



CITY OF SANDRINGHAM
MAY 1990

CONTENTS

	Page
1 INTRODUCTION	1
1.1 Community Plan	1
1.2 Master Plan	1
1.3 Three Year Plan	2
1.4 Planning Process	3
1.5 Context	4
1.6 Presentation	5
2 PURPOSE AND PHILOSOPHY	7
2.1 Purpose	7
2.2 Philosophy	7
2.2.1 People	7
2.2.2 Environment	7
2.2.3 Management and Role of Local Government	7
2.2.4 Community	7
2.2.5 Equity	7
2.2.6 Participation	8
3 ENVIRONMENT PROGRAM	9
3.1 Program Statement	9
3.2 Master Plan	9
3.3 Three Year Plan	13
3.3.1 Conservation Strategy	13
3.3.2 Open Space Management	14
3.3.3 Bushland and Foreshore Reserves	15
3.3.4 Erosion within Beach Park	17
3.3.5 Beach Park Access	18
3.3.6 Play Environments	19
3.3.7 Community Care for the Environment	20
3.3.8 Streetscape	21
3.3.9 Underground Powerlines	22
3.3.10 Access for People with Disabilities	23
3.3.11 Footpaths and Bike Paths	24
3.3.12 Street Construction	25
3.3.13 Drainage	27
3.3.14 Car Parking	28
3.3.15 Traffic Management	29
3.3.16 Road Safety	31
3.3.17 Waste Management and Recycling	33
3.3.18 Clean and Safe Amenities	34
3.3.19 Strategic Planning Responsibilities	35
3.3.20 Statutory Planning Responsibilities	36
3.3.21 Promotion of Local Planning and Environment Policies	37
3.3.22 Building Control	38
3.3.23 Housing and Population	39
3.3.24 Heritage	40
3.3.25 Heritage Records	41

4	QUALITY OF LIFE PROGRAM	4 3
4.1	Program Statement	4 3
4.2	Master Plan	4 3
4.3	Three Year Plan	4 4
4.3.1.	Home and Community Care	4 5
4.3.2	Housing for Older Residents	4 7
4.3.3	Community Transport	4 9
4.3.4	People with Disabilities	5 0
4.3.5	Social, Recreational and Educational Programs for Older Residents and People with Disabilities	5 2
4.3.6	General Recreation Facilities	5 4
4.3.7	Sandringham Family Leisure Centre	5 5
4.3.8	Sandringham Youth Club	5 5
4.3.9	Bicycle Racks	5 6
4.3.10	Arts/Cultural Venues	5 7
4.3.11	Holiday Programs	5 8
4.3.12	Youth Information	5 8
4.3.13	Youth Crisis	5 9
4.3.14	Youth Counselling	6 0
4.3.15	Accommodation for Homeless Youth	6 1
4.3.16	Alcohol Free Activities For Youth	6 2
4.3.17	Skateboard Facility	6 2
4.3.18	Maternal and Child Health Services	6 3
4.3.19	Child Care Services	6 4
4.3.20	Children with Special Needs	6 6
4.3.21	Community Development and Support	6 7
4.3.22	Community Education	6 9
4.3.23	Casework and Group Work	7 0
4.3.24	Public Health	7 0
4.3.25	Community Health Centre	7 2
4.3.26	Library Computerisation	7 2
4.3.27	Library Reference Service	7 4
4.3.28	Access to Library Services	7 5
4.3.29	Library Outreach Service	7 6
4.3.30	Junior Library Members	7 7
4.3.31	Library Services Development	7 8
4.3.32	Management of Library Collection	8 0
4.3.33	Library Physical Amenities	8 1
5	MANAGEMENT PROGRAM	8 3
5.1	Program Statement	8 3
5.2	Master Plan	8 6
5.3	Three Year Plan	
5.3.1	Financial Management	8 6
5.3.2	User Pays Policy	8 7
5.3.3	Resources and Skill Sharing	8 9
5.3.4	Management Information System	8 9
5.3.5	Corporate Planning	9 1
5.3.6	Human Resources Management	9 3

5.3.7	Internal Communication	
5.3.8	Councillor and Staff Development	94
5.3.9	Servicing Committees and Council	96
5.3.10	Disaster Plan	97
5.3.11	Consultation and Involvement	97
5.3.12	Communication Package	98
5.3.13	Community Talents	99
5.3.14	Liaison	101
5.3.15	Former Hampton High School Site	102
5.3.16	Tourism	103
5.3.17	Local Laws and Statutory Responsibilities	104
5.3.18	Asset and Property Management	104
5.3.19	Corporate Identification	105
		106

SECTION 1

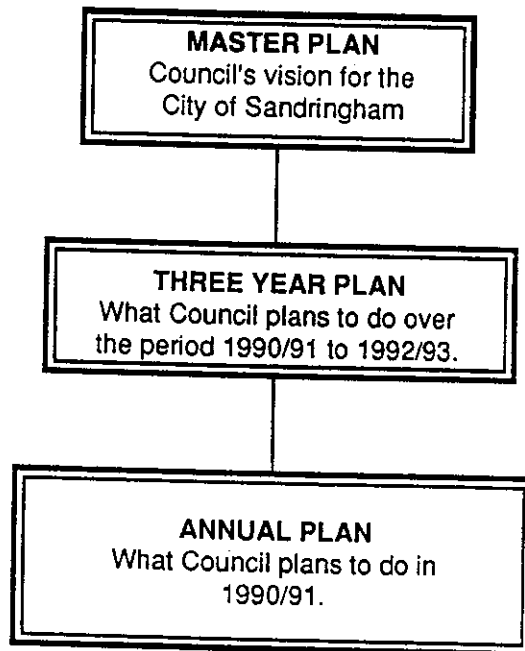
INTRODUCTION

1.1 COMMUNITY PLAN

In January 1989 the City of Sandringham commenced a planning process to put in place a Community Plan which will guide the Municipality as it moves towards the Year 2010.

The Community Plan sets out Council's corporate directions. It is made up of three inter-related Plans - a Master Plan, a Three Year Plan and an Annual Plan. The relationship of these three Plans is illustrated in Diagram 1.

Diagram 1
Community Plan



1.2 MASTER PLAN

A Draft Master Plan was prepared following the Master Plan Workshop held on 16th April 1989. It was reviewed and amended by Workshop participants on 11th May 1989.

Council adopted the Draft Master Plan as a discussion paper on 19th May 1989 and invited further community comment. The Master Plan, which was adopted by Council on 11th September 1989, incorporates the community responses as agreed by the Workshop participants on 23rd August 1989.

The Master Plan is the lynchpin of the Community Plan. It provides the framework for the entire Plan by establishing the vision Council has for the City of Sandringham to the Year 2010. It defines the role Council will play in leading the Municipality to build a better future. It also defines the relationship between Council and the community and stresses the

importance of this relationship in ensuring there is strong community government.

The components of the Master Plan are defined below.

The **Purpose and Philosophy** are the principles upon which the Community Plan is based. The **Purpose** is the long term vision for the City of Sandringham.

The **Programs** provide distinct areas for the Council to focus its attention in addressing the Strategic Issues which have been identified as facing the Municipality as it moves towards the Year 2010 (refer Strategic Issues Statement, March 1989). The Plan comprises the following three Programs.

- ☐ Environment
- ☐ Quality of Life
- ☐ Management.

Within each Program the statements of **Philosophy** are values, beliefs or attitudes which provide general guides to carrying out Program Goals.

The **Program Goals** are separate but interdependent statements of what the City of Sandringham desires to achieve by the year 2010. These statements together with the Purpose provide a guide for building a better future for the Municipality.

The **Purpose, Philosophy and Goals** are integrated to form the **Master Plan**.

1.3 THREE YEAR PLAN

The Master Plan provided the framework for the development of the detailed Three Year Plan, and Annual Plan. The Three Year Plan sets out what the Council intends to achieve in working towards the Goals presented in the Master Plan and how it will go about working towards these targets.

The components of the Three Year Plan are defined below.

The **Objectives** are specific and assessed to be achievable targets in the three year planning period to September 1993.

The **Strategies** indicate how Council intends to work towards achieving the Objectives over the three years.

The **Aims** are specific and assessed to be achievable in the period to September 1991. The Aims will be re-assessed in the Budget preparation process to take account of Council's actual financial position at that time. Some Aims, which are assessed to be achievable based on the financial information available now, may therefore require modification.

The **Action Plans** detail how Council intends to work towards achieving its Aims in 1990/91.

The Corporate Management Team has assessed Council's management structure and concluded that the current structure and system of operation

provides an effective mechanism for the implementation of this Plan. The Chief Executive Officer is to continually review the management structure and systems of operation and recommend changes to Council as deemed appropriate.

1.4 PLANNING PROCESS

The Planning Process which was implemented to develop this Draft Community Plan has involved residents, Councillors and Council Staff. A number of avenues were provided for people to participate through responding to questions in a bulletin in writing or by telephone, through input from Council's Advisory Groups or involvement in Workshops.

In this Process the definition of participation is that of a decision-forming partnership as distinct from a decision-making partnership. Participation defined in this way allows for wide ranging input across the community but leaves the decision-making firmly in the hands of Council as the community's elected body.

The Planning Process was outlined in Bulletin 1 which was distributed to all households during February 1989. It is presented in detail in the Process to Develop a Community Plan Document (February 1989). Council, at its meeting on 19th May 1989, resolved to extend the Process to include a random survey of residents and further community review of the Draft Master Plan.

At a Workshop held on 19th July 1989 the results of the random survey of 300 Sandringham residents, which was conducted, analysed and reported by Yann, Campbell, Hoare and Wheeler, were presented. Resident responses to Bulletin 2, which was distributed to all households during June asking residents to comment on the Draft Master Plan and outline objectives for the Three Year Plan, and the views of Council's Advisory Groups were also presented.

Participants at the Workshop were then asked to convene a number of meetings in their respective Program Groups to review the Draft Master Plan in the light of this input and develop a list of Objectives for the Three Year Plan. The results of these meetings were considered at a Workshop held on 23rd August 1989.

At this Workshop Participants discussed the Program Groups' recommended changes to the Draft Master Plan and agreed on the content to be submitted to Council.

