1.3 Support increased community involvement and connections to create a sense of belonging, improve metal health and emotional wellbeing.

2.3.1 Further improve the quality of our existing parks, waterways and facilities to optimise their use.

3.1.1 Engage and listen to our community in an accessible, timely, representative, and innovative way to inform Council decision-making and forge common trust.

Key actions

Planning Scheme and Amendments; Local Laws; Rates and Revenue Strategy	Review and implement
Masterplans	Review and implement
State Government	Partner, advocate and lobby
Neighbourhood Activity Centre Framework	Finalise and implement
Victorian Government Architect's Panel	Utilise to peer review major or culturally significant planning applications
Housing Strategy	Finalise and implement
Heritage Strategy and Overlays; City Heritage Review; Heritage Protection Framework	Review, develop and implement
Reconciliation Action Plan; Sustainable Environment Strategy	Implement

Indicators

Community Indicators (to provide insight)	Source
Appearance of public areas	CSS

Council Indicators (to monitor achievement)	Source
Time taken to decide planning applications	LGPRF
Proportion of municipality within a heritage overlay	Internal KPI

1.4 Active transport and connected city

Priorities

1.4.1 Deliver and advocate for sustainable and enjoyable pedestrian, cycling and public transport options to enable our 20-minute neighbourhoods.

1.4.2 Deliver safe and connected active transport networks within and through Stonnington.

1.4.3 Ensure accessible and safe transport infrastructure and services for all ages.

1.4.4 Partner and advocate to ensure the optimal balance of road uses between private transport, active transport and other uses.

1.4.5 Optimise use of parking opportunities across Stonnington.

Supporting priorities

2.2.1 Create a safe and resilient community for everyone who lives, works and visits.

3.4.3 Ensure effective and efficient maintenance and renewal of Council's infrastructure to deliver defined service levels.

Key actions

Active Transport Strategy	Develop and implement
Integrated Transport Strategy	Review and implement
Parking Policy; Parking Study	Review and implement
Road Safety Strategy	Implement
Neighbouring Municipalities; M9 Councils	Partner
Data Strategy	Develop and implement
Inclusion Plan	Implement

Indicators

Community Indicators (to provide insight)	Source
Proportion of trips to, from and within the municipality via active transport	TBC
Number of fatal or serious transport accidents	VicRoads

Council Indicators (to monitor achievement)	Source
Proportion of sealed local roads below intervention level	LGPRF
Kilometers of upgraded cycling infrastructure	TBC
Footpath condition	Internal Asset Condition Report
Spend on accessibility infrastructure	TBC

Key service areas contributing to strategic direction:

Economic development and recovery
Urban development
Venue facilities
Events, arts and culture
Chapel Off Chapel
Digital and marketing
Streets, roads and drains cleaning and maintenance
Property maintenance
Traffic and parking services

Direction 2: An inclusive and healthy community

WE'RE
STILL OPEN
Come in but
keep your distance

2.0 Our strategic direction

By 2025

Our community has emerged from the challenges of COVID-19 more resilient, responsive and connected than before.

We have learnt from the challenges and have adapted to make improvements for our future, with Council evolving our services to meet the needs our community. They are living healthy, happy and fulfilled lives, recognising that good health is about physical, mental and social wellbeing.

We are a community that is welcoming, safe and accommodating for all who live, work and play here. People are more connected to their local neighbourhoods. Residents know each other, feel part of their community, are increasingly members of local community groups and sporting organisations, support the vulnerable among us, and embrace their 20-minute neighbourhood. They feel safer, more engaged and happy.

We respect our cultural heritage, paying respect to the Nation's First Peoples past, present and emerging.

Our parks, gardens and facilities are used to their maximum. There is no exclusive ownership – they are open and accessible to all of our community and used for multiple purposes. They have the right balance between active and passive usage.

We are celebrating our sustainability wins with climate considerations embedded across everything we do. We are on track to meet emission reduction targets within our Climate Emergency Action Plan, and are supporting the community to mitigate, prepare for and adapt to our changing climate. We have expanded our canopy cover to green and cool the city.

