

Stonnington **Tomorrow**

Community Vision 2040 (updated)

Council Plan 2025–29

City of STONNINGTON

Reconciliation Acknowledgement Statement

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 and present.

We extend that respect to all Aboriginal and Torres Strait Islander peoples. We acknowledge their living connection to Country, relationship with the land and all living things extending back tens of thousands of years.



What does Stonnington Tomorrow look like? We asked people who live, work, visit, study or own a business in Stonnington to tell us what kind of future they want for our city. Their insights helped shape the priorities and actions in this plan.

Stonnington Tomorrow is our central guiding document – it is built on the series of conversations we began with our community in late 2024. It incorporates our community's long-term aspirations (Community Vision 2040) and how we'll work toward them over the next four years (Council Plan 2025–29).

The Council Plan should be read alongside the Budget, which outlines what we'll deliver each year to stay on track and achieve our objectives.

We've also prepared this document in line with our responsibilities under the *Local Government Act 2020,* which requires all councils to adopt a Community Vision and Council Plan.

Contact us

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311 Glenferrie Road, Malvern 3144

Stonnington Services and Visitor Hub
Prahran Square, corner Chatham and Izett Streets, Prahran 3181

Contact us

stonnington.vic.gov.au
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Connect with us

StonningtonCityCouncil
StonningtonCity
StonningtonCityCouncil
company/city-of-stonnington

Hearing or speech impairment

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

- **TTY users call 133 677**, then ask for 8290 1333
- **Speak and listen users**, call 1300 555 727, then ask for 8290 1333
- **Internet relay users,** connect to the NRS, then ask for 8290 1333

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
Vietnamese	Tiếng Việt	9280 0748
All other languages		9280 0736

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Message from the Mayor

The City of Stonnington is proud to present **Stonnington Tomorrow**, which represents Council's commitment to our community over the next four years.



Stonnington Tomorrow is shaped by the voice of community and incorporates:

- **Stonnington's Community Vision 2040** reflecting the shared long-term aspirations of the people of Stonnington for their city
- **Council Plan 2025–29** what this Council will do to strive towards that vision, including what we will focus on the next four years and how we'll measure progress.

This document is the outcome of multiple conversations beginning last year, involving people of all backgrounds and ages across Stonnington, who shared with us their hopes and priorities for the future.

Importantly, this process also involved the significant contribution of the Stonnington People's Panel 2025, a group of individual volunteers representing Stonnington's diverse community, who came together in February and March of 2025 to explore in-depth the challenges and opportunities facing the city and to refresh the Community Vision.

Guided by this input, the Council has developed its Council Plan to reflect a focus on the following strategic directions, to help realise the vision of Stonnington Tomorrow as a modern, sustainable and interconnected community that supports the good health and wellbeing of all:

- **Liveable city** that remains a great place to live, work and play even as it continues to grow
- **Vibrant destination** that celebrates the city's unique qualities, bringing people together to enjoy its many offerings.
- **Thriving community** that supports people of all backgrounds to enjoy a sense of safety, wellbeing and connection
- **Sustainable environment** that responds to the urgent challenges of climate change and supports city and community resilience
- **Well-governed organisation** that keeps up with the multiple challenges facing our city, responds to our community, and uses limited Council resources wisely.

Working together with our community and partners, we are confident we will continue to ensure our city remains a point of pride for all residents and desirable destination for those who may work, study, visit and do business here.

Cr Melina Sehr JP

Mayor
City of Stonnington



Our Councillors

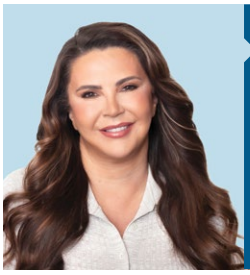
Stonnington's current Council was elected on 26 October 2024 and sworn in on 18 November 2024. **Our Councillors represent each of the city's nine wards** – Como, Greville, Hedgeley Dene, Malvern Valley, Orrong, South Yarra, Toorak, Tooronga and Wattletree.





Como Ward

Cr Meghan Hopper PhD



Greville Ward

Cr Melina Sehr JP



Hedgeley Dene Ward

Cr Sally Davis



Malvern Valley Ward

Cr Jami Klisaris



Orrong Ward

Cr Samantha Choudhury



South Yarra Ward

Cr Kate Hely



Toorak Ward

Cr Tom Humphries



Tooronga Ward

Cr Jamie Bell

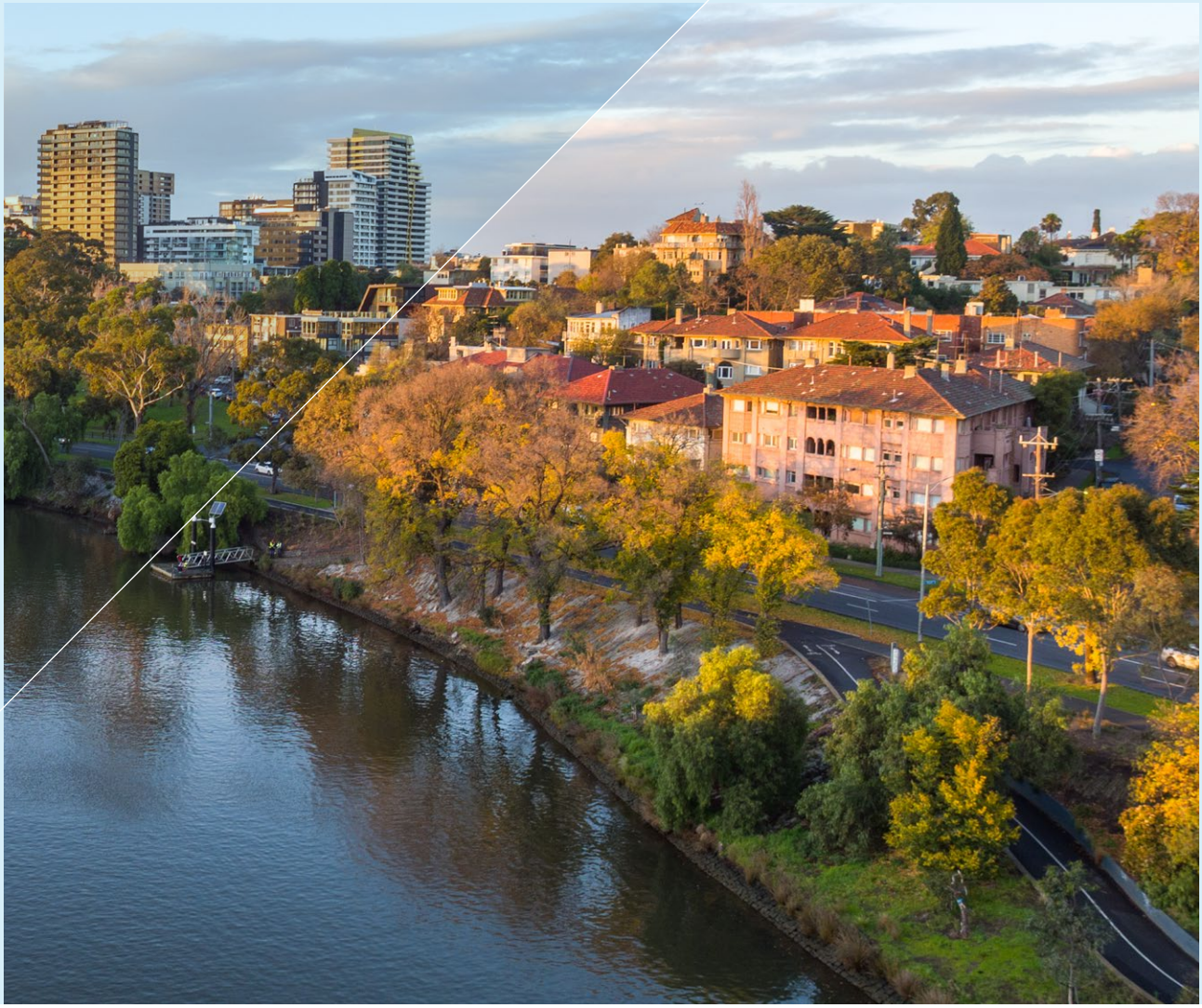


Wattletree Ward

Cr Steve Stefanopoulos OAM

Our city

The City of Stonnington is located in Melbourne's inner south-east, alongside the Birrarung (Yarra River). Our city covers an area of 25.63 square kilometres and includes the suburbs of Armadale, Kooyong, Malvern, Malvern East, Prahran, Toorak and parts of Glen Iris, South Yarra and Windsor.



Stonnington is mostly residential, with some commercial, industrial, office and institutional land uses. Our city is well known for our iconic shopping and lifestyle precincts, leafy streets, historical architecture, and beautiful parks and gardens.

As of 2024, it's estimated 114,038 people call Stonnington home. With a population density around eight times that of Greater Melbourne, we're one of the most compact cities in Victoria. Over the next two decades to 2045, we're expecting our population to grow by 23% – meaning more people will choose to live, work and play here in the years to come.

Our community

Stonnington has a diverse and vibrant community, with a relatively young population – close to a third of our residents are aged 18–34, and the median age is 37. At the same time, we also have a growing number of older residents, with around one in six people in our community aged over 65.

When it comes to housing, just over one quarter of our residents own their home outright, nearly one quarter are paying off a mortgage, and more than 40% rent in private or public housing. Housing stock includes some of Melbourne's finest mansions, significant heritage buildings, denser precincts with tall apartment buildings and large blocks of public housing, reflecting the contrasting lifestyles, needs and expectations of our community.

Our households come in many forms. Around one quarter are couples with children or single-parent families, and another quarter are couples without children. The average household size is 2.03 people, but nearly two in five households are made up of just one person.