After Council adoption of the Master Plan on 11th September 1989, the Corporate Management Team established Program Planning Groups to develop the Three Year Plan. These Groups met over the period October 1989 to March 1990 to develop Objectives, Strategies, Aims and Action Plans for each of the three Programs.

The Consultant met with the Corporate Management Team and members of the Program Planning Groups to integrate and finalise this Draft Community Plan.

Throughout this participatory process there has been a great deal of energy and effort by all those who have been involved to ensure this Draft Community Plan does accurately reflect the direction towards which the City of Sandringham wishes to move as it plans for a better future.

1.5 CONTEXT

At the Issues Workshop held on 16th March 1989, Councillors, Council Staff and community representatives invited by Council worked together to identify the key issues facing the City of Sandringham as it moves toward the Year 2010.

Those present drew on information provided through residents' responses to questions in Bulletin 1, the Phone-In, written submissions from Council's Advisory Groups, demographic data and material presented by the Consultants on community resources and Council services, to identify the key issues. The key issues were integrated to form five Strategic Issues which are discussed in detail in the Strategic Issues Statement (March 1989) and are outlined briefly below.

☐ Environment

The City of Sandringham is a very pleasant environment in which to reside. This must be protected and enhanced. Demands for change and development must be met and carefully planned, to ensure the environment remains the City's major asset.

☐ Population and Housing Mix

Current projections indicate the Municipality will continue to decline in population. At the same time the proportion of older residents in the population is projected to increase. Council faces an increase in demand for services to meet the needs of an ageing population in a period when its capacity to increase its revenue through rates is limited. The opportunity to encourage a wider population mix through housing policy and appropriate service development should be examined.

☐ Quality of Life

Council has a wide range of excellent human and physical services. However there are some service gaps affecting the quality of life of some groups, such as youth and children, older residents and people with a disability. Traffic and transport problems restrict the opportunity for some groups to access community facilities.

☐ Revenue Base

Public expectations and demands for Council services are increasing. In a climate of decreasing traditional income sources, such as rates and government grants and subsidies, Council must undertake a course of action to broaden its income base to meet these additional needs. It can no longer totally rely on traditional revenue sources.

☐ Community Government

Council must build on the strong relations it has with the community. A two way communication link is required to ensure people are aware of Council services and programs and that community talent is tapped. After community input is received Council must be prepared to make the hard decisions as a responsible sphere of Government, not merely act as an agent of the other spheres of Government.

The Community Plan, which was adopted by Council on 14th May 1990, will provide the framework to address these issues in a creative and systematic manner.

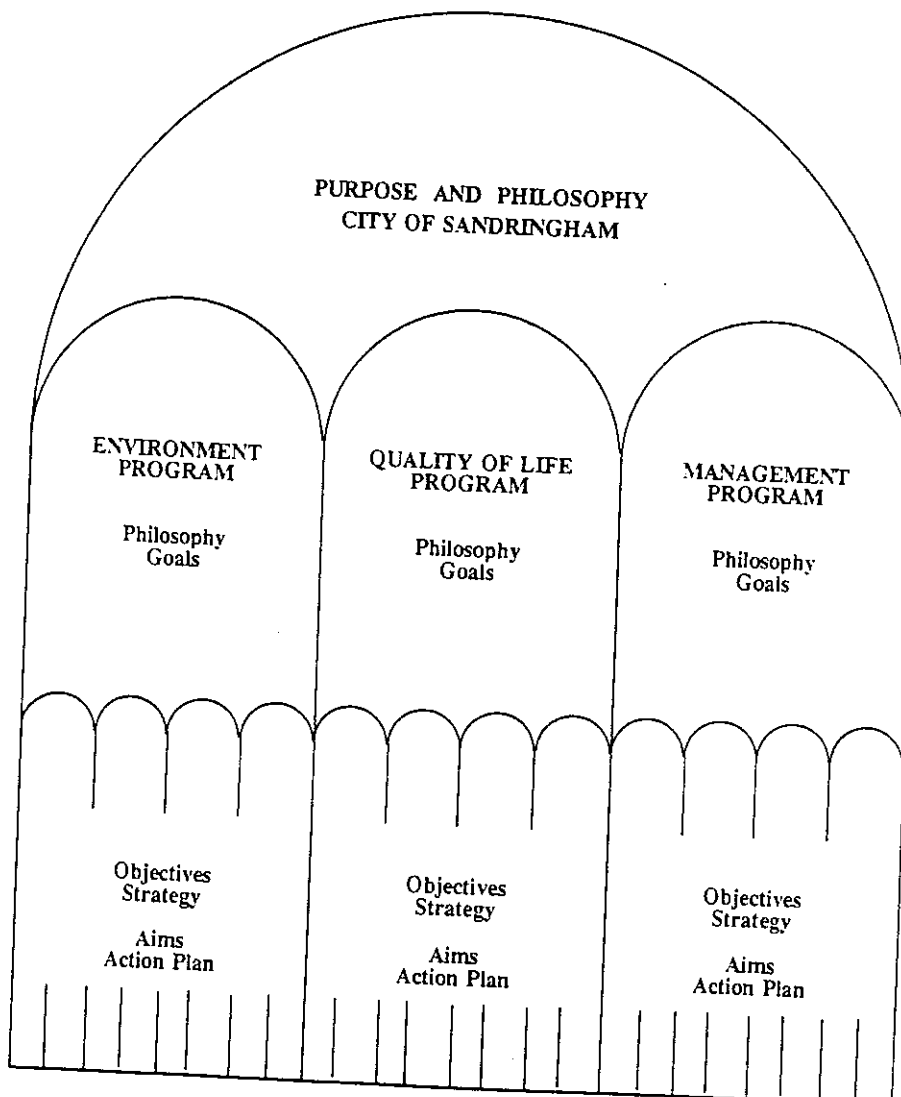
1.6 PRESENTATION

The Community Plan is presented in five sections. The Purpose and Philosophy of the City of Sandringham is presented in Section 2. Sections 3 to 5 contain Philosophy and Goal Statements for each of the Programs together with the Three Year Plan. It is important to recognise that all components of this Plan are inter-related. This inter-relationship is presented in Diagram 2.

The Philosophy and Goal Statements and the Three Year Plan within each Program must be compatible with each other and those of the other Programs in order that the whole operation of the Council is focused on the agreed Vision or Purpose for the City of Sandringham.

Diagram 2

Inter-relationship of the Components
of the Community Plan



SECTION 2

PURPOSE AND PHILOSOPHY

2.1 PURPOSE

Ensure people of the City of Sandringham have the opportunity to participate in and contribute to a caring community in which individual needs and aspirations can be achieved within a safe and pleasant environment.

2.2 PHILOSOPHY

The Philosophy statements presented in this Section are drawn from and integrate the Philosophy statements contained in the three Programs which are presented in Sections 3 to 5.

2.2.1 People

People are the City of Sandringham's primary resource.

2.2.2 Environment

The natural environment is the City of Sandringham's greatest asset.

Development and change will be in harmony with and maintain the integrity of the natural environment.

2.2.3 Management and Role of Local Government

Local Government is an essential arm of Government. It is the sphere of Government closest to the people and therefore it is in the best position to monitor changing community demands and to respond quickly and effectively.

Strong community government can only be achieved through a close relationship between Council and the community.

Resources of the City of Sandringham will be effectively and efficiently planned and managed.

2.2.4 Community

Effective communication and consultation between Council and the community will draw together the talent of individuals and groups to build a better future for the City.

2.2.5 Equity

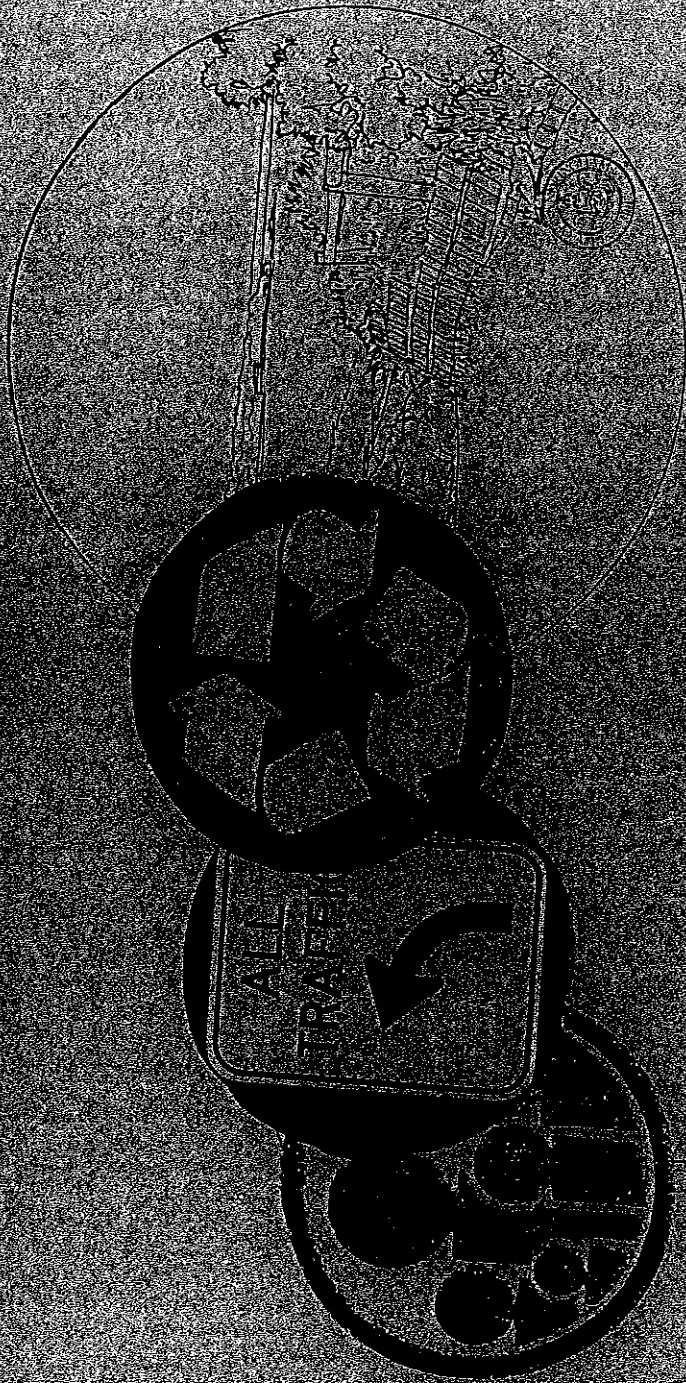
People of the City of Sandringham will have the opportunity to have access to quality services and facilities which meet their individual needs and aspirations and enhance their quality of life.