Beyond 2025

We have laid the foundations to:

- Exceed community health and wellbeing targets.
- Achieve a local treaty with Nation's First Peoples.
- Think outside the box for creating more green spaces – pocket parks, rooftop gardens and streetscapes.
- Develop and embed a circular waste economy through viewing and valuing waste as a resource.
- Approaching net zero carbon emissions by 2030.
- Be a happier, healthier and more inclusive community.

Our strategic objectives

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

Strategic opportunities and challenges

The following opportunities and challenges, as identified on pages 16-17, impact this strategic direction.

Opportunities

- Digital service models
- Flexibility and resilience
- Local collaboration
- Environmental sustainability

Challenges

- Climate change
- Barriers to economic and wellbeing recovery
- Health and wellbeing challenges
- Future of waste management

2.1 Health and wellbeing

Priorities

2.1.1 Support our community to recover from the impacts of COVID-19.

2.1.2 Enhance our community's health and wellbeing and promote resilience through quality service delivery and strategic partnerships.

2.1.3 Support increased community involvement and connections to create a sense of belonging, improve metal health and emotional wellbeing.

2.1.4 Support and advocate for the health and wellbeing of those in our community experiencing disadvantage and vulnerability.

2.1.5 Support our community to be more physically active and lead healthier lifestyles.

2.1.6 Enhance wellbeing through community hubs, libraries and collaborative spaces.

Supporting priorities:

1.1.4 Attract and deliver iconic arts, culture and events that make Stonnington a place everyone wants to be.

2.2.1 Create a safe and resilient community for everyone who lives, works and visits.

2.4.1 Transition to zero net emissions by 2030 for Council's own operations and support reduced community carbon emissions to provide a safer climate and improved health outcomes.

Key actions

Community Recovery Plan	Implement
Municipal Public Health and Wellbeing Plan	Implement
Active Stonnington Strategic Framework	Implement
Community Safety Strategy	Develop and implement
Social and Affordable Housing Strategy	Develop and implement
Homelessness Protocol	Implement

Indicators

Community Indicators (to provide insight)	Source
Proportion of children in their first year of school developmentally vulnerable on one or two domains	TBC
Proportion of residents who are unemployed	ABS
Satisfaction with recreational facilities	CSS
Social housing as a proportion of total housing stock	TBC
Premature deaths due to preventable chronic diseases	VPHS data
Proportion of adults and adolescents with psychological distress	VPHS data
Proportion of adults, adolescents and children who are sufficiently physically active	VPHS data

Council Indicators (to monitor achievement)	Source
Participation in Maternal and Child Health service	LGPRF
Sporting and recreational club membership	Internal KPI
Active library users (including online borrowers)	LGPRF

2.2 Diverse, inclusive and safe

Priorities

2.2.1 Create a safe and resilient community for everyone who lives, works and visits Stonnington.

2.2.2 Embrace, understand and value the diverse cultural backgrounds, experiences and needs of Aboriginal and Torres Strait Islander People living in Stonnington.

2.2.3 Promote gender equality and respect to drive positive social change, prevent family violence and all forms of violence against women.

2.2.4 Create public spaces and places that are inclusive and accessible to everyone regardless of age, gender, ability, culture, sexuality and personal circumstance.

2.2.5 Support our culturally and linguistically diverse community members to feel valued, included, respected and able to access services they need.

Supporting priorities

1.3.1 Provide safe, inviting, accessible and well-maintained streetscapes, neighbourhoods and public realm, as defined by our community, to promote pride of place and improved health and wellbeing outcomes.

Key actions

Reconciliation Action Plan	Implement
Stonnington Health and Wellbeing Plan	Implement
Gender Equality Strategy; Gender Impact Assessments	Develop and implement
Community Safety Strategy	Develop and implement
Municipal Emergency Management Plan	Implement
Open Space Strategy	Develop and implement
Inclusion Plan; Changing Places Strategy	Implement

Indicators

Community Indicators (to provide insight)	Source
Proportion of residents who feel a sense of safety and security in Stonnington	CSS
Rate of family violence incidents reported by policy	VPHS

Council Indicators (to monitor achievement)	Source
Improved accessibility of public infrastructure and Council buildings	TBC

2.3 Public and green spaces

Priorities

2.3.1 Further improve the quality of our existing parks, waterways and facilities to optimise their use.

2.3.2 Create more public and private open and green spaces through strategic land acquisitions and innovative solutions.

2.3.3 Create an interconnected and walkable green space network to enable our 20-minute neighbourhoods.

2.3.4 Plan for community infrastructure assets and facilities which are multi-functional and meet the current and changing needs of our community.