We're a culturally rich city. Just under a quarter of our residents speak a language other than English at home, with Mandarin, Greek, Cantonese, Spanish and Italian being the most common. About a third of our community was born overseas, with the top countries of birth being the United Kingdom, China, India, New Zealand and Greece.

People in Stonnington come from all walks of life. We're home to one of the largest LGBTIQA+ communities in Victoria. Around one in eight residents identify as living with a disability or chronic health condition. One in 10 residents take on the important role of unpaid carer, and around 8,300 people live in low-income households.

Stonnington is home to more than 19,000 businesses creating nearly 75,000 local jobs. Our biggest industries are healthcare and social assistance, and retail trade – adding to our $11.64 billion gross regional product and the vibrant character of our city.

Our city

Our community is diverse, with key differences between our western, central and eastern suburbs:

Western suburbs

Compared to Stonnington's central and eastern suburbs, **South Yarra**, **Prahran** and **Windsor** have:

- More people living there per hectare
- More living in medium or high-density housing
- Fewer people with private back gardens
- More residents aged under 35
- Fewer households with children
- More people born overseas
- More people who live with a chronic illness
- More households without a car
- More people who walk, cycle or use public transport to get to work

Central suburbs

Compared to Stonnington's western and eastern suburbs, **Toorak**, **Armadale**, **Kooyong** and **Malvern** have:

- More residents aged over 60
- A higher median age of residents
- More people who live alone
- Nearly one third of households with children living at home
- More households without a car
- More people who work in professions where working from home is likely
- A lower index of socio-economic disadvantage

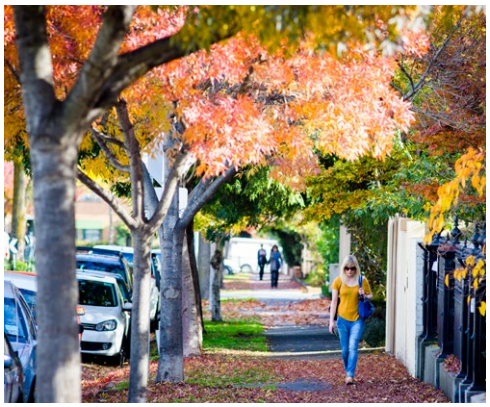


Eastern suburbs

Compared to Stonnington's western and central suburbs, **Glen Iris** and **Malvern East** have:

- A lower population density
- Fewer people living in medium to high density housing
- More people who need assistance due to disability
- More people who speak another language other than English at home
- Fewer people who work in a profession where working from home is likely
- Fewer people using public or active transport to get to work
- More households with children

Source: Profile i.d.; Stonnington analysis





Our history

Stonnington is situated on the traditional lands of the Wurundjeri Woi-wurrung and Bunurong people. For tens of thousands of years, the Wurundjeri Woi-wurrung and Bunurong people have lived, managed, and celebrated the local landscape as the Traditional Owners of the land within Stonnington. The Wurundjeri Woi-wurrung and Bunurong people continued to live along the Birrarung (Yarra River) as European settlement expanded beyond the centre of the Port Phillip district (Melbourne) in the 1800s.

The Stonnington municipality 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.

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

114,038
Residents

4,449
persons per square km (density)

37
Median age

$2,310
Median weekly household income

52.30%
Female

47.70%
Male

DIVERSITY



22.2%
Speak a language other than English at home



31.5%
People born overseas



14.5%
People who identify as LGBTIQA+



12.8%
People who identify as living with a disability or chronic health condition



0.4%
People who identify as First Peoples (Aboriginal or Torres Strait Islander)

BUILT AND NATURAL ENVIRONMENT



546km
Footpaths



13km
Bicycle or shared paths



75,000
Trees



20
Sports grounds



14
Sports pavilions



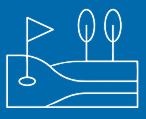
40
Tennis courts



2
Leisure centres



2
Stadiums



1
Golf course



2
Skateparks

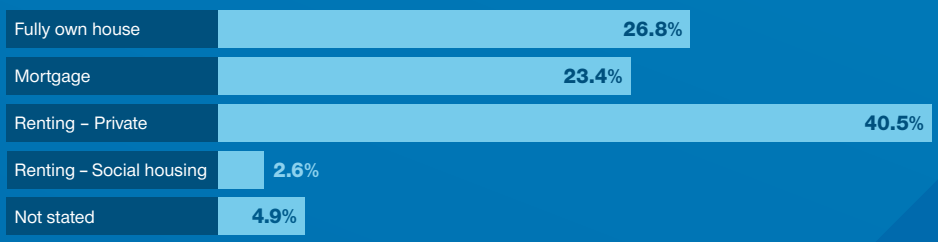


4
Libraries



1
History centre

HOME OWNERSHIP



HOUSEHOLDS

Average household size:
2.03



18.5% Couples with children

25.3% Couples without children

5.9% One-parent families

7.9% Older couples without children

37.3% Single-person households

74.6% Medium and high-density housing

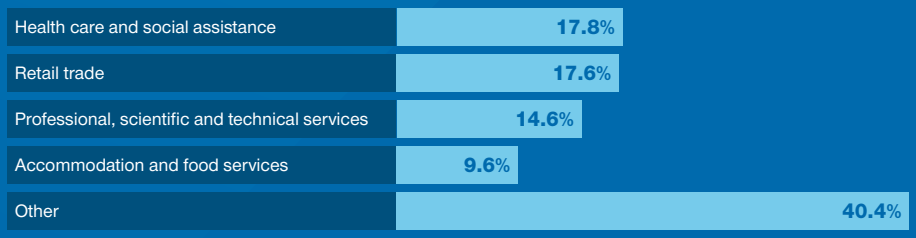
ECONOMY

Employed residents:
71,896

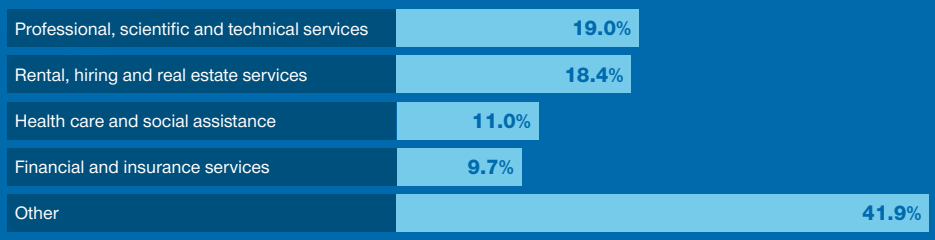
Local jobs:
74,200

Local businesses:
19,351

Largest employers



Industry types



FAST FACTS



15.9% People who volunteer

16.0% Households without a car

53.1% People with university qualifications

7.3% People with trade qualifications (certificate)

Source: Source: Profile i.d. (Online information tool which provides local demographic, economic, housing and population forecast data for Stonnington); Victorian Public Health Survey (VPHS); City of Stonnington internal data

Your Council

We're proud to serve the Stonnington community. As your local government, we look after many of the places and services that shape daily life in our city.

Our role is broad and diverse. We are:

A service provider	Delivering essential services like waste collection, libraries, parks, and recreational facilities.
A regulator	Enforcing local laws, planning rules and public health regulations to keep our community safe and our city enjoyable.
A partner	Working with other government agencies, community groups and organisations to improve services, coordinate projects, and respond to complex issues together.
A facilitator	Helping our community turn their ideas into action by providing access to funding, space, knowledge and support.
An advocate	Standing up for our community's interests and championing policies, funding, and projects that address local issues.

To explore the full range of services we provide, see Appendix: Our services on pages 61 to 62.

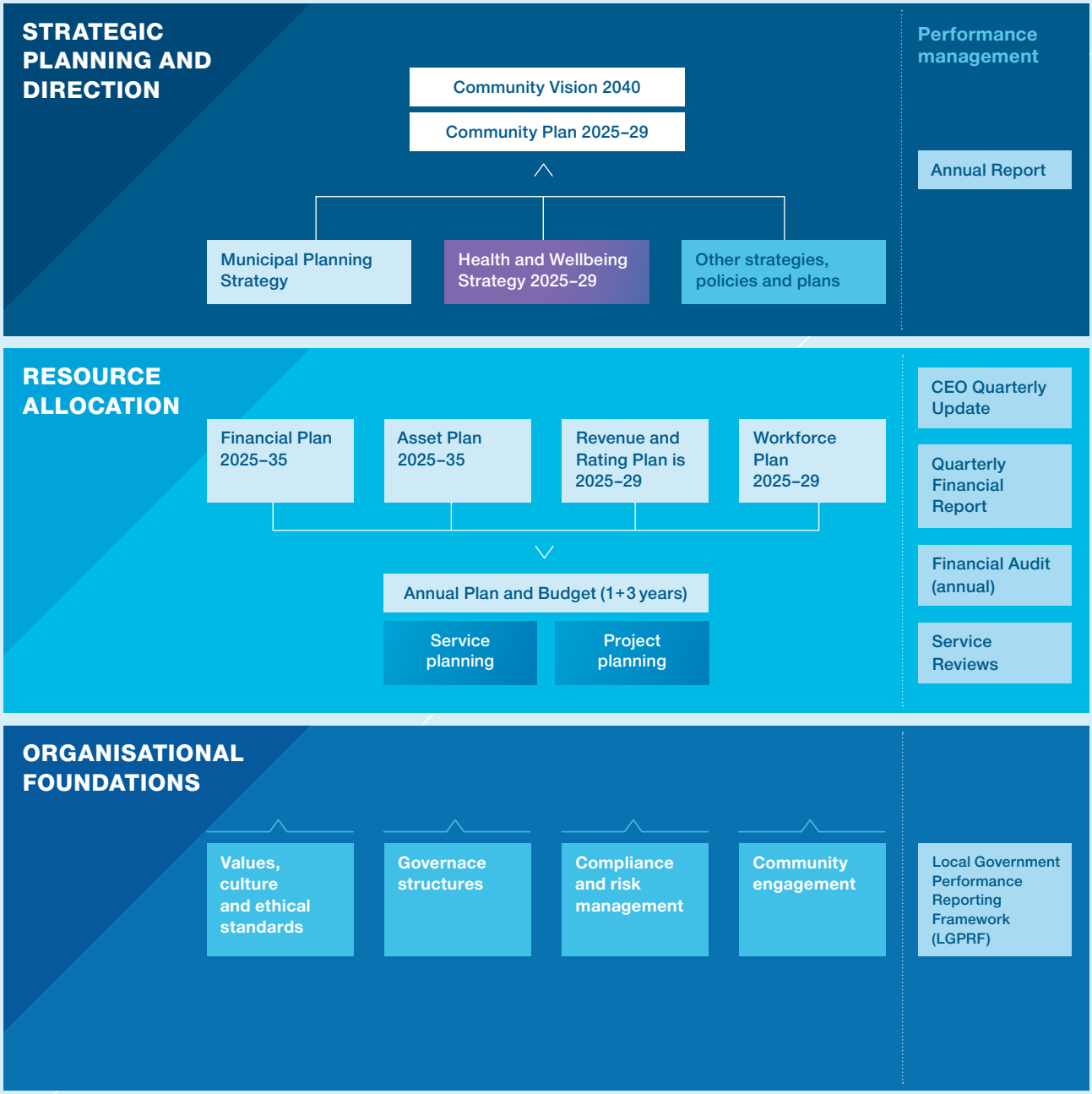
Strategic planning and performance framework