2.2.6 Participation

People of the City of Sandringham will have the opportunity to participate in community life and the government of the City.

People have the right to choose their own level of community involvement.

Participation in Local Government in Sandringham will reflect the definition of participation as a decision-forming partnership not a decision-making partnership. Community input will be encouraged but final decision-making will be in the hands of Council.



ENVIRONMENT PROGRAM

CITY OF SANDRINGHAM
MAY 1990



SECTION 3 ENVIRONMENT PROGRAM

3.1 PROGRAM STATEMENT

This Program addresses the issues of protecting, conserving and enhancing the natural and built environment of the City of Sandringham, and also considers contemporary environmental issues, in particular the issues relating to the Greenhouse Effect and loss of the ozone layer.

It will strive to ensure that the environment remains Sandringham's major asset.

The Sandringham community has a strong perception of the special character of the coastal environment of Sandringham which contributes to the enjoyment and quality of living in Sandringham.

The effect on the environment, both natural and built, will be a primary consideration in all decisions and that development and change will be in harmony with and maintain the integrity of the environment.

3.2 MASTER PLAN

PHILOSOPHY

Environment

The natural environment is considered by residents to be Sandringham's great asset.

The built environment is considered important and should be in harmony with and enhance the beauty of the natural environment.

Global environmental concerns such as that caused by the Greenhouse Effect and loss of the ozone layer, is a matter of concern to residents.

Local Planning

Local planning and development which will shape the future of the City of Sandringham will be kept at the local level.

The basis for future environmental planning, management and decision making will be the continued undertaking of local planning research studies and policies such as the Heritage and Conservation Study and Coastal Management Plan.

It is recognised that actions taken and policies determined within Sandringham may have a bearing on the wider environment.

The local community and Council will advocate its policies and develop and maintain an advocacy role with other spheres of Government.

Community Participation and Education

At all levels of planning there will be effective communication with residents.

Planning will involve public consultation to ensure that not only the benefits to the community from any decisions are understood, but also that the rights of individual residents are safeguarded.

Opportunity will be provided for active public involvement in planning, conserving and enhancing Sandringham's environment and heritage.

Participation of all local residents but particularly those with special skills and interests will be encouraged in the decision-forming process.

Public awareness and sensitivity to the environment will be encouraged.

The key to the long term success of the Environment Program is the education of residents and others with particular emphasis on young people.

Heritage

Sandringham's cultural heritage includes areas and items of local aesthetic, historic, scientific or social value. It includes both public and private property, the natural and built environment, and our pre-European heritage.

Sandringham's cultural heritage will be identified, recorded and assessed for its protection, conservation and enhancement.

Many residents have a strong desire to conserve and enhance the City's heritage to ensure that any future building development will be in harmony with Sandringham's existing character.

Individual Rights

The rights of citizens will be considered in the administration of planning controls however it is recognised that the rights and benefits to the broader community must also be considered in determining policy.

People in Sandringham will, wherever possible, be informed of environmental issues and decisions likely to affect them.

Residential Development

The bayside residential character of Sandringham is an important feature of Sandringham. The quality, character and level of amenity will be respected in any new developments.

Residential development policies will have regard to the population mix of the City, housing needs and the changing life cycle of people.

Building design will be of a high standard, sensitive to its location, in keeping with and harmonious to the surrounding area, and follow good design principles.

Open Space

The range of open space within the City, with varying characteristics and opportunities for recreational use, will be recognised as significant for its landscape quality and nature conservation value.

Adequate open space, recreation areas and facilities will be provided within the Municipality, recognising the various landscape and special conservation values of areas, as well as the community's need for a range of recreational opportunities to cater for all age groups.

The appearance and landscape quality of the streets in Sandringham will be enhanced.

GOALS

Protect, conserve and enhance the natural and built environment including Sandringham's pre-European heritage.

Develop areas for community local goals.

Minimise threats to enhance quality of life and protect the environment in Sandringham.

Promote and encourage environmentally sound practices, use of efficiency and alternative waste.

Give priority to Sandringham's protection the quality of life.

Ensure compliance with environmental legislation and standards from sources within Sandringham.

Control and manage noise in Sandringham from vehicles, industrial, domestic and other sources of noise, and ensure that noise is kept to a minimum.

Minimise adverse impacts on Sandringham from variations in environmental change on a global scale, including the Greenhouse Effect and the loss of the ozone layer.

Encourage local industry and business to play a role in enhancing the environment.

Ensure State and Federal authorities are aware of local environment and planning policies.

Ensure State and Federal policies have regard to local environment and planning policies.

Ensure the planning of the local environment remains the responsibility of the elected Council.

Promote an understanding of the role to be played by individuals, groups and corporations, including clubs, oil reserves and the forestry, in taking responsibility for the care and protection of the environment.

Target education and communication to citizens, visitors, industry and business people and to schools which have an association with the Municipality.

Provide effective communication with residents.

Ensure that planning involves public consultation and provides for the active public involvement of people.

Have a regularly updated record of the built and natural environment of Sandringham in order to monitor its change.

Record Sandringham's evolving heritage.

Introduce measures to protect and conserve the City's heritage.

Encourage owners of buildings and items of heritage significance to conserve and maintain them consistent with appropriate recommendations and advice established in the Heritage Management Plan.

Identify and conserve trees of heritage significance.

Identify, protect and conserve aboriginal sites within Sandringham.

Ensure people in Sandringham are informed about environmental issues and decisions likely to affect them.

Ensure the rights of people are considered in administering planning controls.

Plan residential development in order to provide a range of appropriate and acceptable housing options for people to live in Sandringham.

Enhance and beautify the streets and the overall landscape quality of the City.

Encourage the planting of native plant species and where practical indigenous plants.

Beautify and enhance the appearance of shopping centres and public car parks.

Develop areas within shopping centres which act as focal points for the community.

Revegetate Beach Park and other bushland reserves with indigenous species.

Manage Beach Park and bushland reserves under the guidance of management plans.

Implement appropriate erosion controls in order that the environment is protected and conserved for present and future generations.

Ensure regulated traffic movement along and safe access across Beach Road at strategic points so that everyone can fully utilise Beach Park.

Increase the amount of open space in the Municipality in order that at all times the net amount of open space remains constant or increases.

Ensure all road and traffic planning provides a total movement package which meets the needs and safety of pedestrians and cyclists of all ages equally with the needs and safety of motorists.

Advocate new alternatives be investigated for safe public transport in order that people have access to the range of services, resources and facilities, especially at weekends and night time.

3.3 THREE YEAR PLAN

3.3.1 CONSERVATION STRATEGY

OBJECTIVE

Have in place a Conservation Strategy. (Refer also Objectives 3.3.2, 3.3.4, 3.3.5, 3.3.8, 3.3.10, 3.3.12, 3.3.17, 3.3.18. and 3.3.24.)

STRATEGY

Year 1 Aims

1. Identify specific needs and establish guidelines for a Conservation Strategy.
2. Continue current programs in bushland areas.
3. Conduct a public awareness campaign regarding the Conservation Strategy.

Year 1 Action Plan

1. City Engineer to establish a Steering Committee comprising the Conservation Officer, Superintendent of Parks and Gardens and Town Planner.
2. Steering Committee to:
 - ☐ liaise with other Local Authorities which have such a strategy in place and obtain advice from the Ministry for Planning and Environment on developing such a strategy; and
 - ☐ establish a framework for the Conservation Strategy, divided into feasible modules achievable in this three year period, to present to Council for approval.
3. Conservation Officer to report on funding sources available for the development and implementation of the Strategy.
4. Upon approval by Council of the framework and funding promote the development of the Strategy through publicity in local newspapers and the production of brochures outlining the Strategy and how it will be implemented.

Year 2 Action Plan

1. Write modules 1 to 4.
2. Conduct public consultation for modules 1 to 4 and begin implementation. (Refer also Objective 5.3.11.)

Year 3 Action Plan

1. Review progress in modules 1 to 4, conduct public consultation for modules 5 to 8 and implement these modules making necessary adjustments as a result of the above review.

3.3.2 OPEN SPACE MANAGEMENT

OBJECTIVES

1. Have in place an Open Space Strategy.
2. A resource information base for environmental management to be in place. (Refer also Objectives 4.3.31, 5.3.4, 5.3.5 and 5.3.7.)

STRATEGY

Year 1 Aims

1. Prepare a statement on open space management and development objectives.
2. Establish an ongoing resource information base for effective management of Council's open space areas.

Year 1 Action Plan

1. City Engineer to establish a Working Party comprising Town Planner, Municipal Recreation Officer, Investigations Engineer and Superintendent of Parks and Gardens.
2. Working Party to:
 - ☐ research the concept of Open Space Strategy liaising with other Local Authorities which have implemented such a strategy;
 - ☐ carry out a survey and produce an inventory of open space areas in the Municipality using data from the Sandringham Recreation Study (1987) and the Metropolitan Board of Works Open Space Inventory;
 - ☐ present a report to Council stating the objectives for management and the development of public and private open space as outlined in the Heritage and Conservation Landscape Assessment (1989);

- ❑ maintain and evaluate current park management;
- ❑ maintain and develop a library of publications/periodicals and resource reference material on open space management (refer also Objective 4.3.31);
- ❑ investigate and report on the availability of computer software material relevant to management of public open space; and
- ❑ investigate and report on costs involved in establishing a data base system for recording and retrieval of Parks and Gardens Department records which is integrated with Council's Central Database (refer also Objective 5.3.5).

Year 2 Action Plan

1. Develop policies and action plans for streetscapes (refer also Objectives 3.3.5 and 3.3.8).
2. Investigate sources of funding for open space initiatives including community participation in developing new facilities.
3. Produce program of works in accordance with objectives of Open Space Strategy adopted by Council.
4. Install computer database.
5. Maintain and update all records and reference material.