Supporting priorities

2.2.4 Create public spaces and places that are inclusive and accessible to everyone regardless of age, gender, ability, culture, sexuality and personal circumstance.

2.4.3 Grow our urban forest through public and private tree planting, and protect and enhance biodiversity.

Key actions

Public Realm Strategy; Open Space Strategy	Review, develop and implement
Development Contributions Plan	Develop and implement
Strategies for Creating Open Space; Strategic Land Acquisitions	Implement and undertake
Community Infrastructure Plan	Develop and implement
Data Strategy	Develop and implement
Active Transport Strategy	Develop and implement
Planning Scheme and Amendments	Review and implement

Indicators

Community Indicators (to provide insight)	Source
Dwell times in public and green spaces	TBC
Recreational facilities – performance	CSS

Council Indicators (to monitor achievement)	Source
Parks conditions	Internal Asset Condition Report

2.4 Sustainability and climate action

Priorities

2.4.1 Transition to zero net emissions by 2030 for Council's own operations and support reduced community carbon emissions to provide a safer climate and improved health outcomes.

2.4.2 Support, facilitate and empower community climate action and resilience through education, collaboration, and promotion of Council action.

2.4.3 Grow our urban forest through public and private tree planting, and protect and enhance biodiversity.

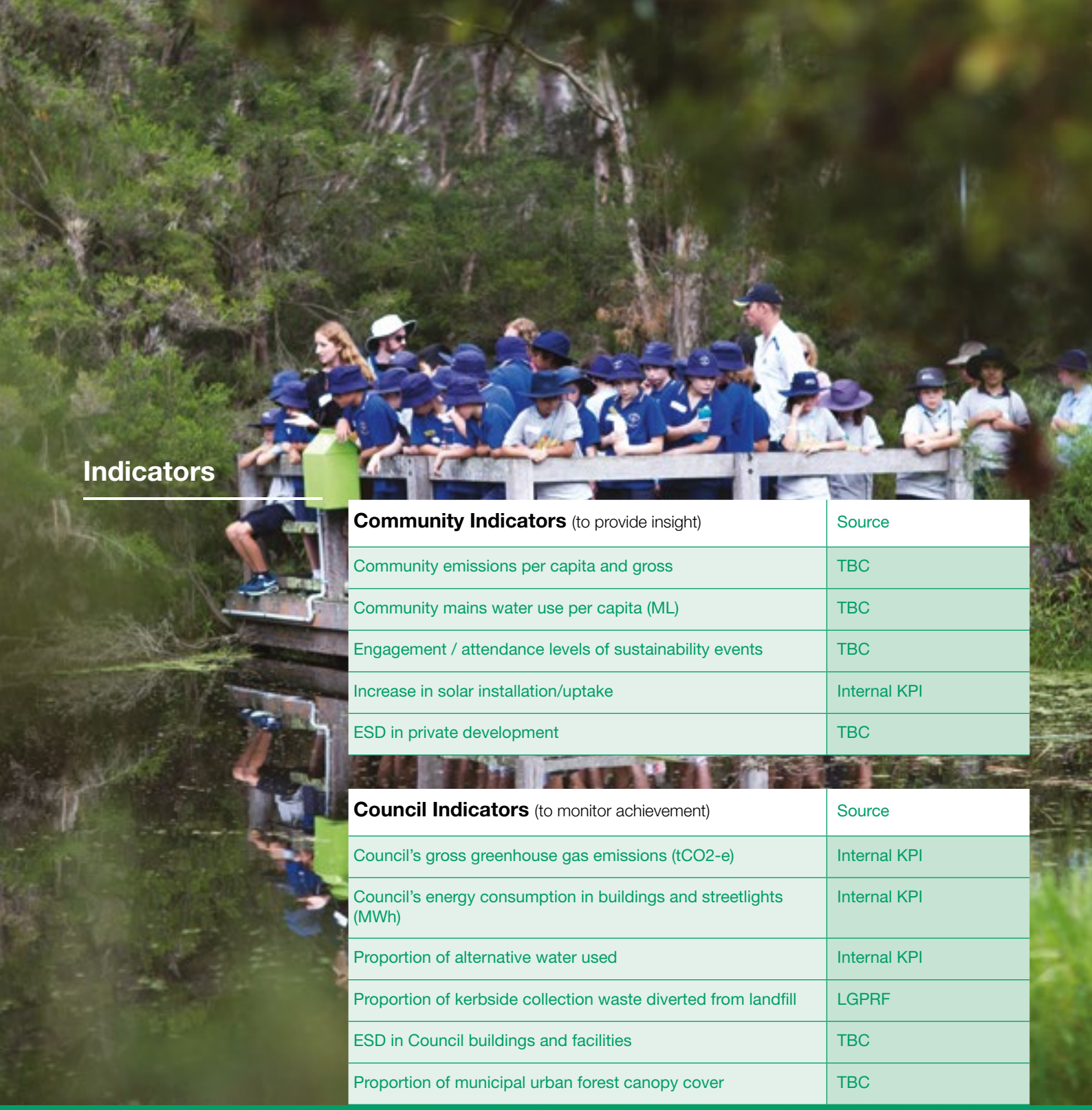
2.4.4 Support the development of a circular economy as part of a minimal waste future and the transition away from landfill.