Good corporate governance – the process of strategic planning and direction setting, resource prioritisation, and performance management, underpinned by several organisational foundation factors – is central to good Council decision-making and accountability in the public interest.

Our strategic planning and performance framework shows how we bring the Community Vision to life through a hierarchy of long and medium-term plans. These plans describe our priorities, actions and investments – and are backed by continuous monitoring, reporting and review so we can track progress and adjust as needed.



Strategic planning and performance framework



For a detailed description of elements of the framework, refer to the Appendix: Glossary on page 69.

How to read this document

This Council Plan brings together two key parts of our planning and performance framework:

- **Community Vision 2040** expressing where our community wants to be by 2040
- **Council Plan 2025–29** outlining what we'll do over the next four years to move us closer to that vision

Together, these elements create a clear roadmap for the future of our city – Stonnington Tomorrow.

The Community Vision (page 19) belongs to the community and relies on the collective efforts of Council, in partnership with our community and stakeholders, to bring it to life. It includes a vision statement and set of supporting principles describing what matters most to the people of Stonnington around our city's future.

The Council Plan represents Council's commitment to community in response to the Community Vision, and is broken down into the following under each key chapter (see pages 27 to 55):

- **Objectives** – what we want to achieve
- **Focus areas** – how we'll get there
- **Indicators** – how we'll measure our progress
- **What this looks like in action** – some of the key things we'll do over the next four years.

This plan should be read alongside the Budget, which is our delivery vehicle for Stonnington Tomorrow. Each year, Council sets out in the Budget exactly what we will deliver and how we will fund this to achieve the Council Plan objectives.

We will report back to the community in our Annual Report and periodically throughout the year on the progress of delivering our annual actions, and what difference we've made, based on the performance indicators included in this plan. We will periodically review our performance indicators as appropriate and these will be adjusted as needed through our annual and corporate reporting.

The Council Plan is supported by the many services provided by Council to the community and a range of other strategies and plans (as listed in each key chapter and represented in the appendices, pages 60 to 62). We will also report on Council's achievements through these strategic documents, based on a comprehensive set of performance indicators, to provide a complete picture of the progress we've made.



Community **Vision 2040**

Stonnington Community Vision 2040 has been reviewed and reaffirmed by the 2025 People's Panel and is presented on the following pages.

It includes a shared vision statement and six supporting principles. Together, they'll guide our work and decision-making over the next four years.

Stonnington Community Vision 2040 was first developed in 2021 through a deliberative engagement process with our community. The 'Shaping Stonnington' People's Panel – a randomly selected, demographically representative group of 32 community members – came together to craft a vision that captured the aspirations of people right across Stonnington. Their work laid the foundation for the Future Stonnington Council Plan 2021–2025.

Four years on, as we began shaping our next Council Plan, we formed a new People's Panel – again made up of a representative cross-section of our community. This group was asked to consider what updates were needed to keep the Community Vision aligned with long-term aspirations of our community. This process provided clear guidance for our Council Plan 2025–2029.

You can find out more about the recent deliberative engagement process on page 57.





Vision statement

Welcome to Stonnington 2040.

A modern, sustainable and interconnected community that supports the good health and wellbeing of all.

Our community is a safe, accessible and creative city that celebrates and embraces all cultures including First Peoples past and present.

SUPPORTING PRINCIPLES

1	Safeguard the character, heritage, and history of streetscapes whilst growing sustainably in the interest of the community
2	Take climate and environmental action, protect biodiversity and pursue eco-friendly ways of living, guided by the United Nations Sustainable Development Goals
3	Be a caring and compassionate city that promotes and facilitates opportunities for community connections
4	Have accountable and transparent governance with community representation in decision making through accessible and consultative communication
5	Provide safe and accessible public spaces for the community to gather and participate in arts, sports and recreation
6	Provide acceptable access, in terms of travel options and time, to a variety of quality services and amenities, regardless of a person's resources or ability, within 20 minutes of where they live



Council Plan 2025–29

To achieve the Community Vision, we need to respond thoughtfully to our community's aspirations while considering the key challenges and opportunities shaping Stonnington's future.

Our approach, guided by the principles of our Community Vision, is outlined on the right:

Alignment of our Directions with the United Nations Sustainability Goals is shown in the Appendix.

Further detail on what we will focus on over the next four years is outlined in the following five chapters.

OUR CHALLENGES AND OPPORTUNITIES

Growth challenge	How to ensure Stonnington remains a great place to live, work and play while our city continues to grow
Economic resilience	How to make the most of our city's unique strengths and distinctive qualities so people can come together and enjoy its many offerings
Community wellbeing	How to support all individuals, regardless of background, to enjoy a sense of safety, wellbeing, and community connection
Climate and biodiversity crisis	How to respond to the urgent global challenge of climate change while also improving local resilience
Operating capacity	How to keep up with multiple challenges, rising community expectations, and rapid technological change with limited Council resources

OUR FOUR-YEAR FOCUS

Direction 1: **Liveable city**

- where planning and infrastructure keep pace with population growth
- where heritage is preserved alongside development
- where everyone has access to quality public and green spaces
- where people have safe, sustainable and diverse travel options.

Direction 2: **Vibrant destination**

- a destination of choice
- where diverse local businesses are supported to grow and thrive
- an inclusive city of culture

Direction 3: **Thriving community**

- where people are safe and able to fully participate in community life
- where people are connected and feel they belong
- where people lead active and healthy lifestyles
- where First Peoples' voices, experiences and ideas are heard and respected.

Direction 4: **Sustainable environment**

- that is climate positive and goes beyond reducing emissions
- that is resilient and adaptable to climate change
- that is water sensitive and flood-ready
- where biodiversity is strengthened
- where people consume and manage resources consciously.

Direction 5: **Well-governed organisation**

- that is financially sustainable
- that is transparent, accountable and community-centred in our decision-making
- that delivers excellent customer experiences
- that values safety, security, and capability in our workplace.



Direction 1: **Liveable city**

COMMUNITY VISION PRINCIPLES



Safeguard the character, heritage, and history of streetscapes whilst growing sustainably in the interest of the community.



Provide safe and accessible public spaces for the community to gather and participate in arts, sports and recreation.



Provide acceptable access, in terms of travel options and time, to a variety of quality services and amenities, regardless of a person's resources or ability, within 20 minutes of where they live.

Liveable city
Why this matters

People cherish what makes Stonnington a unique place to live – we want to ensure it remains a source of pride for future generations even as our city grows.

Like other inner-city areas, we're navigating how to accommodate more people, services and movement within a finite footprint. Our challenge is not whether we grow, but how we grow – in ways that protect what people love about Stonnington while meeting future needs. Over the next two decades, our population is expected to increase by nearly 24%. This will require neighbourhoods that support both today's community and the generations to come.

Creating more homes is only part of the solution – what matters is the kind of housing, where it's located, and who can access it. We need a mix of housing types for all life stages and circumstances, supported by critical services and infrastructure that keep pace with demand. Smarter, more efficient land use – including co-located services, multi-purpose facilities, adaptive reuse of existing buildings, and precinct-based planning – will help us make better use of limited space.

With more people adopting new lifestyle patterns, including hybrid work, this has forced cities to rethink their role as places to live, work and play. With fewer people commuting every day for work, this changes how residents use, experience, and move around the city. Resilient cities of the future will be those which cater to residents' diverse needs and provide quality services and amenities within convenient reach.

Importantly, we can't achieve this alone. Many of the levers that influence growth sit with State Government and the private sector. We will collaborate, advocate and influence – ensuring that change is well planned, well supported and focused on long-term community benefit.