Year 3 Action Plan

1. Implement the Open Space Strategy.
2. Maintain and update database and reference material.

3.3.3 BUSHLAND AND FORESHORE RESERVES

OBJECTIVE

Management plans and maintenance programs for Council's bushland reserves and foreshore reserves to have been maintained, developed and reviewed.

STRATEGY

Year 1 Aims

1. Continue current capital works and maintenance programs in Council's reserves.
2. Implement all completed management plans.

3. Complete a Coastal Management Plan for the foreshore including obtaining approval from relevant Government Departments and incorporate in the Planning Scheme. (Refer also Objective 3.3.5.)
4. Prepare management plans for two reserves.

Year 1 Action Plan

1. Parks and Gardens staff to continue current capital works and maintenance programs on Council's reserves, in accordance with the completed management plans. (Refer Objective 3.3.4.)
2. Investigations Engineer to complete the Coastal Management Plan by March 1991.
3. Conservation Officer to produce George Street Reserve Management Plan by May 1990 and Bay Road Reserve Management Plan by January 1991.
4. Superintendent of Parks and Gardens to evaluate and review current work practices such as contract maintenance and day labour and present a report to Council with recommendations.
5. Prepare plans for landscape improvements, planning scheme amendments and a Draft Management Plan for Gramatan Avenue Reserve.
6. Implement the Sandringham Gardens project.

Year 2 Action Plan

1. Continue current works and maintenance programs.
2. Implement Sandringham Coastal Management Plan and George Street and Bay Road Reserves Management Plans.
3. Produce a Management Plan for Gramatan Avenue Reserve by March, 1992.
4. Following review of current work practices, implement improved methods and work practices.

Year 3 Action Plan

1. Continue works and maintenance programs under approved management plans.
2. Implement Gramatan Avenue Reserve Management Plan.
3. Produce Donald MacDonald Reserve Management Plan by March 1993.

3.3.4 EROSION WITHIN BEACH PARK

OBJECTIVE

Have in place a program for minimising erosion within Beach Park.

STRATEGY

Year 1 Aims

1. Identify areas of current and assess potential erosion problems.
2. Investigate the causes of erosion and establish suitable remedies.

Year 1 Action Plan

1. City Engineer to establish Working Party comprising the Conservation Officer, Investigations Engineer and Superintendent of Parks and Gardens, to:
 - ☐ obtain information and advice from outside agencies on identifying existing and potential problem areas;
 - ☐ evaluate techniques used elsewhere for erosion control;
 - ☐ investigate and pursue sources of funding for erosion control works; and
 - ☐ identify erosion problems and prepare a program based on priorities and available resources.
2. Continue implementation of ongoing program at current level of works.

Year 2 Action Plan

1. Implement Stage 1 of the works.
2. Pursue further funding.
3. Evaluate effectiveness of program.
4. Produce a procedures manual.

Year 3 Action Plan

1. Based on the evaluation in Year 2 modify program and proceed with Stage 2.
2. Continue to pursue further funding.

3.3.5 BEACH PARK ACCESS

OBJECTIVE

A rational access network for Beach Park in accordance with the Coastal Management Plan to have been commenced. (Refer Objectives 3.3.1, 3.3.2, 3.3.3, 3.3.4, 3.3.10, 3.3.11 and 3.3.18.)

STRATEGY

Year 1 Aims

1. Review and assess the adequacy of the current pathways and access to the foreshore.
2. Investigate the suitability of track, ramp and stairway construction and siting.
3. Prepare base plans.

Year 1 Action Plan

1. City Engineer to establish Working Party comprising the Conservation Officer, Municipal Recreation Officer, Investigations Engineer, Town Planner and Design Engineer, to:
 - ☐ prepare detailed plans for Council containing recommendations which will build on the Beach Park Landscape assessment currently being conducted and be consistent with the recommendations made in the Coastal Management Plan and erosion program;
 - ☐ conduct minor weekend studies to observe user patterns and problem areas plus obtain user input;
 - ☐ prepare detailed plans showing existing paths, ramps, stairways and access points both formal and informal; and
 - ☐ liaise with Review Committee concerning access for people with disabilities. (Refer also Objective 3.3.10.)
2. Prepare detailed plans for foreshore access based on work completed by the Working Party.

Years 2 and 3 Action Plan

1. Begin implementing the foreshore access plan.

3.3.6 PLAY ENVIRONMENTS

OBJECTIVE

Safe, well designed and stimulating environments for play to have been developed and maintained.

STRATEGY

Year 1 Aims

1. Maintain existing playgrounds, reserves, parks and gardens to meet all relevant standards of safety and cleanliness.
2. Develop appropriate procedures for design, maintenance and replacement of playground equipment and furniture.
3. Evaluate existing and alternative play facilities and management options.

Year 1 Action Plan

1. Parks and Gardens staff to continue the ongoing maintenance program.
2. City Engineer to establish a Working Party, comprising Municipal Recreation Officer and Superintendent of Parks and Gardens to:
 - ☐ complete an inventory of all of the City's play equipment;
 - ☐ develop a program and system of documentation for maintenance and inspection of equipment; and
 - ☐ investigate initiatives, in consultation with community representatives, to expand and develop amenities available. (Refer also Objective 5.3.11.)

Year 2 Action Plan

1. Continue to maintain playground areas and implement first stage initiatives as recommended by the Working Party review.
2. Update maintenance records and prepare a program for additional or replacement equipment for 1992/93.

Year 3 Action Plan

1. Continue to monitor and maintain equipment and playground areas.
2. Implement second stage of Working Party review.

3.3.7 COMMUNITY CARE FOR THE ENVIRONMENT

OBJECTIVE

Have in place community facilities and activities which encourage residents to care for and enhance the City's natural environment. (Refer also Objectives 3.3.1, 3.3.23, 4.3.1 and 5.3.12.)

STRATEGY

Year 1 Aims

1. Continue the operation of Council's Community Plant Nursery.
2. Investigate the feasibility of establishing a Community Garden.

Year 1 Action Plan

1. Investigations Engineer, Works Engineer and Superintendent of Parks and Gardens, to:
 - ☐ assess the need for collection and mulching of waste from private gardens;
 - ☐ again consider the report prepared in 1989, concerning the purchase and establishment of a chipper machine at the Transfer Station and construction of a holding bin for the mulch; and
 - ☐ produce a brochure to educate residents about the value of composting to discourage burning of waste. (Refer also Objective 5.3.12.)
2. Parks and Gardens staff to:
 - ☐ maintain and review the current level of service at the Community Plant Nursery; and
 - ☐ investigate the feasibility of generating increased revenue by expanding production and markets.
3. Community Services Officer for the Aged and Superintendent of Parks and Gardens to:
 - ☐ conduct a needs analysis for establishing a Community Garden; and
 - ☐ liaise with the City Engineer regarding a potential site and the cost of establishment and operation of the proposal.

Year 2 Action Plan

1. If proved feasible expand production and markets of the Community Plant Nursery.
2. Establish guidelines for public involvement in the Community Garden in consultation with the Natural Environment Panel and select a suitable site.

Year 3 Action Plan

1. Establish a Community Committee of Management to oversee the development and operation of the Community Garden.

3.3.8 STREETSCAPE

OBJECTIVE

To have commenced implementation of a streetscape design and improvement policy and program. (Refer also Objective 3.3.12.)

STRATEGY

Year 1 Aims

1. Prepare a draft streetscape policy.
2. Collect and evaluate information on streetscape design and management. (Refer also Objectives 3.3.9 and 3.3.5.)

Year 1 Action Plan

1. City Engineer to establish Working Party comprising representatives from Engineering, Town Planning and Parks and Gardens.
2. Working Party to:
 - ☐ collect and evaluate information from other urban land management authorities, educational institutions and scientific bodies.
 - ☐ establish criteria for the selection of plants, hard surfaces and street furniture.
 - ☐ review methods of installation and maintenance of utilities and services.
 - ☐ examine technical advances in tree management and
 - ☐ develop a streetscape policy and procedures manual.

3. Continue existing re-planting program, having regard to the Landscape Assessment Report, contained in the Heritage and Conservation Study 1989, Volume Two. (Refer Objectives 3.3.1 and 3.3.24.)
4. Provide information to residents on the care and nurturing of street trees. (Refer Objective 5.3.12.)

Year 2 Action Plan

1. Formulate program for the implementation of the streetscape policy and produce financial estimates for inclusion in 1991/2 Budget.
2. Implement Stage 1 of the streetscape program

Year 3 Action Plan

1. Implement Stage 2 of the program.

3.3.9 UNDERGROUND POWERLINES

OBJECTIVE

Undertake a feasibility study concerning the placement of powerlines underground.

STRATEGY

Year 1 Aim

Collect relevant background information and data.

Year 1 Action Plan

1. City Engineer to approach the State Electricity Commission to determine the current arrangements for placing powerlines underground.
2. Investigations Engineer to:
 - ☐ collect information from other municipalities which have placed or are considering placing powerlines underground, both in Australia and overseas;
 - ☐ investigate bundled conductors as an option;
 - ☐ investigate sources of funding available for this project; and
 - ☐ conduct a study to determine costs per ratepayer based on placing powerlines underground throughout the Municipality.

Years 2 and 3 Action Plan

1. Based on the feasibility study prepare an action plan setting priorities for areas to have powerlines placed underground over a ten to twenty year period.
2. Prepare a report on cost savings and advantages, such as reduced tree pruning.
3. Consult with residents about the cost of implementing the plan to have powerlines placed underground.

3.3.10 ACCESS FOR PEOPLE WITH DISABILITIES

OBJECTIVE

Access to buildings, particularly community facilities, for people with disabilities to have been provided. This is to be in accordance with the Victorian Building Regulations and the Australian Standards for access requirements. (Refer also Objective 4.3.4.)

STRATEGY

Year 1 Aims

1. Have in place a program to improve access in the design of all new, and extensions to existing community buildings and facilities.
2. Provide car parking in shopping centres and community facilities for people with disabilities.

Year 1 Action Plan

1. Council to establish a Review Committee comprising:
 - ☐ three representatives from the Disabled Persons Advisory Committee;
 - ☐ councillor representation; and
 - ☐ one staff member from each of the Departments of Corporate Services, Community Development and Technical Services.
2. Review Committee to:
 - ☐ identify transport, access and safety needs of people with disabilities;
 - ☐ ensure all new and existing Council facilities meet access and safety needs of residents; and
 - ☐ promote improved access in the design of all new community facilities particularly those in commercial centres.