2.4.5 Develop an integrated approach to become a water-sensitive city.

2.4.6 Embed environmentally sustainable design principles within Council buildings, facilities and private development.

Key actions

Climate Emergency Action Plan	Implement
Sustainable Environment Strategy	Implement
Urban Forest Strategy	Implement
Biodiversity Management Plan	Develop and implement
Waste and Circular Economy Strategy	Develop and implement
Integrated Water Management Plan	Develop and implement
Yarra River Biodiversity Project	Implement



Indicators

Community Indicators (to provide insight)	Source
Community emissions per capita and gross	TBC
Community mains water use per capita (ML)	TBC
Engagement / attendance levels of sustainability events	TBC
Increase in solar installation/uptake	Internal KPI
ESD in private development	TBC

Council Indicators (to monitor achievement)	Source
Council's gross greenhouse gas emissions (tCO2-e)	Internal KPI
Council's energy consumption in buildings and streetlights (MWh)	Internal KPI
Proportion of alternative water used	Internal KPI
Proportion of kerbside collection waste diverted from landfill	LGPRF
ESD in Council buildings and facilities	TBC
Proportion of municipal urban forest canopy cover	TBC

Key service areas contributing to strategic direction:

Diversity and aged services
Aquatic services
Children and family services
Library and local history services
Environmental health
Animal management services
Liveability and compliance
Public spaces, design and development
Malvern Valley Golf Course
Active communities
Parks and environment
Environment and sustainability
Waste collection and management

Direction 3: A people-centred and future ready city

BUCHER
1NE 6FP
TKL 477

3.0 Our strategic direction

By 2025

We do the basics right – bins are collected, our roads and footpaths are maintained – and don't just meet our community's expectations, we exceed them.

We hear the many voices of our diverse community, and we ensure they are meaningfully involved in decision-making, strategy development and service design.

Engagement takes many forms and comes from a broader cross section of people than ever before, particularly people who are vulnerable or who have previously felt unheard and underrepresented.

We meet community expectations on communication and transparency, and customer interactions with Council are positive and responsive. Council is trusted and the community feels respected, valued and that they belong.

Council systems are easy to use and customer-focused. They enhance customer experience while delivering value-for-money services and products. They are streamlined, provide a one-stop-shop for the community, and provide a single view of the customer for Council. Our systems are complemented by excellent personal service.

Council staff are proud of where they work and have a strong connection to their role in serving the community. We have the right people, with the right capabilities, working in the right organisational culture and living by Stonnington's values. Our people feel safe, respected and supported.

Council is organised to best manage our built and natural environment and to deliver our services. We balance best practice with value for money, and strive for continuous improvement in the best interests of our community.

Beyond 2025

We have laid the foundations to:

Be an agile, adaptive and innovative city responding to the changing needs across our community.

Implement data-driven decision-making and transparent performance reporting against our targets.

Ensure Council systems are best in class, meeting the needs of our community – know me, inform me, help me.

Focus Council's resources where they are most needed and provide value for money, with benefits returned to the community.

Be a world class, contemporary local government that attracts, supports and retains good people.

Be a more responsive, people-centred and future ready city than ever before.