Liveable city
What we'll do

WHAT WE WANT TO ACHIEVE Objectives	HOW WE'LL GET THERE Focus areas	HOW WE'LL MEASURE PROGRESS Indicators
1.1 Planning and infrastructure keep pace with population growth	**1.1.1** Support well-designed development including affordable housing close to jobs, services and facilities. **1.1.2** Advocate for local needs in major State Government projects and reforms. **1.1.3** Plan for services and amenities to be within an easily accessible, sustainable journey for all residents. **1.1.4** Plan and fund infrastructure to support our growing population, including through developer contributions.	» Liveability Index – resident values and experience » Value of infrastructure per head of population » Percentage of capital budget complete
1.2 Stonnington's unique heritage is preserved alongside development	**1.2.1** Recognise, protect, celebrate and educate the public about places of local heritage significance.	» Proportion of the city reviewed as part of the Stonnington Heritage Review
1.3 Everyone has access to quality public and green spaces	**1.3.1** Maintain, expand and enhance our network of parks, playgrounds, and nature reserves and ensure green spaces are easy to get to. **1.3.2** Support the use of public green spaces for recreation, sport, play, arts and culture, and community events and activations.	» Community satisfaction with the quality of parks, public plazas and open/ green spaces
1.4 People have safe, sustainable and diverse travel options	**1.4.1** Improve cycling and pedestrian infrastructure to encourage more sustainable, active travel, recognising its direct benefits for overall wellbeing across all age groups. **1.4.2** Optimise the use of parking and road space to support access, manage demand and respond to changing travel needs. **1.4.3** Improve road safety, especially for road users travelling on foot, by bike or means other than car.	» Proportion of trips made via active transport » Community satisfaction with travel options in the city

Liveable city
What this looks like in action

KEY ACTIONS

These are some of the key things we'll do over the next four years.

We'll share our progress in our Annual Report.





- Enhance the planning, growth and development of local hubs where people go to shop, socialise and access services and facilities through delivery of the Neighbourhood Activity Centres Framework.
- Implement programs to enhance community understanding and literacy regarding urban design principles and development outcomes, while establishing initiatives to incentivise and celebrate design excellence.
- Review and enhance Council's framework for assessing and securing community benefits from significant developments, ensuring these contributions directly address identified community needs and infrastructure gaps.
- Actively advocate to the State Government for strategic planning and appropriate rezoning of key corridors, to responsibly accommodate higher-density development with integrated infrastructure and amenity.
- Conduct the Stonnington Heritage Review and Postwar and Modernist Heritage Study to identify and protect significant heritage properties, precincts and places.
- Implement transport and parking strategies to strategically manage parking supply and demand, balancing the needs of residents, businesses, and visitors, and encouraging sustainable transport choices.
- Develop and deliver a rolling program of Local Area Traffic Management plans to improve safety, amenity, and access on local streets.
- Introduce temporary and permanent street transformations around schools to create safer walking and riding environments during pick-up and drop-off times.
- Deliver open space and public realm improvements along KooyongKoot (Gardiners Creek) through the staged upgrade of the Gardiners Creek Trail shared user path and construction of Talbot Crescent Habitat Park.

Liveable city

OUR SERVICES

Work areas most aligned with this direction:

- City Futures
- City Projects
- Facilities Management
- Infrastructure Maintenance
- Liveability and Compliance
- Municipal Building Surveyor
- Statutory Planning
- Transport and Parking Services

SUPPORTING STRATEGIES AND PLANS

Documents guiding our work in this area:

- Active Transport Plan*
- Heritage Strategy
- Housing Strategy*
- Neighbourhood Activity Centres Framework*
- Open Space Strategy*
- Parking Action Plan*
- Road Safety Plan*
- Sports Infrastructure Plan*
- Transport Strategy*

* Document in development or review





Direction 2: **Vibrant destination**

COMMUNITY VISION PRINCIPLES



Provide safe and accessible public spaces for the community to gather and participate in arts, sports and recreation.



Provide acceptable access, in terms of travel options and time, to a variety of quality services and amenities, regardless of a person's resources or ability, within 20 minutes of where they live.

Vibrant destination
Why this matters

The heart of a city is found in the places people choose to spend their time – the streets, spaces and experiences that draw them in and keep them coming back.

In Stonnington, many of our most loved places are our bustling retail strips, hospitality precincts, arts venues and outdoor events. More than economic drivers, our neighbourhood activity centres help define our city's distinct character and bring people together.

As more people work flexibly or from home, they are embracing living, working, and spending locally. The rise of 'support local' reflects more than consumer choice – it speaks to pride of place, shared identity and community connection.

By investing in the feel of our places as well as their function, we can continue to shape Stonnington as a destination people want to visit, live in and return to. In turn, this supports our local businesses to flourish. More than ever, quality of place and lifestyle matters for economic resilience.

We'll continue to support our precincts to be safer, more inviting and easily accessible, while also streamlining regulation, strengthening our local business mix and making it easier for local enterprises to start, grow and adapt.

We'll also invest in events, public art and placemaking that make our public spaces more vibrant and memorable. Through collaboration with artists, traders and community groups, we'll create places where people can connect, discover and belong – a city people want to come to, and a place people are proud to call home.





Vibrant destination
What we'll do

WHAT WE WANT TO ACHIEVE Objectives	HOW WE'LL GET THERE Focus areas	HOW WE'LL MEASURE PROGRESS Indicators
2.1 Stonnington is a destination of choice	**2.1.1** Enhance the Chapel Street precinct as a safe, welcoming and iconic hub for retail, dining, culture and entertainment. **2.1.2** Support the development and activation of our neighbourhood and major activity centres and public spaces as the backbone of a thriving economy.	» Visitor spend » Community satisfaction with a diverse range of shopping, leisure and dining experiences
2.2 Diverse local businesses are supported to grow and thrive	**2.2.1** Develop, support and invest in diverse local businesses to grow and thrive, including by streamlining planning and permit processes, and providing accessible business support services. **2.2.2** Explore options for the future redevelopment of Prahran Market as a magnet for locals and visitors.	» City gross regional product » Net change in number of GST registered businesses
2.3 Stonnington is a vibrant and inclusive city of culture	**2.3.1** Facilitate high-quality experiences through festivals and events, cultural venues, visual arts and live performance. **2.3.2** Position Prahran Town Hall as a premier creative, cultural and community hub. **2.3.3** Support community groups and organisations to run events and activities, including in public spaces.	» Community satisfaction with community and cultural activities » Activation, business, and arts and cultural grant applications received by Council

Vibrant destination
What this looks like in action

KEY ACTIONS

These are some of the key things we'll do over the next four years.

We'll share our progress in our Annual Report.

- Deliver targeted safety and amenity improvements in the Chapel Street Precinct to support a safe, vibrant and welcoming environment.
- Develop a staged implementation plan and funding plan to progress the Chapel Street Transformation Project.
- Continue to promote our precincts and activity centres, including Glenferrie Road, High Street, Hawksburn Village, Toorak Village and Toorak Road.
- Conduct a feasibility assessment to explore future commercial opportunities for Prahran Market.
- Enable the delivery of creative experiences at Prahran Town Hall to attract investment and visitors and support surrounding businesses.



Vibrant destination

OUR SERVICES

Work areas most aligned with this direction:

- Creative Communities
- Economic Development and Placemaking

SUPPORTING STRATEGIES AND PLANS

Documents guiding our work in this area:

- Chapel Street Precinct Improvement Plan
- Creative Stonnington Strategy
- Place Activation Plans
- Place-led Economic Development Strategy

* Document in development or review





Direction 3: **Thriving community**

COMMUNITY VISION PRINCIPLES



Be a caring and compassionate city that promotes and facilitates opportunities for community connections.



Provide safe and accessible public spaces for the community to gather and participate in arts, sports and recreation.



Provide acceptable access, in terms of travel options and time, to a variety of quality services and amenities, regardless of a person's resources or ability, within 20 minutes of where they live.

Thriving community
Why this matters

Stonnington is a diverse city, home to people of all ages, abilities, backgrounds and circumstances. We want our city to be a welcoming, safe, and healthy environment for all.

While many residents enjoy a high quality of life, individual needs and experiences vary greatly. Some people, particularly older adults, LGBTIQA+ and multicultural communities, people living with disability, those with caring responsibilities, lower-income households and those experiencing family violence, can face barriers to support and inclusion. Supporting community wellbeing means ensuring everyone can access services, feel safe where they live, and stay connected to others around them.

As our city grows, more residents are living in apartments and single-person households. This can make it harder to form an engaged community. Our work must therefore proactively address the risk of social isolation. Furthermore, with a predicted peak in aged care needs over the next decade, we must think strategically about how we support our older residents to age well in a comfortable, connected, and climate-resilient community.

We'll continue supporting wellbeing at all life stages – from early childhood and youth to healthy ageing. We'll invest in inclusive spaces, local programs and partnerships that enable social connection and belonging. A library visit, a local event or a volunteer group can be a vital touchpoint in someone's day.

Safety is also critical. Rising concerns about crime and family violence require coordinated, place-based responses. We'll work with Victoria Police, local services and residents to improve safety, reduce harm, and ensure people know where to turn for help when they need it.





Thriving community
What we'll do

WHAT WE WANT TO ACHIEVE Objectives	HOW WE'LL GET THERE Focus areas	HOW WE'LL MEASURE PROGRESS Indicators
3.1 People are safe and able to fully participate in community life	**3.1.1** Support community safety in homes, neighbourhoods and public spaces. **3.1.2** Work in partnership to support people experiencing or at risk of homelessness. **3.1.3** Actively advocate for the provision of adequate and integrated wrap-around support services for all social housing residents to ensure their health, wellbeing, and security. **3.1.4** Foster a pet-friendly and responsible city. **3.1.5** Plan for and respond to local emergencies and extreme weather events to protect people, places and infrastructure.	» Proportion of residents who feel a sense of safety and security in Stonnington » Number of people registered as homeless on the Stonnington Zero By Name List
3.2 People are connected and feel they belong	**3.2.1** Provide inclusive, accessible places, spaces and services catering for people of all ages, genders, sexual orientation, abilities, races, cultures and personal circumstances. **3.2.2** Support community connection, inclusion and wellbeing through programs and events.	» Sense of community – resident experience » Social cohesion – resident experience » Community satisfaction with community and cultural activities
3.3 People lead active and healthy lifestyles	**3.3.1** Provide programs, spaces and facilities that support sport and active recreation for all ages and abilities.	» Community satisfaction with recreational facilities » Health and wellbeing index – residents' self-reported rating
3.4 First Peoples' voices, experiences and ideas are heard and respected	**3.4.1** Pursue meaningful reconciliation by working with the Wurundjeri Woi-wurrung and Bunurong peoples as the Traditional Owners of the East Kulin Nations.	» Progress of implementation of Reconciliation Action Plan

Thriving community
What this looks like in action

KEY ACTIONS

These are some of the key things we'll do over the next four years.