3. Building Surveyor to ensure all new buildings in the City comply with the current Victorian Building Regulations relating to access for people with disabilities.
4. Design Engineer to ensure compliance with relevant Australian Standards for other Council facilities.

Years 2 and 3 Action Plan

1. Continue to identify, promote and provide improved access and safety for people with disabilities.
2. Report to Council recommendations of Review Committee, and implement decisions of Council.

3.3.11 FOOTPATHS AND BIKE PATHS

OBJECTIVE

Paths for pedestrians and cyclists, which satisfy relevant standards of physical dimensions, characteristics and safety to have been provided. (Refer also Objective 3.3.5.)

STRATEGY

Year 1 Aims

1. Implement Year 2 of the current five year footpath reconstruction program.
2. Report all accidents on footpaths and have in place a program to complete repairs on footpaths within two working days of accidents being reported.
3. Maintain existing footpaths and bicycle paths and install ten additional pram/wheelchair crossings.
4. Review the current provision and status of all bicycle paths.
5. Design a bicycle path along the full length of Beach Road seeking funding from Vic Roads and other sources.
6. Review need for additional pram/wheelchair crossings.

Year 1 Action Plan

1. Works Engineer to:
 - ☐ repair paths as necessary to maintain standards of smoothness, edge restraint, weed control and drainage;
 - ☐ install ten additional pram/wheelchair crossings following consultation with Review Committee (refer also Objective 3.3.10);

- ☐ arrange priority inspection and hazard reduction of paths on which accidents have been reported so this is achieved within two working days of the report; and
 - ☐ implement Year 2 of the footpath reconstruction program.
2. Traffic Engineer, Investigations Engineer and Municipal Recreation Officer to review the provision of existing bicycle paths and their current status.
 3. Investigations Engineer to liaise with Design Engineer, Traffic Engineer, Superintendent of Parks and Gardens and Municipal Recreation Officer to design Beach Road bike path and pursue funding from Vic Roads and other sources. (Refer also Objective 3.3.4.)

Year 2 Action Plan

1. Maintain upkeep and priority repair of paths within two working days of accident report.
2. Install twenty additional pram/wheelchair crossings.
3. Implement Year 3 of the five year footpath reconstruction program.
4. Construct Stage 1 of Beach Road bike path.
5. Investigate and recommend improvement to the current footpath and bike path systems and the development of further paths.
6. Continue to pursue Vic Roads and other sources for additional funding for works.

Year 3 Action Plan

1. Continue all programs of maintenance, repair and construction including Stage 2 of the Beach Road bike path.
2. Following investigations in Year 2 develop design plans for future bike paths.

3.3.12 STREET CONSTRUCTION

OBJECTIVE

The current standard of street construction to have been maintained and new techniques investigated. (Refer also Objective 3.3.8.)

STRATEGY

Year 1 Aims

1. Maintain pavement, kerbs and street furniture.

2. Update road maintenance and construction practices with new developments.
3. Use Pavement Management System and ensure construction and maintenance are cost effective.
4. Implement Year 3 of the current five year road resurfacing program.
5. Ensure an acceptable standard of repair is undertaken to road openings made by service authorities, developers and property owners.
6. Identify priority areas and introduce schemes for the construction of right of ways.

Year 1 Action Plan

1. Works Engineer to:
 - ☐ repair damage to road pavement and kerbs;
 - ☐ undertake reinstatement to road openings made by developers, service authorities and property owners;
 - ☐ implement Year 3 of the road resurfacing program;
 - ☐ administer contracts and Vic Roads funding arrangements in the 1989/90 roadworks program; and
 - ☐ complete 1990/91 roadworks program.
2. Design Engineer to prepare design plans for the 1990/91 roadworks program.
3. Investigations Engineer to:
 - ☐ monitor and participate in Australian Road Research Board Local Streets Pavement Management Project;
 - ☐ put road management system software into operation; and
 - ☐ update road maintenance and construction information with new developments.
4. Administrations Officer to administer road opening arrangements.

Years 2 and 3 Action Plan

1. Continue to implement and keep abreast of current practices in road construction and maintenance.

3.3.13 DRAINAGE

OBJECTIVE

The Municipality's drainage system to have been maintained at a standard to minimise the possibility of property flooding and to ensure that drainage of road network pavements is adequate to maintain vehicle skid resistance, the effectiveness of lighting, reduce spray and provide visibility of pavement markings.

STRATEGY

Year 1 Aims

1. Maintain Council's existing drainage system
2. Identify and design new drainage schemes to service areas where drainage is currently inadequate

Year 1 Action Plan

1. Works Engineering

- continue maintenance program for Council's drainage system
- consider or reconstruct drains to overcome problems which arise in the current system

2. Design Engineering

- investigate reported drainage problems and recommend solutions to Council within time limits of the report
- identify critical areas for the introduction of drainage schemes and provide details and submit comments
- provide design and technical advice on requirements for drains for proposals and advise on direction of the drainage schemes and
- ensure standards are met in drainage proposals presented by developers and property owners

3. Investigations Engineer to examine and report on funding arrangements for the upgrading of the Municipal drainage system

Years 2 and 3 Action Plan

1. Continue maintenance and reconstruction program
2. Construct six new drains under the proposed drainage schemes
3. Continue to investigate and propose solutions to drainage problems in the Municipality including prioritising areas for the introduction of new drainage schemes

3.3.14 CAR PARKING

OBJECTIVE

A level of on-street and off-street parking which meets safety, traffic, pedestrian management, design, town planning and landscaping standards to have been provided and maintained. (Refer also Objective 3.3.10.)

STRATEGY

Year 1 Aims

1. Maintain line marking, signing, pavements and access points for Council's off-street and on-street parking areas.
2. Maintain a town planning car parking policy for assessing car park standards for private developments.
3. Prepare a report on car parking requirements in Hampton Street and Sandringham Shopping Centres as part of an ongoing review of parking within commercial centres in the Municipality.
4. Install parking ticket vending machines in Half Moon Bay car park.
5. Install central parking signs in all off-street car parks to replace the perimeter sign system.
6. Review Council's cash-in-lieu car parking policy.

Year 1 Action Plan

1. Works Engineer to:
 - ☐ maintain off-street and on-street car parking areas; and
 - ☐ construct Thomas Street car parking area.
2. Investigations Engineer to:
 - ☐ co-ordinate the installation of parking ticket vending machines in Half Moon Bay car park; and
 - ☐ install central parking signs at all off-street car parks.
3. Traffic Engineer to monitor and arrange replacement signs as needed.
4. Town Planner to:
 - ☐ maintain a town planning policy for assessing private development car parking requirements;
 - ☐ report to Council on car parking requirements in Hampton Street and Sandringham Shopping Centres with recommended options (refer also Objective 3.3.10.); and
 - ☐ review Council's cash-in-lieu car parking policy.

5. Design Engineer to prepare plans for car parks and sign installation.

Year 2 Action Plan

1. Continue to maintain and monitor on-street and off-street parking areas.
2. Co-ordinate the installation of ticket vending machines at Jetty Road car parks.
3. Commence car parking improvements at Hampton Street and Sandringham Shopping Centres.
4. Continue the review of parking by reporting on other shopping centres in the Municipality.
5. Report to Council on any changes needed to the current car parking policy.

Year 3 Action Plan

1. Continue maintenance and monitoring.
2. Install ticket vending machines at Love Street car park.
3. Continue review of car parking at commercial centres.
4. Continue to implement improvements to Hampton Street and Sandringham Shopping Centres.
5. Review and make changes to the current car parking policy as deemed necessary by Council.

3.3.15 TRAFFIC MANAGEMENT

OBJECTIVE

Have in place a system for safety investigations and improved traffic management. (Refer also Objective 5.3.4.)

STRATEGY

Year 1 Aims

1. Have a system in place which enables the proposal of a solution to a traffic problem to be reported to Council within three months of it being identified.
2. Maintain existing traffic management treatments including traffic lights and introduce six new major traffic management measures.

3. Continue the transfer of responsibility for maintenance of traffic light installations to the Roads Corporation.
4. Review of traffic management works at six and twelve month periods.

Year 1 Action Plan

1. Investigations Engineer and Traffic Engineer to:
 - ☐ complete the computer program for the analysis of traffic data and prepare a five year program to update traffic data for the Municipality on a continuing basis;
 - ☐ report to Council on the need for a micro-computer for traffic investigations;
 - ☐ prepare a report for submission to Council providing a review of the 1982 Traffic Management and Safety Study recommendations, the impact of measures introduced over the eight years and recommendations for action over the next decade;
 - ☐ establish a procedure for prioritising requests for traffic data so data is available within six weeks enabling a report to be made to Council with recommendations for action to solve the problem within three months;
 - ☐ purchase second traffic counter, trial alternative methods of installation, produce a procedures manual on preferred method and train depot staff to install within the allocated forty minutes period;
 - ☐ prepare concept designs and detailed plans, in consultation with the Design Engineer, for the construction of treatments at six locations; and
 - ☐ develop a system to monitor and review new traffic management installations three months after construction and again after twelve months and make adjustments as necessary.
2. Works Engineer to construct the six treatments.
3. City Engineer to negotiate the transfer of traffic light maintenance to the Roads Corporation.

Years 2 and 3 Action Plan

1. Maintain and update computer database.
2. Continue rolling program for Municipal wide surveys.
3. Review and report on traffic survey program with recommendations on future funding requirements for survey activities and additional counters.
4. Purchase a micro computer if required.

5. Investigate the potential to market commercially the design for traffic counter installation.
6. Design a means to ensure a report on a traffic problem with recommended solutions is before Council within two months of the problem being identified.
7. Prepare detailed plans and construct eight new management treatments.

3.3.16 ROAD SAFETY

OBJECTIVES

1. Traffic signs, street signs and road markings to have been maintained and upgraded to satisfy current regulations for the convenience and safety of all road users.
2. Have a level of street lighting adequate to make objects on the road reserve visible to all road users.