Our strategic objectives

3.1 Community focus, connection and engagement

3.2 Customer experience through transformation

3.3 Engaged and capable people

3.4 Fit for purpose operating model and resource management

Strategic opportunities and challenges

The following opportunities and challenges, as identified on pages 16-17, impact this strategic direction.

Opportunities

- Innovation and digital service models
- Flexibility and resilience
- Local collaboration
- Increased community participation

Challenges

- Appetite to invest in meeting future needs
- Real-time data and insights

3.1 Community focus, connection and engagement

Priorities

3.1.1 Engage and listen to our community in an accessible, timely, representative, and innovative way to inform Council decision-making and forge common trust.

3.1.2 Promote and celebrate Stonnington's services, programs and achievements to inform the community with relevant information.

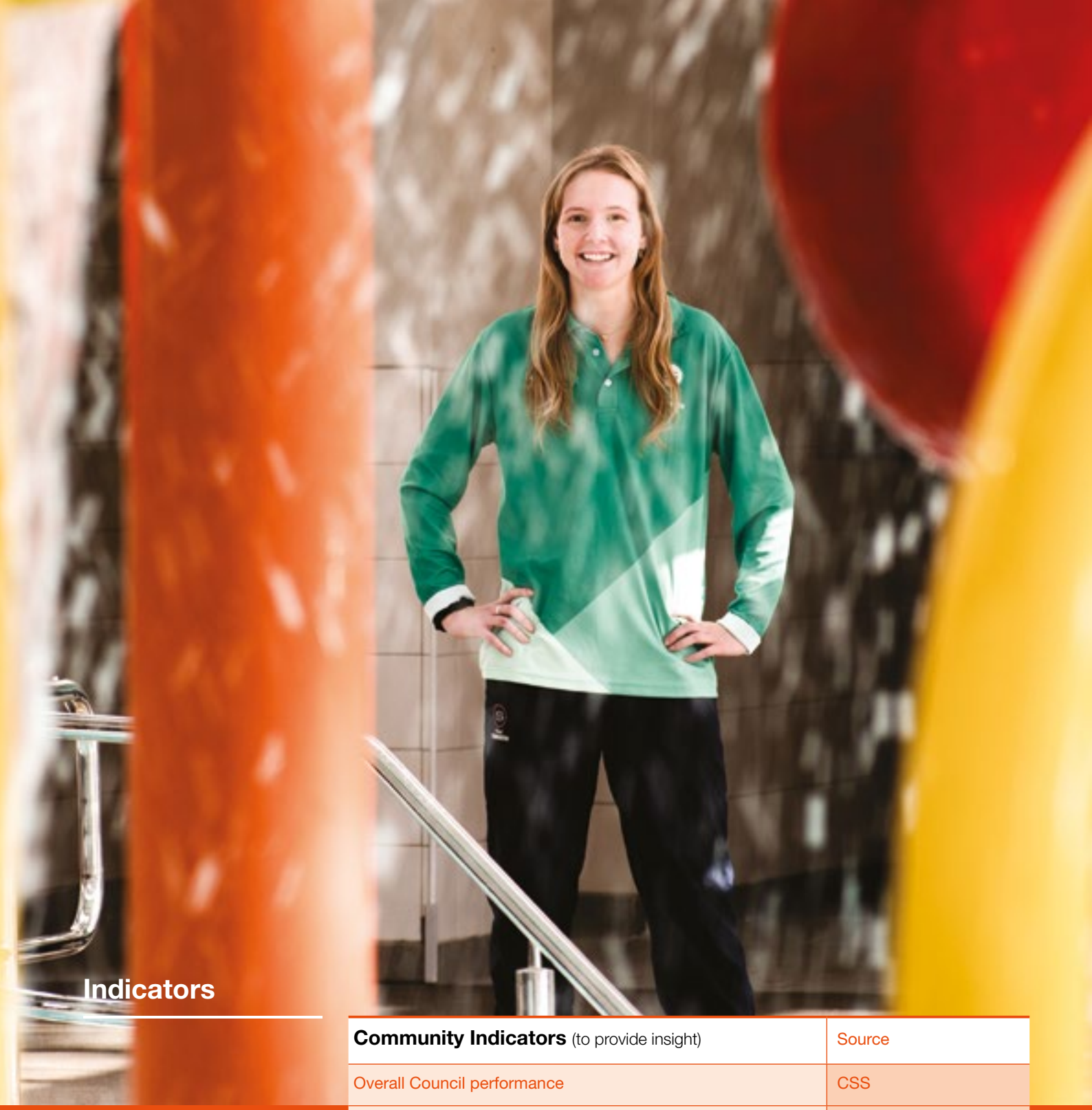
3.1.3 Know what matters most to the community to provide the right information and improved services.