We'll share our progress in our Annual Report.

- **In partnership with local agencies, guide safety improvements across Stonnington, with a particular focus on the Chapel Street Precinct.**
- **Support local sporting clubs to address barriers to participation in community sports by women, girls and gender-diverse people and ensure our sports and recreation infrastructure is safe, welcoming and accessible for all.**
- **Continue to improve the accessibility of public facilities, spaces and buildings through the delivery of Council's capital upgrade and renewal program.**
- **Pilot extended operating hours for key community facilities, to provide safe, accessible, and inclusive evening spaces for community use and connection.**
- **Work with stakeholders to advocate for appropriate investment towards accessible, affordable and high-quality childhood education and care services to meet community needs.**



OUR HEALTH AND WELLBEING STRATEGY 2025–29

To achieve our Council Plan direction of a 'Thriving community', we will improve community health and wellbeing over the next four years through our Health and Wellbeing Strategy, focusing on preventative health actions and partnerships to support a healthier, more inclusive Stonnington.

The strategy meets our legislated responsibilities under the *Victorian Public Health and Wellbeing Act 2008* and focuses on three priority areas: community safety and all forms of violence, social connection and inclusion, and active and sustainable living.

The strategy has a particular focus on supporting those groups in our community who face greater challenges around their health and wellbeing.

Our priority populations include:

- Women and girls
- LGBTIQA+ and gender diverse people
- Young people
- Older adults 65+
- People with a disability
- First Peoples
- Multicultural communities
- Low-income households
- People who live in low socio-economic areas and public housing
- People experiencing or at risk of homelessness
- People with low digital literacy or access to technology.

Thriving community

OUR SERVICES

Work areas most aligned with this direction:

- Active Communities
- Connected Communities
- Emergency Management

SUPPORTING STRATEGIES AND PLANS

Documents guiding our work in this area:

- Active Stonnington Action Plan*
- Ageing Well Action Plan
- Community Safety Plan
- Disability Inclusion Action Plan
- Municipal Emergency Management Plan
- Domestic Animal Management Plan
- Health and Wellbeing Strategy*
- LGBTIQA+ Action Plan
- Libraries Plan
- Reconciliation Action Plan*

* Document in development or review





Direction 4: **Sustainable environment**

COMMUNITY VISION PRINCIPLES

Take climate and environmental action, protect biodiversity and pursue eco-friendly ways of living, guided by the United Nations Sustainable Development Goals.

Sustainable environment
Why this matters

Stonnington is already feeling the effects of climate change – this calls for bold leadership in the face of rising temperatures, extreme weather, as well as biodiversity loss and pressure on natural resources.

As a city with a dense urban form and many older residents, we face specific health and wellbeing risks related to extreme heat, air pollution and other climate change impacts. As a local government, we have a critical role to play not just in reducing emissions, but in building resilience and supporting communities to adapt.

Responding to climate change isn't a one-off project – it's something we must embed in everything we do. From how we plan and build, to how we care for our natural systems and support community wellbeing, climate action must shape our everyday decisions.

To achieve our target of zero emissions by 2030, we need to prioritise active transport, renewable energy and energy-efficient buildings. We'll also invest in green infrastructure, expand tree canopy, and design public places that help cool our neighbourhoods and support biodiversity. We'll protect and restore ecosystems, improve water management, and reduce resource use across Council operations.

Just as importantly, we'll support our community to act – by providing information, tools and partnerships that make it easier for households and businesses to reduce their emissions and make more sustainable choices. By combining local knowledge, creativity and commitment, we can lead the way on local climate action and build a more sustainable, climate-ready city.





Sustainable environment
What we'll do

WHAT WE WANT TO ACHIEVE Objectives	HOW WE'LL GET THERE Focus areas	HOW WE'LL MEASURE PROGRESS Indicators
4.1 Stonnington is climate positive and goes beyond reducing emissions	**4.1.1** Fully transition Council operations to electricity. **4.1.2** Develop, support, and invest in carbon sinks in the public and private realm that actively remove carbon from the atmosphere. **4.1.3** Support and empower the community to improve the energy efficiency, water sensitivity, and climate resilience of existing properties, including retrofitting for solar, improved insulation, and water harvesting. **4.1.4** Continue to identify Council's supply chain emissions and work to reduce these where possible.	» Council direct greenhouse gas emissions – gas, electricity and fleet » Food organics and garden organics related emissions
4.2 Stonnington is resilient and adaptable to climate change	**4.2.1** Support the community, and in particular vulnerable groups, to become more climate resilient by adapting their homes and by taking proactive steps to prepare for climate impacts. **4.2.2** Improve the ability of the city's built and natural environment to withstand and recover from climate shocks. **4.2.3** Strongly encourage high-performance environmentally sustainable design standards for all new developments.	» Community solar uptake » Council solar and battery uptake
4.3 Stonnington is water sensitive and flood-ready	**4.3.1** Increase water use efficiency and use of alternative water to reduce reliance on potable water. **4.3.2** Upgrade stormwater systems and build water-sensitive assets.	» Volume of alternative water used as part of Council operations » Number of water-sensitive urban design assets installed
4.4 Stonnington's biodiversity is strengthened	**4.4.1** Enhance greening and natural habitat in public and private spaces, and improve connections between green areas to support diverse and resilient plant and animal life. **4.4.2** Provide opportunities to (re)connect people to nature.	» Number of trees planted » Number of native/ indigenous plants planted
4.5 Stonnington consumes and manages resources consciously	**4.5.1** Transition to a circular economy by embedding waste avoidance, re-use, sharing, repurposing and resource recovery and ecosystem regeneration in Council activities, and support the community to do the same. **4.5.2** Adopt and encourage sustainable consumption and purchasing practices.	» Household waste to landfill » Non-kerbside waste collected for recycling or re-use

Sustainable environment
What this looks like in action

KEY ACTIONS

These are some of the key things we'll do over the next four years.

We'll share our progress in our Annual Report.

- Continue to progress electrifying Council buildings and facilities to transition operations away from gas to more renewable forms of energy.
- Undertake a municipality-wide Climate Vulnerability Assessment to identify the parts of the city likely to be most exposed to climate change impacts, including extreme heat and flooding, to inform future decision-making.
- Develop and implement a comprehensive strategy that integrates green infrastructure, water-sensitive urban design, cool pavements, and expanded tree canopy across public and private realms, with a particular focus on high-impact areas like activity centres.
- Redirect water to street trees through water-sensitive urban design to reduce stormwater run-off and improve city greening and cooling.
- Expand the Council's Food Organics Garden Organics kerbside service to a universal default service for all homes.
- Deliver a community education and engagement program aimed at supporting residents to improve the recovery of materials through Council waste services.
- Apply the shared principles of the Burndap Birrarung burndap umarkoo – Yarra Strategic Plan to enhance the health of the Birrarung (Yarra River) as one living, integrated natural entity, through regional collaboration and relevant projects, including revitalisation of habitat through staged delivery of the Gardiners Creek (KooyongKoot) Masterplan.



Sustainable environment

OUR SERVICES

Work areas most aligned with this direction:

- City Environment
- Waste Management

SUPPORTING STRATEGIES AND PLANS

Documents guiding our work in this area:

- Biodiversity Plan*
- Climate Adaptation Plan*
- Climate Emissions Plan*
- Environment Strategy*
- Flood Risk Management Strategy*
- Integrated Water Management Plan*
- Waste and Circular Economy Plan*

* Document in development or review




City of
STONNINGTON

Direction 5: **Well-governed organisation**

COMMUNITY VISION PRINCIPLES



Have accountable and transparent governance with community representation in decision making through accessible and consultative communication.

Well-governed organisation
Why this matters

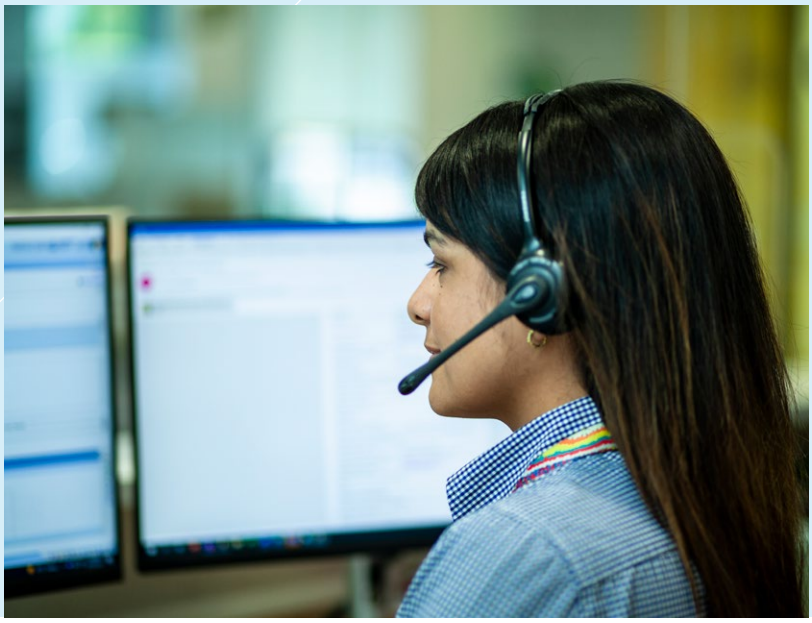
Delivering great services, infrastructure and outcomes for our community starts with how we operate.