STRATEGY

Year 1 Aims

1. Have in place a procedure for reporting, actioning and monitoring of signs and road marking measures including replacing damaged, missing or illegible signs.
2. Repair all line markings on roads on a cyclic basis.
3. Review current street lighting and make adjustments where lighting is inadequate or excessive.
4. Have in place a system for prompt repair of lights not operating and an ongoing upgrading of lights throughout the Municipality.
5. Maintain school crossings in a safe condition and have a supervisor present at the required times.

Year 1 Action Plan

1. Works Engineer to:
 - ☐ continue the program of maintaining street signs;
 - ☐ install new signs at the direction of the Traffic Engineer; and
 - ☐ continue line markings of roads to relevant standards.

2. Investigations Engineer to:

- ☐ develop a data system to monitor all street and road signs and pavement markings in the Municipality including records of maintenance and replacement by Council or Vic Roads (refer also Objectives 5.3.4 and 5.3.5);
- ☐ carry out a survey of all street and traffic signs to input to the database;
- ☐ develop a standardised procedure for processing requests for signs and pavement markings;
- ☐ keep informed and report to Council on current regulations for signs and road markings;
- ☐ complete 1990/91 budget for signs based on 1989/90 data; and
- ☐ prepare 1991/92 budget for signs.

3. Investigations Engineer to survey all streets and recommend alterations to present levels of street lighting.

4. Design Engineer to:

- ☐ report lights not operating promptly to State Electricity Commission;
- ☐ ensure all lights are repaired in reasonable time; and
- ☐ liaise with State Electricity Commission to monitor program of lights upgrading.

5. Traffic Officer to administer provision of Supervisors at school crossings.

6. Works Officer to maintain the school crossings.

Years 2 and 3 Action Plan

1. Continue to monitor, upgrade and maintain all programs relating to street signs and pavement markings.
2. Investigations Engineer to pursue the removal of excess lights and installation of lights where levels are inadequate.
3. Continue program to ensure prompt replacement of lights not in operation and the upgrading of street lights across the Municipality.
4. Continue to administer and maintain school crossings.

3.3.17 WASTE MANAGEMENT AND RECYCLING

OBJECTIVES

1. Have in place a program to reduce littering.
2. Maintain current waste management and have a program in place which encourages residents to recycle and reduce consumption of disposable items.
3. Develop and introduce appropriate new waste management initiatives.

STRATEGY

Year 1 Aims

1. Develop a strategy for the prevention of littering.
2. Continue the collection of garbage and recyclables.
3. Introduce an Environmental Awareness Campaign promoting environmentally friendly alternatives such as recycling and composting. (Refer also Objective 3.3.7.)

Year 1 Action Plan

1. Chief Health Surveyor, By-Laws Officer, Conservation Officer and Residents' Liaison Officer to develop a strategy to reduce littering which incorporates:
 - ☐ rationalising the placement of litter bins in public places;
 - ☐ a range of appropriate litter cleaning techniques; and
 - ☐ a public education program involving schools, clubs and residents.
2. Maintain and upgrade the present collection of garbage and recyclables and the facilities for recyclables at the Transfer Station and for dealing with garden refuse at the local level.
3. Consider the development of a Local Law placing a ban on the use of incinerators as long as a satisfactory collection and disposal system for garden refuse, paper, plastics and glass is in operation.
4. Encourage residents to play their part by using environmentally friendly alternatives, such as recycling and composting.
5. Investigate new initiatives in waste management.
6. Continue the investigation into the introduction of big bins.
7. Support the waste management objectives of the South Eastern Region Refuse Disposal Group.

Years 2 and 3 Action Plan

1. Implement the strategy to reduce littering.
2. Monitor and review the Environmental Awareness Campaign.

3.3.18 CLEAN AND SAFE AMENITIES

OBJECTIVE

Council properties and other community amenities to have been maintained in a clean, safe and hygienic condition.

STRATEGY

Year 1 Aims

1. Provide adequate sanitation where Council has bins and toilets.
2. Maintain Council facilities, roadways, laneways, shopping centres and the foreshore and environs in a clean, safe and hygienic condition.
3. Improve the quality of drain discharge into Port Phillip Bay.

Year 1 Action Plan

1. Works Engineer and Superintendent of Parks and Gardens to:
 - ☐ maintain current services;
 - ☐ review laneway maintenance practices;
 - ☐ investigate the rationalisation of all cleaning services within one Department; and
 - ☐ investigate the feasibility of sharing machinery with neighbouring Councils. (Refer also Objective 5.3.3.)
2. Municipal Recreation Officer, Investigations Engineer, Works Engineer and Superintendent of Parks and Gardens to encourage the involvement of the community in beach clean-up programs, both those organised locally and those organised on a metropolitan wide basis. (Refer also Objective 3.3.7.)
3. City Engineer and Investigations Engineer to liaise with Environment Protection Authority and the Melbourne and Metropolitan Board of Works to improve the quality of drain discharge from the Municipality going into the Bay.
4. Investigations Engineer, Works Engineer, Municipal Recreation Officer and Superintendent of Parks and Gardens to assess whether special provisions are needed for the safe disposal of dangerous articles, such as syringes.

5. Council to continue to advocate the Victorian State Government provide additional funding for beach cleaning.

Years 2 and 3 Action Plan

1. Implement programs assessed to be feasible during Year 1.
2. Monitor and review all programs working towards clean and safe community amenities.

3.3.19 STRATEGIC PLANNING RESPONSIBILITIES

OBJECTIVES

1. Carry out statutory strategic planning responsibilities.
2. Identify, monitor and review strategic planning needs and requirements.
3. Provide adequate resources to carry out strategic planning.

Year 1 Aims

1. Identify strategic planning issues (refer also Objectives 3.3.2, 3.3.3, 3.3.5, 3.3.8, 3.3.10, 3.3.14, 3.3.20, 3.3.21, 3.3.23, 3.3.24, 3.3.25, 5.3.11, 5.3.5, 5.3.13 and 5.3.16).
2. Regularly report to Council on these issues (refer also Objective 5.3.9).
3. Formulate annual strategic planning work program (refer also Objectives 5.3.4 and 5.3.6).
4. Identify resources needed to carry out strategic planning (refer also Objectives 5.3.4 and 5.3.6).
5. Promote a "corporate" approach towards strategic planning which integrates social and physical planning considerations.
6. Input to the Corporate Planning of Council (refer also Objective 5.3.5).

Year 1 Action Plan

1. Town Planner to:
 - ☐ identify strategic planning issues and report to Council;
 - ☐ prepare for Council consideration and adoption an annual strategic planning work program which outlines projects to be undertaken and the resources needed to carry out the work program;

- ☐ carry out work on major planning projects including Merindah Avenue site investigations, and 2 - 8 Bay Road and 122 Beach Road development projects;
- ☐ maintain town planning information resources;
- ☐ explore options for external Government funding for projects, for example National Estate and Area Improvements Project;
- ☐ introduce the town planning module onto Council's central computer system; and
- ☐ introduce a micro-computer and develop databases for strategic planning projects.

Years 2 and 3 Action Plan

1. Town Planner to:

- ☐ continue Year 1 actions; and
- ☐ report to Council on the need and feasibility of creating a new, full time strategic planning position.

3.3.20 STATUTORY PLANNING RESPONSIBILITIES

OBJECTIVE

Council's statutory planning duties and responsibilities to have been fulfilled.

STRATEGY

Year 1 Aim

Maintain and improve the current level of service to Council and the community.

Year 1 Action Plan

1. Town Planner to:

- ☐ maintain current service to the public in terms of hours and advice;
- ☐ maintain availability of legal advice to Council in terms of statutory planning;
- ☐ maintain and seek to improve the carrying out of enforcement;

- ☐ accommodate additional statutory duties as required under new legislation and provide advice to the public about legislation; and
- ☐ maintain statutory duties and responsibilities under existing and new legislation.

Years 2 and 3 Action Plan

1. Monitor and review the carrying out of statutory planning duties and responsibilities and make modifications as necessary.
2. Carry out enforcement.

3.3.21 PROMOTION OF LOCAL PLANNING AND ENVIRONMENT POLICIES

OBJECTIVE

Council's planning and environment policies to have been promoted to State and Federal Authorities.

STRATEGY

Year 1 Aims

1. Encourage grass roots involvement in the provision of ideas for improvements to the City.
2. Continue to inform Federal and State politicians and Authorities of Council's policies and views. (Refer also Objective 5.3.14.)
3. Continue participation in meetings and conferences organised by outside organisations.

Year 1 Action Plan

1. Chief Executive Officer and City Engineer to:
 - ☐ continue responding to submissions and informing politicians and Authorities of Council's views and policies;
 - ☐ meet annually with those Authorities Council has most frequent contact with;
 - ☐ improve contact with Officers in these Authorities; and
 - ☐ make use of other forums to express views.
2. Town Planning staff to:
 - ☐ continue membership and involvement with relevant professional organisations;
 - ☐ continue contact and involvement with the Municipal Association of Victoria; and

- ☐ participate in seminars and conferences of relevance to Councillors and staff. (Refer also Objective 5.3.8.)

Years 2 and 3 Action Plan

1. Monitor and review promotion of Council's policies and views.
2. Continue all avenues to promote these views.

3.3.22 BUILDING CONTROL

OBJECTIVE

Continue to provide the following building control functions:

- ☐ carry out statutory duties as outlined in the Building Control Act;
- ☐ assessment of plans for approval;
- ☐ building inspections;
- ☐ administration of Scaffold Act;
- ☐ preparation of reports to Council;
- ☐ dealing with complaints and enquiries regarding building matters;
- ☐ replies to property enquiries under the Sale of Land Act; and
- ☐ inspect footpaths where security deposits have been lodged.

STRATEGY

Year 1 Aim

Continue to provide building control functions.

Year 1 Action Plan

1. Building Surveyor to continue to perform the functions listed.
2. Building Surveyor to investigate provision of levying new charges.
3. Building Surveyor continue the introduction of computerisation in the Building Office. (Refer also Objective 5.3.4.)

Years 2 and 3 Action Plan

1. Building Surveyor to continue to perform the functions listed.

3.3.23 HOUSING AND POPULATION

OBJECTIVE

A housing and population policy for the City to have been prepared. This policy will cover:

- ☐ spatial relationship;
- ☐ design/development standards;
- ☐ relationship between housing and population;
- ☐ housing density;
- ☐ Council's role as housing provider/regulator/facilitator;
- ☐ housing needs; and
- ☐ population mix.