3.1.4 Develop partnerships that create community benefit through joint planning, advocacy, service delivery and resource sharing.

3.1.5 Facilitate relationships between and within the community and among stakeholders to make decisions and demonstrate transparency.

Key actions

Community Engagement Policy and Program	Implement
Digital Transformation Program	Develop and implement
Customer Experience Strategy	Develop and implement
State Government	Partner, advocate and lobby



Indicators

Community Indicators (to provide insight)	Source
Overall Council performance	CSS
Community satisfaction with consultation and engagement	CSS
Lobbying on behalf of the community – performance	CSS

Council Indicators (to monitor achievement)	Source
Website visitation and social media interaction	Internal KPI

3.2 Enhanced customer experience

Priorities

3.2.1 Align and improve our external-facing channels to ensure the community can receive the help they need in any way that suits them and in a timely manner.

3.2.2 Improve and streamline Council's internal systems, capabilities and processes to enhance customer experience through continuous improvement to deliver an end-to-end customer centric experience.

3.2.3 Embed a data-informed insights approach to inform continuous improvement and achieve an effective service.

Supporting priorities

3.1.2 Promote and celebrate Stonnington's services, programs and achievements to inform the community with relevant information.

3.3.2 Build the right culture.

3.3.3 Build the right capability for now and the future.

3.4.6 Modernise Council systems and technology to enable a future ready organisation.

Key actions

Digital Transformation Program	Develop and implement
Customer Experience Strategy	Develop and implement
Technology Strategy	Develop and implement
Data Strategy	Develop and implement
Organisational Capability Framework; Talent Management Framework	Develop and implement

Indicators

Community Indicators (to provide insight)	Source
Customer service rating	CSS
Net Performance Score	TBC

Council Indicators (to monitor achievement)	Source
Proportion of customer service requests resolved within agreed timeframes	TBC
Proportion of customer complaints resolved on time	TBC

3.3 Engaged and capable people

Priorities

3.3.1 Keep our workplace safe.

3.3.2 Build the right culture.

3.3.3 Build the right capability for now and the future.

3.3.4 Embrace risk as a tool for performance improvement and value creation.

3.3.5 Be an Employer of Choice.

Key actions

People Strategy	Develop and implement
Safety Culture Transformation Program	Implement
Organisational Capability Framework; Talent Management Framework	Develop and implement
Risk Management Framework	Implement
Diversity and Inclusion Plan; Gender Equality Action Plan	Develop and implement

Indicators

Council Indicators (to monitor achievement)	Source
Number of OHS incidents	Internal KPI
Staff turnover	Internal KPI
Engagement score	Internal KPI
Culture: Increase in constructive styles	Internal KPI
Risk management compliance	Internal KPI

3.4 Fit for purpose operating model and resource management

Priorities

3.4.1 Ensure alignment of Council's strategies, plans and funding with Stonnington's Community Vision and Council Plan.

3.4.2 Ensure Council's service offerings and resources are identified and reviewed to align with strategy, community needs, value for money and respond to change.

3.4.3 Ensure effective and efficient maintenance and renewal of Council's infrastructure to deliver defined service levels.

3.4.4 Deliver strategically aligned Capital Works Program, operating initiatives and optimal utilisation of Council assets.