Being well-governed means making evidence-based decisions that are clearly communicated, creating a safe and supported workplace, and maintaining strong, secure systems. It's about investing wisely, staying accountable, and putting community at the centre of how we plan, decide and deliver every day.

Like many councils in Victoria, Stonnington is facing growing financial pressures. We're managing rising costs, growing demand and limited revenue flexibility, including rate capping and cost-shifting from other levels of government. To stay financially sustainable, we'll continue to strengthen our revenue base where we can, manage our assets and services strategically, and ensure every investment delivers long-term benefit.

We'll also modernise how we work – improving customer experiences, investing in staff and systems, protecting our information, and using data to drive better decisions. We're committed to the safety of our workforce, the capability of our organisation, and the continuous improvement of our services.

Together, these efforts ensure we remain a resilient, responsive and trusted organisation with the financial capacity to meet today's challenges and tomorrow's opportunities.





Well-governed organisation
What we'll do

WHAT WE WANT TO ACHIEVE Objectives	HOW WE'LL GET THERE Focus areas	HOW WE'LL MEASURE PROGRESS Indicators
5.1 We are financially sustainable	**5.1.1** Strengthen our revenue base by introducing new revenue raising opportunities. **5.1.2** Continue to review and improve our services to ensure these are efficient, cost-effective and responsive to community needs. **5.1.3** Manage our assets strategically and invest in assets that will provide long term community benefit. **5.1.4** Optimise our property portfolio to balance community benefit and financial sustainability.	» Adjusted underlying result » Liquidity **Council has implemented a suite of indicators and targets which guide financial decision making and outline the aspirational targets which support both the prudent short-term and long-term management of our community's resources. These are outlined in the Financial Management Principles and are reported against periodically.**
5.2 We are transparent, accountable, and community-centred in our decision-making	**5.2.1** Make it easy for people to have their say and understand how their input is used. **5.2.2** Plan collaboratively with community to understand their needs and ideas. **5.2.3** Communicate clearly, openly and in a timely way to build trust and confidence in our decisions.	» Council decisions made at meetings closed to the public » Community satisfaction with consultation and engagement
5.3 We deliver excellent customer experiences	**5.3.1** Design customer experiences to meet the evolving needs of our community and deliver these to consistent, high-quality standards. **5.3.2** Make it easier for people to access information and interact with us in ways that suit them. **5.3.3** Use data and insights to improve services and experiences for our customers.	» Customer experience ratings » Proportion of requests actioned within target days
5.4 We value safety, security, and capability in our workplace	**5.4.1** Proactively manage workplace health and safety risks to keep our people safe. **5.4.2** Enhance protection of Council systems from unauthorised access to keep our information secure. **5.4.3** Invest in our staff and systems to improve operational capability and capacity.	» Number of OHS incidents proactively reported » Lost time injury frequency rate » Compliance with Victorian data security standards » Staff turnover

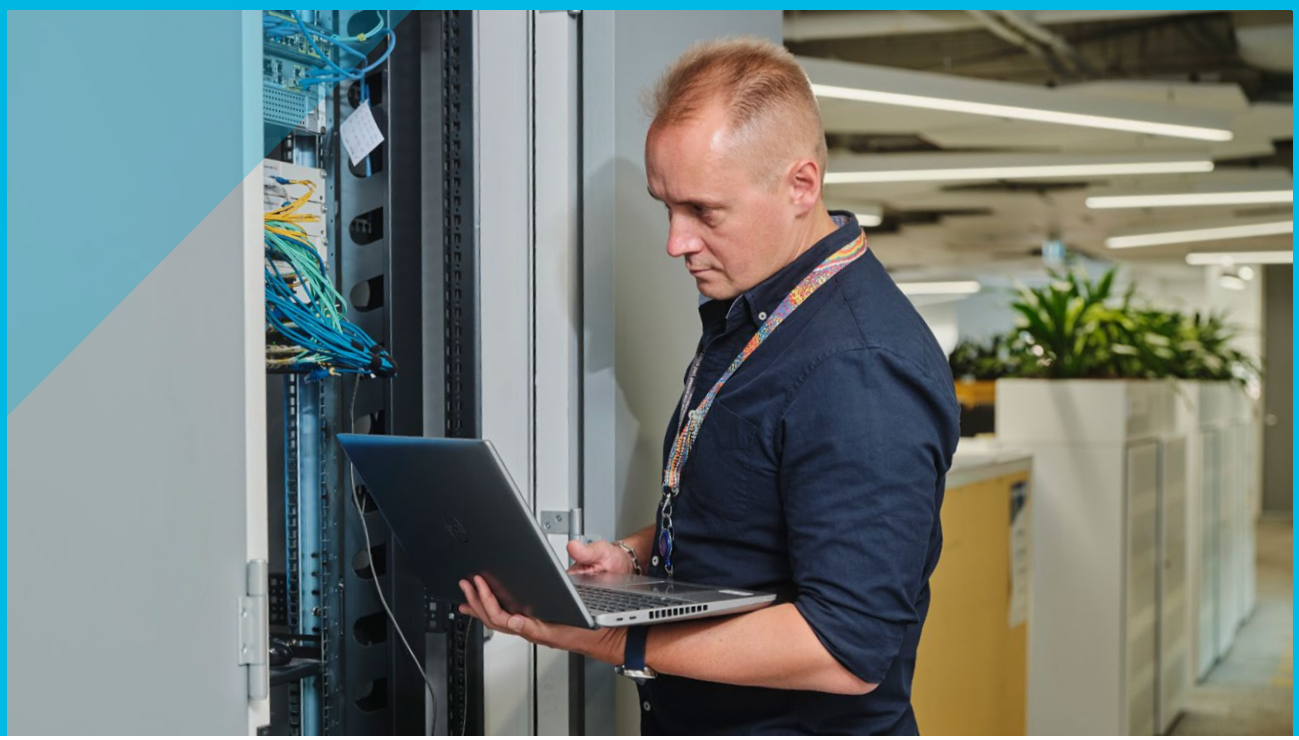
Well-governed organisation
What this looks like in action

KEY ACTIONS

These are some of the key things we'll do over the next four years.

We'll share our progress in our Annual Report.

- Implement 'Funding Stonnington Tomorrow', our long-term financial roadmap across our assets, services, revenue, debt and cash.
- Develop and implement the Value for Money Program, including efficiency and innovation opportunities, cost recovery and service performance sub-programs.
- Advocate to State Government to promote operational flexibility and financially sustainable outcomes for local government and attract grants and investments in the municipality.
- Implement the Digital Transformation Program to modernise Council's digital infrastructure and ensure systems are resilient, adaptive to business needs and meet contemporary standards.
- Investigate and pilot new technologies, including Artificial Intelligence (AI), within a robust ethical and governance framework to enhance service delivery and productivity.
- Improve our community engagement methods to reach under-represented groups and better understand the community's experience of engaging with us.



Well-governed organisation

OUR SERVICES

Work areas most aligned with this direction:

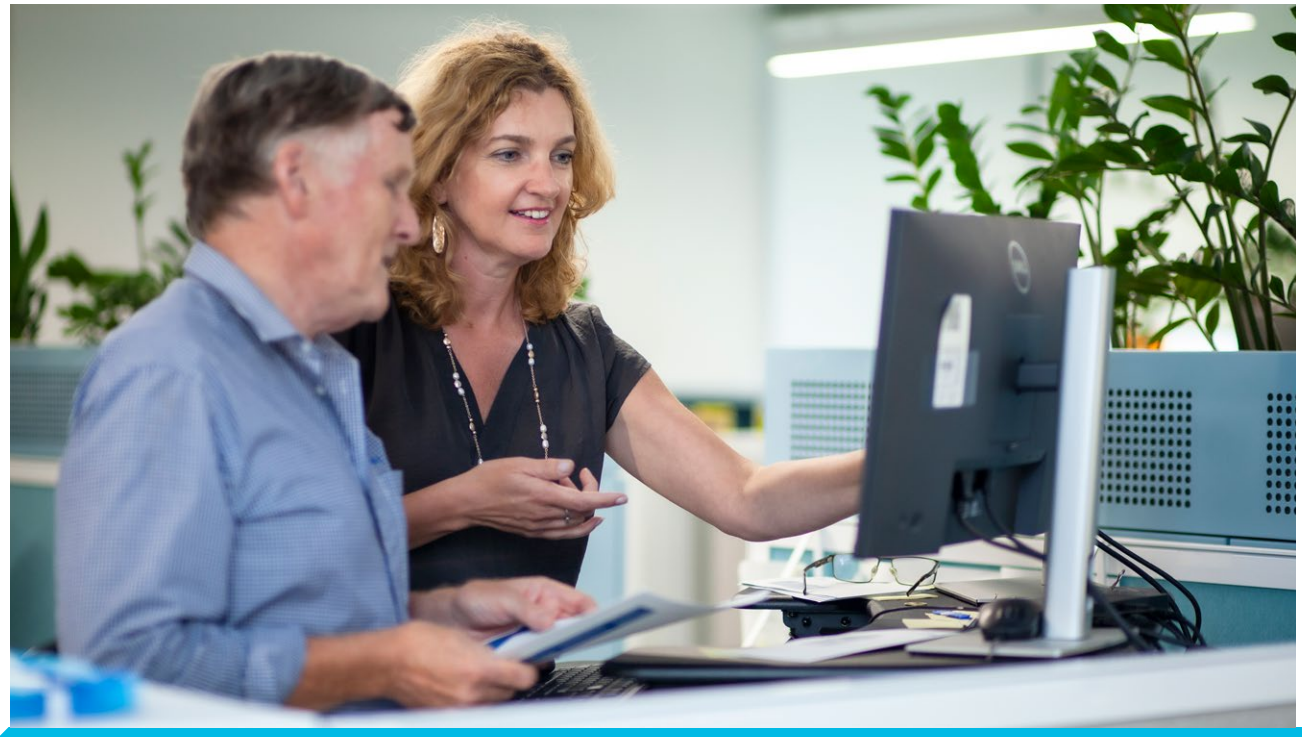
- Asset Management
- Communications
- Corporate Strategy, Performance and Risk
- Customer Experience and Engagement
- Customer Operations
- Digital Transformation
- Financial Services
- Fleet Management
- Governance and Public Affairs
- People and Culture
- Technology Enablement

SUPPORTING STRATEGIES AND PLANS

Documents guiding our work in this area:

- Advocacy Plan
- Asset Plan
- Engagement Policy
- Financial Management Principles
- Financial Plan
- Revenue and Rating Plan
- Smart City Strategic Framework
- Workforce Gender Equality Action Plan
- Workforce Plan*

* Document in development or review



Appendix

How this plan was developed

Beginning in September 2024, and in accordance with our Engagement Policy and the Local Government Act 2020, we undertook an extensive engagement process to hear whether the Stonnington Community Vision 2040 (first developed by the community in 2021) still reflected people's long-term aspirations for our city.