STRATEGY

Year 1 Aims

1. Develop a knowledge base of the City's housing composition and population characteristics and trends using information from the A.B.S. Census, intercensus surveys, Ministry of Housing and Construction, Building Societies, Banks and the Housing Industry Association. (Refer also Objective 5.3.5.)
2. Review current development controls over housing and Federal and State Government Policies for residential development.
3. Identify the City's housing and population needs, particularly investigate the need and options for achieving a resident funded retirement village and a high dependency hostel, rental accommodation for young people and a low cost rooming house.
4. Promote an awareness in the community about housing issues and needs.
5. Provide advice to Council on housing issues and needs through an advisory committee to Council. Investigate the appointment of a housing officer to report on welfare/special needs provision by Council.

Year 1 Action Plan

1. Set up a Working Group comprising Councillors, staff and interested members of the public. (Refer also Objective 5.3.11.)
2. The Working Group to prepare an Action Plan to fully explore all issues arising from the Objective and Year 1 Aims, and to prepare strategies for implementing the Action Plan in Years 2 and 3.

3.3.24 HERITAGE

OBJECTIVES

1. Measures to protect and conserve Sandringham's heritage to have been developed and put in place.
2. Have in place a program which informs people of Sandringham's heritage and encourages their appreciation and care of it. (Refer also Objective 3.3.7.)

STRATEGY

Year 1 Aims

1. Establish a Heritage Sub-Committee of Council.
2. Continue the Heritage Architectural Advice Service.
3. Prepare and publish Heritage guidelines.
4. Participate in Heritage Week and other activities to promote greater community awareness of the City's heritage.

Year 1 Action Plan

1. Form a Heritage Sub-Committee of Council, comprising Council Staff and community representatives to review public submissions and the Heritage and Conservation Study and make recommendations to Council for a Heritage Management Plan. (Refer also Objective 5.3.11.)
2. Continue Ministry for Planning and Environment Architectural Advisory Service, subject to continued Ministry for Planning and Environment funding, and assess the feasibility and cost of continuing an Architectural Advisory Service consultant.
3. The Heritage Sub-Committee to prepare and publish Heritage Architecture Guidelines.
4. Prepare management guidelines and material on Aboriginal sites based on Council's consideration of Victorian Archeological Survey reports and recommendations, in conjunction with Conservation Officer.
5. Continue to provide general heritage advice to the public.
6. With the Residents' Liaison Officer, provide support and involvement in Heritage Week and Historical Society activities.
7. Publish development history prepared as part of the Heritage and Conservation Study.
8. Pursue restoration and maintenance of HMVS Cerberus and Black Rock House.

Years 2 and 3 Action Plan

1. Continue all advice and information services.
2. Continue to support Heritage Week and Historical Society activities.
3. Implement Sub-Committee's recommendations to promote further awareness and care for the City's heritage by residents and visitors to Sandringham.
4. Prepare management guidelines and interpretative material on Aboriginal sites.
5. In liaison with Parks and Gardens staff and Landscape Designer prepare and publish Heritage Landscape Guidelines.
6. Prepare a report on heritage financial incentives, such as a restoration fund.

3.3.25 HERITAGE RECORDS

OBJECTIVE

A database to be in place which records the natural, built and pre-European heritage of Sandringham. (Refer also Objectives 3.3.24 and 4.3.31.)

STRATEGY

Year 1 Aims

1. Adopt a Heritage Management Plan.
2. Identify Aboriginal sites of significance.
3. Establish an inventory of photographic records.
4. Undertake a feasibility assessment and report to Council on preparing a history of Sandringham.

Year 1 Action Plan

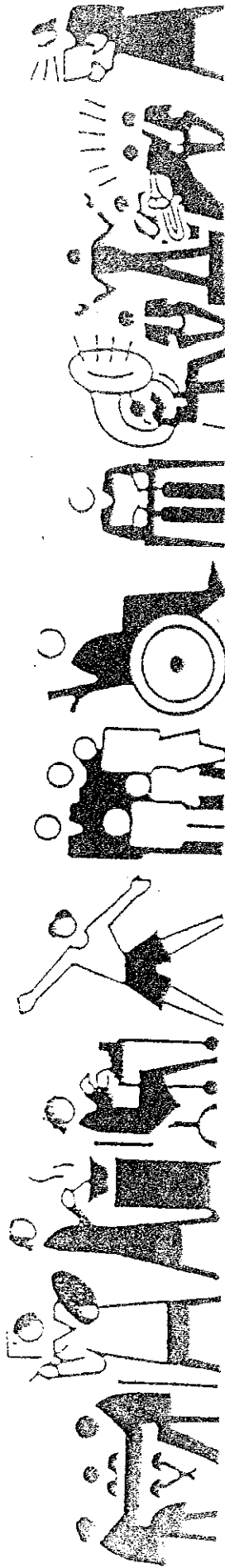
1. Consider the appointment of a Heritage Consultant to complete outstanding data reports for the Heritage and Conservation Study.
2. Council to receive report from Victorian Archeological Survey identifying significant Aboriginal sites and Town Planning staff to prepare recommendations for action by Council.
3. Investigations Engineer to prepare an inventory of existing photographic resources.
4. Chief Clerk/Research Officer to report on financial feasibility of commissioning the preparation of a history of Sandringham.

Year 2 Action Plan

1. Prepare an inventory of local trees of significance based on data supplied by property owners and Parks and Gardens staff.
2. Update photographic records.
3. Microfilm rate records from 1917 - 1950.
4. Report on options for an acceptable standard of archival storage system for Council's records. (Refer also Objective 4.3.31.)
5. Review and pursue actions recommended by the Victorian Archeological Survey Report.
6. Implement recommendations by Heritage Sub-Committee on the Heritage Management Plan.

Year 3 Action Plan

1. Continue to prepare and update inventory of trees of significance.
2. Update photographic records.
3. Establish archival storage system.
4. Continue to update archival system.
5. Implement recommendations of Heritage Sub-Committee and Heritage Management Plan.



QUALITY OF LIFE PROGRAM

CITY OF SANDRINGHAM
MAY 1990



SECTION 4

QUALITY OF LIFE PROGRAM

4.1 PROGRAM STATEMENT

The intention of this Program is to address the issue that some people do not have the opportunity to have access to the full range of human and physical services in the Municipality (refer Strategic Issues Statement, Section 2.4). The City of Sandringham has established high quality services but gaps still exist for some groups in the community. The Program is designed to address gaps identified at the present time and identify and plan to meet future needs.

This Program is also designed to ensure that there is the opportunity for community input and involvement, through participatory planning processes and encouragement of self-help initiatives. This aims to ensure that the services provided are responsive to community needs and can adapt to change.

The Program will work to ensure that people across all age groups, all socio-economic levels, and people with varying abilities and from differing cultural backgrounds have an opportunity to access the range of facilities, resources and services, so they may lead full and active lives.

4.2 MASTER PLAN

PHILOSOPHY

People Focus

People are the City of Sandringham's primary resource.

High quality physical and human services will be provided for the benefit of people in the Municipality.

People in the City of Sandringham will have the opportunity to experience a sense of place or belonging in the community.

Equity

There will be equity in service delivery to meet the needs of all age groups, all socio-economic groups, people with disabilities and across differing cultural groups.

People will have the opportunity to enjoy a safe and pleasant environment which is satisfying and rewarding.

Access

The community will have the opportunity to have access to services and facilities which meet their individual needs.

Rights

The right to privacy will be respected.

People have a right to choose their own level of community involvement.

Council will recognise that the community is heterogeneous not homogeneous and that people have a right to choose their own lifestyle.

Participation

Opportunity will be provided for participation by the community both in identifying needs and in planning for the development and implementation of services.

Self-help initiatives and volunteerism will be encouraged so people can participate in and contribute to the enrichment of community life through creating a caring, supportive and welcoming atmosphere.

GOALS

Ensure people in the City of Sandringham have access to facilities, resources and services which meet their individual needs in order that they have the opportunity to lead full and rewarding lives.

Ensure there are adequate local facilities and programs so that the community has the opportunity to utilise a full range of recreational and social activities to maximise their enjoyment of life.

Develop and maintain a participatory planning process adequate to identify service gaps and possible service duplications in order that services provided are responsive to community needs and can adapt to change.

Ensure appropriate information is provided in order that the community is aware of services and community activities available within this Municipality and surrounding areas.

Promote and enhance community networks in order that everyone has a sense of place and new residents experience a welcoming atmosphere.

Ensure a range of accommodation choices are available in order that there is the opportunity at all times for people to continue to reside in the City of Sandringham if they so desire.

Ensure adequate transport and access to buildings in order that the community has the opportunity to utilise facilities and services which assist them to lead full and active lives.

Ensure educational opportunities for personal growth are available to people of the City of Sandringham in order to enhance their quality of life.

Ensure an ongoing arts, cultural and heritage program is available and accessible to the people of the City of Sandringham.

4.3 THREE YEAR PLAN

4.3.1. HOME AND COMMUNITY CARE

OBJECTIVES

1. The following home care services to have been maintained and developed in order to meet community needs.
 - ☐ Home Help (General) Service.
 - ☐ Home Help (Specific) Service.
 - ☐ Delivered Meals Service.
 - ☐ Home Maintenance Program.
2. All these services to have been reviewed and service delivery amended/extended based on the result of the review process. (Refer also Objective 5.3.5.)
3. A home based respite care program for older residents to have been investigated, funding sought and a pilot scheme to be in place if assessed to be feasible.
4. Option to establish a garden refuse collection and recycling program, which meets the needs of older residents, to have been explored and a pilot project to be in place if appropriate. (Refer also Objectives 3.3.7 and 3.3.17.)

STRATEGY

Year 1 Aims

1. Continue the provision of home care services.
2. Plan, develop and implement a review of all services.
3. Develop an assessment system compatible for all home care services.
4. Conduct needs analysis and establish costs involved in providing a respite care program.