3.4.5 Ensure Council meets its legislative, regulatory, governance and ethical obligations.

3.4.6 Modernise Council systems and technology to enable a future ready organisation.

3.4.7 Keep data and information safe and secure.

Key actions

Annual Budget Process; Annual Business and Service Planning Process	Implement
Service Review Program	Implement
Rates and Revenue Strategy	Review and implement
Integrated Planning and Performance Framework	Review and implement
Asset Management Strategy and Program	Review and implement
Digital Transformation Program	Develop and implement
Technology Strategy	Develop and implement
Data Strategy	Develop and implement
Cyber Security Strategy	Develop and implement

Indicators

Community Indicators (to provide insight)	Source
Condition of sealed roads – performance	CSS

Council Indicators (to monitor achievement)	Source
Expenses / head of population	LGPRF
Financial Sustainability Risk Rating – LOW	
Per cent of major initiatives / projects on track	Internal KPI
Cost to serve and capacity release by service area	Internal KPI
Councillor attendance at meetings	LGPRF
Decisions made at meetings closed to the public	LGPRF
Roads condition	Internal asset condition report
Overall asset condition	Internal asset condition report

Key service areas contributing to strategic direction:

Communications
Transformation and customer experience
Customer services
Organisational development
Councillors, Chief Executive, Executive Team and Governance
Financial services and strategic council plan
Fleet services
Geographical information systems
Information services and business systems
Project management and delivery
Records management
Risk management
Asset management and planning

Glossary

Key term/acronym	Meaning
ABS	Australian Bureau of Statistics
Annual Plan	Complimentary document describing Council's program of activities for the Financial Year.
Community indicators	Community data to provide insight into our progress towards achieving our strategic objectives, including how we may need to adjust our actions.
Community Vision	An aspirational description of what our community want for the future of our city, comprising an overarching vision statement and six supporting principles.
Council indicators	Council data to measure our progress towards achieving our strategic objectives.
Council Plan	Describes how Council will strive towards the Community Vision during it's four-year term.
CSS	The Victorian Community Satisfaction Survey. Held annually, the CSS asks the opinions of local people about the place they live, work and play. It is coordinated by the Department of Jobs, Precincts and Regions on behalf of Victorian councils.
Directions	Council's broad aspirations in delivering the Community Vision over the 4-year period as required by s 90(2)(a) of the LGA2020.
ESD	Environmentally Sustainable Design
Indicators	Set to provide insight or monitor the achievement of our strategic objectives as required by s 90(2)(d) of the LGA2020. They may be either Community indicators or Council indicators.
Key actions	The critical activities – strategies, initiatives, projects and services – that will deliver on Council's priorities over the 4-year period of the Council Plan. They meet the requirements of ss 90(2)(c)&(e) of the LGA2020. Further details are included in each year's Annual Plan.
LGA2020	Local Government Act 2020
LGPRF	Local Government Performance Reporting Framework. The LGPRF is a mandatory system of performance reporting for all Victorian councils, made up of a range of measures and available publically via the Know Your Council website.
Objectives	The key themes which underpins Council's strategic direction as required by s 90(2)(b) of the LGA2020.
Priorities	The outcomes Council seeks to achieve against our strategic directions and objectives. They meet the requirements for 'strategies' as required by s 90(2)(c) of the LGA2020.
Profile i.d.	Online information tool which provides local demographic, economic, housing and population forecast data for Stonnington.
Strategic direction	See Directions
Strategic objective	See Objectives
Supporting principles	The six supporting principles, included within the Community Vision, which further describe and explain the rationale behind the aspirations of the vision.
Vision	See Community Vision
VPHS	Victorian Population Health Survey. The VPHS collects information at the State, regional and local government area levels about the health, lifestyle and wellbeing of adult Victorians aged 18 years and over.

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Stonnington City Centre
311 Glenferrie Road, Malvern

Stonnington Services and Visitor Hub
Chatham Street, Prahran Square
Prahran

Stonnington Depot
(Administration Building)
293 Tooronga Road, Malvern

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linkedin.com/company/city-of-stonnington

Community Languages
Call the Stonnington Community Link, a multilingual telephone information service.

Mandarin	普通話	9280 0730
Cantonese	廣東話	9280 0731
Greek	Ελληνικά	9280 0732
Italian	Italiano	9280 0733
Polish	Polski	9280 0734
Russian	Русский	9280 0735
Indonesian	Bahasa Indonesia	9280 0737
All other languages		9280 0736

We are national relay service friendly
If you are deaf, or have a hearing impairment or speech impairment, contact us through the National Relay Service:

» TTY user phone 133 677 then ask for 8290 1333

» Speak and Listen users phone 1300 555 727 then ask for 8290 1333

» Internet relay users connect to the NRS then ask for 8290 1333

City of
STONNINGTON