From September to November 2024, people of all ages and backgrounds shared their views online and in person, including at pop-up engagement events in public spaces. We heard what was important to our community and their hopes for our city's future.

This feedback showed general support for the existing vision. This input was then shared with the Stonnington People's Panel 2025, a group of 33 randomly selected community members reflecting a cross-section of our population. The panel came together to review the Community Vision in detail.

Over four sessions in February and March 2025, the panel reviewed the initial community feedback, explored the issues and challenges facing Stonnington, and updated the Community Vision and supporting principles to ensure they still captured the breadth of community aspirations and could provide clear guidance to the Council.

The panel also offered ideas on what the Community Vision principles could look like in practice over the next four years. Their insights have directly shaped the development of this Council Plan.

THREE PHASE PROCESS



September – November 2024

Broad community engagement

- Online survey and in-person pop-up events
- **Output:** community feedback on original Community Vision

February – March 2025

Deliberative engagement

- Via demographically representative People's Panel of 33 community members
- **Output:** updated Community Vision and four-year priorities

July – August 2025

Exhibition of draft Council Plan prior to Council adoption

- Online survey
- **Output:** community feedback on draft Council Plan

Appendix

Stonnington People's Panel 2025

A group of 33 community members

T Target A Actual

AGE



Aged 18 to 34
T 10
A 9

Aged 35 to 59
T 14
A 15

Aged 60 to 84
T 7
A 8

Aged 85+
T 1
A 1

RELATIONSHIP TO STONNINGTON



Live in Stonnington
T 33
A 33

Work in Stonnnington
T 6
A 8

Study in Stonnington
T 2
A 5

Own a business
T 7
A 5

LOCALITY



West
(Prahran, South Yarra, Windsor)
T 12
A 15

Central
(Armadale, Kooyong, Malvern, Toorak)
T 9
A 12

East
(Glen Iris, Malvern East)
T 12
A 6

GENDER



Male
T 16
A 15

Female
T 16
A 17

Gender diverse
T 1
A 1

DIVERSITY AND REPRESENTATION



Language other than English
T 7
A 13

Lives with a disability (over 18)
T 1
A 6

Carer
T 4
A 6

LGBTIQA+
T 4
A 5

Aboriginal and Torres Strait Islander
T 1
A 0

HOUSEHOLD MAKEUP



Couple with children
T 6
A 8

Couples without children
T 8
A 3

One parent families
T 2
A 3

Other families
T 1
A 1

Group household
T 2
A 6

Lone person
T 13
A 11

Other/not stated
T 1
A 1

HOUSEHOLD TENURE



Fully owned
T 9
A 7

Mortgage
T 8
A 10

Renting – social housing
T 1
A 2

Renting – private
T 13
A 13

Other
T 2
A 1

EDUCATION



Bachelor or higher degree
T 18
A 24

Advanced diploma
T 3
A 5

Vocational
T 2
A 1

No qualification
T 8
A 0

Other / not stated
T 2
A 3

This infographic shows how the demographic composition of the Stonnington People's Panel 2025 compared with our target – based on age, gender, suburb, cultural background, language spoken at home, LGBTIQA+ representation, Aboriginal or Torres Strait Islander identity, disability, carer responsibilities, education, household type, housing tenure, and whether individuals live, work, study, or own a business in Stonnington.

Note: target composition was informed by 2021 ABS Census data.

Appendix Our strategies

Delivery / monitoring
In development or review

Liveable city	Vibrant destination	Thriving community	Sustainable environment	Well-governed organisation

STRATEGIES (SET DIRECTION)

Liveable city	Vibrant destination	Thriving community	Sustainable environment	Well-governed organisation
Heritage Strategy	Creative Stonnington Strategy	Health and Wellbeing Strategy	Environment Strategy	Asset Plan
Housing Strategy	Place-led Economic Development Strategy			Financial Plan
Neighbourhood Activity Centres Framework				Smart City Strategic Framework
Open Space Strategy				
Transport Strategy				

ACTION PLANS (OUTLINE WHAT WE'LL DELIVER)

Liveable city	Vibrant destination	Thriving community	Sustainable environment	Well-governed organisation
Active Transport Plan	Chapel Street Precinct Improvement Plan	Active Stonnington Plan	Biodiversity Plan	Advocacy Plan
Parking Plan	Place Activation Plans (x 7)	Ageing Well Action Plan	Climate Emissions Plan	Revenue and Rating Plan
Road Safety Plan		Community Safety Plan	Climate Resilience Plan	Road Management Plan
Sports Infrastructure Plan		Disability Inclusion Action Plan	Flood Risk Management Plan	Workforce Gender Equality Plan
		Domestic Animal Management Plan	Integrated Water Management Plan	Workforce Plan
		Emergency Management Plan	Waste/ Circularity Plan	
		LGBTIQA+ Action Plan		
		Libraries Plan		
		Reconciliation Action Plan		

STRUCTURE AND MASTER PLANS (VARIOUS – DESCRIBE WHERE CHANGES WILL HAPPEN)

Appendix Our services

SERVICE	DESCRIPTION
Active Communities	Supports our community to be healthy, active, and socially connected through sport, recreation and targeted social programs for young people and older adults.
Asset Management	Plans for and manages the roads, drains, building and other infrastructure assets our community relies on every day, ensuring they are safe, reliable, and able to meet long-term service needs.
City Environment	Looks after our natural environment including trees, parks and waterways, and leads action towards a more sustainable, climate-resilient city.
City Futures	Leads the development of land use and planning related strategies to support sustainable growth and vibrant, well-connected neighbourhoods.
City Projects	Delivers Council's capital works program, renewing and upgrading infrastructure across the city.
Communications	Manages internal and external communications, design and brand to keep our community informed.
Connected Communities	Provides community services and delivers strategies that support social inclusion, community wellbeing and safety.
Corporate Strategy, Performance and Risk	Oversees Council's strategic planning, performance monitoring, and management of risk, claims and insurance.
Creative Communities	Creates opportunities for people to learn, create and connect through arts, culture, libraries and community spaces.
Customer Experience and Engagement	Leads service improvements to make it easier to interact with Council and creates opportunities for the community to have a say on issues that matter to them.
Customer Operations	Responds to customer enquiries via phone, email, in person and online, and manages Council's records.
Digital Transformation	Leads digital initiatives that improve how Council works and delivers services to the community.
Economic Development and Placemaking	Supports local businesses and strengthens activity centres to create vibrant, welcoming places.
Emergency Management	Plans for and coordinates local emergency response and recovery to protect and support the community.
Facilities Management	Maintains Council buildings and facilities to ensure safety, compliance and functionality.
Financial Services	Manages Council's finances to support effective, efficient and sustainable service delivery.
Fleet Management	Maintains Council's fleet of specialised plant, equipment and passenger vehicles to support safe, reliable and efficient service delivery.

Appendix Our services continued

SERVICE	DESCRIPTION
Governance and Public Affairs	Supports transparent and accountable decision-making, provides in-house legal advice, and champions our community's interests through advocacy.
Infrastructure Maintenance	Maintains roads, footpaths, drains and other infrastructure to keep the city safe and accessible.
Liveability and Compliance	Supports amenity and safety through local laws, compliance and animal management services.
Municipal Building Surveyor	Ensures buildings are safe and meet regulations through permits, inspections and enforcement.
People and Culture	Supports our workforce to be safe, capable and engaged so they can deliver great service.
Statutory Planning	Assesses planning applications to guide development in line with the Stonnington Planning Scheme and legislation.
Technology Enablement	Manages Council's technology systems and keeps information secure to support effective service delivery.
Transport and Parking Services	Plans for and manages our city's transport network and parking to support safe, accessible and sustainable travel.
Waste Management	Collects and disposes of our waste and keeps our streets and public spaces clean.

Appendix Our performance indicators
Liveable city

Objective	Indicator	Description	Data source	Reporting frequency	Target direction over four years
1.1	**Liveability Index – resident values and experience**	A score combining residents' values and local area experiences across 16 attributes including built and natural environment and amenities.	views.id	Every two years	Stable/increase
1.1	**Value of infrastructure per head of population**	Value of infrastructure divided by the estimated resident population of the municipality.	LGPRF	Annual	At or above average of neighbouring Councils. (per Financial Management Principles target)
1.1	**Percentage of capital budget complete**	Actual capital works expenditure as a percentage of budgeted capital works expenditure.	Internal	Biannual	Stable/increase
1.2	**Proportion of the city reviewed as part of the Stonnington Heritage Review**	This indicator refers to the proportion of land area which has had a heritage review undertaken – a heritage review is considered complete once a study is complete and taken to Council to be endorsed.	Internal	Annual	Increase
1.3	**Community satisfaction with the quality of parks, public plazas and open/green spaces**	Community satisfaction rating out of 10 with the extent to which the parks, public plazas and open/ green spaces in the respondent's local area meet their needs.	views.id	Every two years	Stable/increase
1.4	**Proportion of trips made via active transport**	Mode share of households in the municipality on a weekday – Proportion of trips made by bicycle and walking.	Victorian Integrated Survey of Travel & Activity (VISTA) – LGA Profiler	Annual	Increase
1.4	**Community satisfaction with travel options in the city**	Proportion of "very satisfied" and "satisfied" responses.	CSS	Annual	Stable/increase

Appendix Our performance indicators
Vibrant destination

Objective	Indicator	Description	Data source	Reporting frequency	Target direction over four years
2.1	**Visitor spend**	Spend within the municipality by anyone who has a residential postal code address located outside of Stonnington.	Council iQ (Comm Bank)	Quarter	Increase
2.1	**Community satisfaction with a diverse range of shopping, leisure and dining experiences**	Community rating out of 10 on the experience of 'a diverse range of shopping, leisure and dining experiences' in their local area.	views.id	Every two years	Stable/increase
2.2	**City gross regional product**	Amount of the nation's wealth generated by businesses, organisations and individuals working in Stonnington.	economy.id	Annual	Increase
2.2	**Net change in number of GST registered businesses**	Number of new GST registrations, cancelled GST registrations and net change.	economy.id – Business trends	Quarter	Increase in new businesses, decrease in cancelled businesses
2.3	**Community satisfaction with community and cultural activities**	Community satisfaction rating out of 100 with how Council has performed on community and cultural activities.	CSS	Annual	Stable/increase
2.3	**Activation, business, and arts and cultural grant applications received by Council**	Number of Council grant applications received including Economic and Activation Grants, Business Façade Improvement Grants, and Arts and Culture Grants.	Internal	Annual	Stable/increase

Appendix Our performance indicators
Thriving community

Objective	Indicator	Description	Data source	Reporting frequency	Target direction over four years
3.1	**Proportion of residents who feel a sense of safety and security in Stonnington**	Proportion of "very safe and secure" and "safe and secure" responses.	CSS	Annual	Increase
3.1	**Number of people registered as homeless on the Stonnington Zero By-Name List**	Number of people experiencing rough sleeping homelessness registered on the Stonnington Zero By-Name List including those who are receiving support through placement in respite or transitional housing.	By-Name List (Launch Housing)	Biannual	(Not applicable)
3.2	**Sense of community – resident experience**	Community rating out of 10 on the experience of 'a strong sense of community' in their local area.	views.id	Every two years	Stable/increase
3.2	**Social cohesion – resident experience**	Community rating out of 10 on the experience of 'social cohesion (e.g. acceptance of multiculturalism, religious groups living in harmony, etc.)' in their local area.	views.id	Every two years	Stable/increase
3.2	**Community satisfaction with community and cultural activities**	Community satisfaction rating out of 100 with how Council has performed on community and cultural activities.	CSS	Annual	Stable/increase
3.3	**Community satisfaction with recreational facilities**	Community satisfaction rating out of 100 with how Council has performed on recreational facilities.	CSS	Annual	Stable/increase
3.3	**Health and Wellbeing Index – residents' self-reported rating**	The average of residents' self-reported ratings of their current physical health, mental health and social wellbeing.	views.id	Every two years	Stable/increase
3.4	**Progress of implementation of Reconciliation Action Plan**	The key achievements against the implementation of the Reconciliation Action Plan will be reported on in Quarterly Updates and in the Annual Report.	Internal	Quarter	Increase

Appendix

Our performance indicators
Sustainable environment

Objective	Indicator	Description	Data source	Reporting frequency	Target direction over four years
4.1	**Council direct greenhouse gas emissions – gas, electricity and fleet**	Emissions generated from Council operations.	Internal	Annual	Decrease
4.1	**Food organics and garden organics related emissions**	Emissions generated from food organics and garden organics (FOGO) waste collected from households.	Internal	Annual	Decrease
4.2	**Community solar uptake**	Number of solar units installed and the percentage of households across the municipality with solar units installed.	External (PV Map)	Annual	Increase
4.2	**Council solar and battery uptake**	Council's solar fleet and the number of batteries installed.	Internal	Annual	Increase
4.3	**Volume of alternative water used as part of Council operations**	Amount of non-drinking water used as part of Council operations.	Internal	Annual	Increase
4.3	**Number of water-sensitive urban design assets installed**	Number of assets installed to support sustainable water management, e.g. rain gardens.	Internal	Annual	Increase
4.4	**Number of trees planted**	Number of trees planted in the public realm.	Internal	Annual	Increase
4.4	**Number of native / indigenous plants planted**	Number of native / indigenous plants planted in the public realm.	Internal	Annual	Increase
4.5	**Household waste to landfill**	Weight of household (kerbside) waste sent to landfill.	Internal	Annual	Decrease
4.5	**Non-kerbside waste collected for recycling or re-use**	Weight of non-kerbside waste collected, e.g. Cardboard, e-waste, batteries, metal, etc.	Internal	Annual	Increase

Appendix Our performance indicators
Well-governed organisation

Objective	Indicator	Description	Data source	Reporting frequency	Target direction over four years
5.1	**Adjusted underlying result**	Underlying surplus (or deficit) as a percentage of adjusted underlying revenue.	LGPRF	Quarterly	Positive, and above past 3-year average (per Financial Management Principles target)
5.1	**Liquidity**	Current assets as a percentage of current liabilities.	LGPRF	Quarterly	>100% (per Financial Management Principles target)
5.2	**Council decisions made at meetings closed to the public**	The percentage of Council resolutions made at a meeting of Council, or at a meeting of a delegated committee consisting only of Councillors, closed to the public under section 66(1) of the *Local Government Act 2020*.	LGPRF	Quarterly	Stable/decrease
5.2	**Community satisfaction with consultation and engagement**	Community satisfaction rating out of 100 with the consultation and engagement efforts of the Council.	CSS	Annual	Stable/increase
5.3	**Customer experience ratings**	Customer experience with Council.	Multiple	Annual	Increase
5.3	**Proportion of requests actioned within target days**	This indicator largely relates to the proportion of Environment and Infrastructure and Planning and Place directorate requests actioned within target days.	Internal	Quarter	Stable/increase
5.4	**Number of OHS incidents proactively reported**	Number of OHS incidents reported by staff.	Internal	Annual	Stable/increase (A stable/increasing number of reports is indicative of staff feeling safe and heard enough to report)
5.4	**Lost time injury frequency rate**	Number of lost time injuries per million hours worked.	Internal	Annual	Decrease
5.4	**Compliance with Victorian data security standards**	Proportion of Victorian protective data security standards on track.	Internal	Annual	Stable/increase
5.4	**Staff turnover**	Number of permanent staff resignations and terminations as a percentage of the average number of permanent staff.	LGPRF	Annual	Stable/decrease

Appendix

Alignment with United Nations Sustainable Development Goals

The following table represents how each of our key directions in the Council Plan align with the United Nations Sustainable Development Goals (SDG).

These are a global framework adopted by all United Nations Member States in 2015 as part of the 2030 Agenda for Sustainable Development.

The 17 interconnected goals aim to end poverty, protect the planet, and ensure prosperity for all.

Direction 1: **Liveable city**	SDG 9 Industry, Innovation, and Infrastructure SDG 11 Sustainable Cities and Communities	SDG 17 Partnership for the Goals
Direction 2: **Vibrant destination**	SDG 8 Decent Work and Economic Growth	SDG 11 Sustainable Cities and Communities
Direction 3: **Thriving community**	SDG 1 No Poverty SDG 3 Good Health and Well-being SDG 4 Quality Education SGD 5 Gender Equality	SDG 10 Reduced Inequalities SDG 11 Sustainable Cities and Communities SDG 16 Peace, Justice, and Strong Institution
Direction 4: **Sustainable environment**	SDG 6 Clean Water and Sanitation SDG 7 Affordable and Clean Energy SDG 11 Sustainable Cities and Communities	SDG 12 Responsible Consumption and Production SDG 13 Climate Action SG 14 Life Below Water SDG 15 Life on Land
Direction 5: **Well-governed organisation**	SDG 8 Decent Work and Economic Growth SDG 10 Reduced Inequalities	SDG 16 Peace, Justice, and Strong Institutions SDG 17 Partnership for the Goals

Appendix Glossary

Annual Report	Describes Council's progress over the past year on implementation of the Council Plan and Budget.
Asset Plan	Outlines how Council will manage its assets for the next 10 years to meet community needs, including through the maintenance, renewal, upgrade and decommissioning of assets.
Budget	Describes the Council's annualised activities over the next four years and the resources required to deliver the Council Plan.
Community Vision	Captures the community's long-term aspirations for Stonnington for the next 15 years, in the form of a vision statement and set of supporting principles that guide everything the Council does.
Council Plan	Represents Council's four-year commitment to the community, outlining how the Council will strive towards the Community Vision and how it will measure success.
CSS	Annual Community Satisfaction Survey which 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.
Financial Plan	Provides a 10-year view of the Council's resource requirements to achieve its strategic objectives and how Council will ensure it can continue to deliver essential services and infrastructure over the long term.
Focus area	Describes the strategic areas of work Council intends to focus on for the next four years to achieve its objectives.
Indicator	Describes how the Council will measure progress towards its objectives over the next four years.
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 publicly.
Municipal Planning Strategy	Guides long-term land use and development to ensure future change is aligned with the community's needs and aspirations. It supports and integrates local priorities into the statewide Planning Scheme that governs the use, development and protection of municipal land.
Objective	Describes what the Council seeks to achieve over the medium term to help realise the long-term Community Vision.
Revenue and Rating Plan	Describes how the Council will generate income to sustainably deliver on the Council Plan, programs and services and capital works priorities.
Workforce Plan	Describes the administration's staffing requirements for the next four years to support delivery of Council's objectives.



City of
STONNINGTON