Year 1 Action Plan

1. Staff to continue co-ordination and delivery of home care services.
2. Manager-Community Development, in consultation with the Community Services Officer for the Aged, Home Help Supervisor, Meals on Wheels Supervisor, Home Maintenance Officer and other relevant personnel to design a review process for home care services. The following items should be considered for inclusion in the review.
 - ☐ Conformity with Council policy

- ☐ Eligibility criteria
- ☐ Examination of existing assessment and monitoring procedures
- ☐ Priority setting
- ☐ Standards and quality of service
- ☐ Flexibility of service
- ☐ Waiting periods for service
- ☐ Staff recruitment and training
- ☐ Industrial and health and safety issues
- ☐ Recruitment, training and work satisfaction of volunteers
- ☐ Consumer satisfaction
- ☐ Efficiency of rostering and delivery systems
- ☐ Administrative efficiency
- ☐ Computerisation of database
- ☐ Funding issues
- ☐ Conformity with government guidelines
- ☐ Relationships with other service providers, government and non government agencies

From the above items a core group may be developed which will apply to the review of all home care services. Specific items may be added to the review of individual services.

3. Determine which service to review first and implement the review process. Based on the results amend the process and plan and implement the three other reviews using the finalised process.
4. Drawing on the data collected in the review process, Manager-Community Development to initiate an evaluation of assessment procedures appropriate for all Home and Community Care Services. This evaluation may involve representatives from other organisations providing home care services as well as current service users.
5. Based on the evaluation, plan a pilot assessment program to be implemented in Year 2.
6. Community Services Officer for the Aged to conduct a needs analysis of home-based respite care, in consultation with Home and Community Care Service providers and current service users.
7. Investigate the employment of an Out of Hours Home Care Supervisor.

Years 2 and 3 Action Plan

1. Implement amended services in line with the outcome of the review process and continue to monitor:
 - ☐ changing service needs within the community;
 - ☐ service delivery trends; and
 - ☐ the efficiency and effectiveness of Council's home based services.
2. Where necessary, continue to lobby for funds to maintain quality services and to extend as required.
3. Implement and review the pilot assessment program and, based on the review, amend and implement assessment procedures which ensure maximum use of available Council and community resources in meeting individual home care needs.
4. Based on needs analysis for respite care, design program and prepare submission for Home and Community Care funding. Subject to funds being available select and train respite carers and implement program.
5. In consultation with Technical Services Department, conduct needs analysis with regard to the establishment of a garden refuse collection and recycling program, which meets the needs of older residents, including funding potential. Conduct a pilot project in Year 3 if appropriate.

4.3.2 HOUSING FOR OLDER RESIDENTS

OBJECTIVES

1. A high-dependency hostel for frail, older residents to have been planned and developed through the auspice of a community organisation.
2. A network of relevant professionals to have been established who will assist the transition of people from their existing homes to more appropriate resident-funded accommodation.
3. In the event that the Ministry of Housing and Construction proceeds with the development of accommodation for the elderly on the western portion of the former Hampton High School site, that the Council play an active role in determining the type of development.

Item 3 to be considered with an Objective related to the total development and future use of the site. (Refer also Objective 5.3.15.)

STRATEGY

Year 1 Aims

1. Raise community awareness of the need for a high-dependency hostel in Sandringham.
2. Encourage a community organisation to auspice the hostel.
3. Conduct needs analysis with regard to older residents moving to more appropriate resident-funded housing. (Refer also Objective 3.3.23.)
4. Monitor progress with regard to possible use of the former Hampton High School site.

Year 1 Action Plan

1. Manager-Community Development, with the assistance of a student, to:
 - ☐ consolidate and document action already undertaken concerning the development of a high-dependency hostel;
 - ☐ participate in the Victorian Aged Care Advisory Committee review on residential accommodation for the aged; and
 - ☐ work with aged care service providers to encourage them to consider ways in which a sponsor organisation might be found to auspice such a service.
2. Community Services Officer for the Aged to:
 - ☐ conduct needs analysis concerning resident-funding housing options, in consultation with relevant organisations; and
 - ☐ establish contact with local estate agents and solicitors with a view to involving them in the program, such as in drawing up guidelines for the smooth disposal of existing property and the purchase of alternative accommodation.
3. In the event that the Ministry of Housing and Construction proceeds with the development of accommodation for the elderly on the western portion of the former Hampton High School site, the Community Services Officer for the Aged to:
 - ☐ maintain contact with the Ministry of Housing and Construction regarding the possibility of the development of elderly persons units on the former Hampton High School site; and
 - ☐ investigate the possibility of Council gaining sponsorship rights or having input into the selection of tenants.

Years 2 and 3 Action Plan

1. If an auspice for the hostel is found, contribute to its planning, development and ongoing management.
2. Establish the network of professionals working to assist older residents move to more appropriate housing, also involving removal firms, and provide information and support to older residents and the network regarding the program.
3. Continue to liaise with the Ministry of Housing and Construction concerning provision of elderly persons units in the Municipality.

4.3.3. COMMUNITY TRANSPORT

OBJECTIVES

1. The community transport service to have been maintained and further developed in line with meeting the needs of older residents and people with disabilities who require assistance to have access to Council and essential services. (Refer also Objective 4.3.4.)
2. The provision of transportation services for children to have been investigated and a service be in place if appropriate.

STRATEGY

Year 1 Aims

1. Continue the provision of a community bus and driver.
2. Conduct a review of the service.

Year 1 Action Plan

1. Staff to continue co-ordination and provision of the community transport service.
2. Manager-Community Development in consultation with the Bus Driver, relevant staff, service users, potential service users, interested people and representatives of other agencies if appropriate, to implement a review of the service, based on the review model established for Home and Community Care Services. (Refer also Objective 4.3.1.) Additional items should include:
 - ☐ need to maximise income;
 - ☐ cost to Council;
 - ☐ possible overlap/duplication of services provided by other agencies;

- ☐ options to assist and co-operate with other agencies;
- ☐ access to the service by other age groups, such as children using the after school program; and
- ☐ consider the need for a second bus.

Years 2 and 3 Action Plan

1. Based on the review, seek additional funds to extend the community transportation service as required.
2. Continue ongoing monitoring of the service to ensure the efficiency and effectiveness of the community transportation system provided through Council and other agencies in meeting the priority needs within the Sandringham Community.

4.3.4 PEOPLE WITH DISABILITIES

OBJECTIVE

The Sandringham Community and its organisations to have been made aware of the general and specific needs of people with disabilities who live in, work in or visit Sandringham. (Refer also Objectives 3.3.10, 4.3.5. and 5.3.12.)

STRATEGY

Year 1 Aims

1. Monitor the needs of people with disabilities.
2. Review housing options for people with disabilities. (Refer also Objective 3.3.23.)
3. Support local organisations providing services and representing the views of people with disabilities and encourage the expression of viewpoints of people with disabilities.
4. Encourage increased participation in recreational, social, employment and educational opportunities by people in the target group.
5. Encourage Council Departments to provide an environment of equal access to all aspects of Council operations.

Year 1 Action Plan

1. Manager-Community Development, in consultation with the Sandringham Disabled Persons Advisory Committee and other representatives of people with disabilities, to:
 - ☐ monitor the needs of people with disabilities who live or work in or visit Sandringham;

- ☐ initiate actions to respond to these needs given resource constraints, including lobbying by Council where appropriate;
- ☐ ensure access to relevant services and facilities including Council's Domiciliary Care Program, transport, and activity centres;
- ☐ review the housing options for people with disabilities and promote new initiatives for independent living;
- ☐ continue to support and maintain the Council's House for Disabled People and review the need for a second property;
- ☐ continue to provide opportunities for self-help groups to develop;
- ☐ increase the opportunities for participation by people with disabilities in integration, employment, recreational, social and educational opportunities; and
- ☐ maintain close links with all organisations providing services for people with disabilities, especially those where Council's resources can be utilised for the betterment of people with disabilities.

Years 2 and 3 Action Plan

1. Continue to monitor the needs of people with disabilities.
2. Continue involvement in the provision of housing for people with disabilities in line with needs identified in Item 1.
3. Work with individuals and groups to increase their participation in the community.
4. Continue to support and assist organisations and self-help groups representing people in the target group.
5. Maintain an employment policy of equal opportunity and encourage other employing bodies to do likewise.

4.3.5 SOCIAL, RECREATIONAL AND EDUCATIONAL PROGRAMS FOR OLDER RESIDENTS AND PEOPLE WITH DISABILITIES

OBJECTIVES

1. Senior Citizens' Centres to have been maintained and developed in order to provide a range of social, recreational and educational programs for older people and to be available for multi-purpose use.
2. Activity programs for older residents and people with disabilities to have been maintained and further developed.
3. Closer links to have been established between Council Staff and other organisations providing services to the target groups.

STRATEGY

Year 1 Aims

1. Review operations and locations of Council's Senior Citizens' Centres.
2. Investigate needs within the community for social, recreational and educational programs.
3. Review Black Rock Activity Centre programs.
4. Continue the existing adult day care service.

Year 1 Action Plan

1. Manager-Community Development, in consultation with relevant staff, Centre users and other older residents and people with disabilities, to implement a review of Council's Senior Citizens' Centres based on the review process established for home care services. (Refer also Objectives 4.3.1. and 5.3.11.) Additional items should include:
 - ☐ financial operations of the Centres;
 - ☐ cost-effectiveness and efficiency;
 - ☐ existing programs operating through Centres;
 - ☐ opportunities for appropriate multi-purpose use of Centres; and
 - ☐ the need to introduce new programs in response to requests by people in the target groups, changing trends and demographic data.

2. Manager-Community Development, in consultation with the Director of the Black Rock Activity Centre and Centre users, to implement a review based on the process used for Senior Citizens' Centres. The review should include:
 - ☐ all aspects of the Centre's function;
 - ☐ staffing levels; and
 - ☐ involvement of volunteers.
3. Continue the provision of the adult day care service.
4. Staff to map all services available to older residents, people with disabilities and homebound people. (Refer also Objective 5.3.5.)
5. Manager-Community Development to put in place a network of providers of the above mentioned services.

Years 2 and 3 Action Plan

1. Based on the review of Senior Citizens' Centres amend/extend programs as appropriate, and draft and adopt policy on multi-purpose use.
2. Publicise and promote social, employment, recreational and educational programs, including fitness programs and volunteering for community service.
3. Conduct a needs analysis of the social, recreational and educational needs of older residents, people with disabilities and homebound people. (Refer also Objective 5.3.5.)
4. Plan and implement any changes required at Senior Citizens' Centres arising from the results of the needs analysis conducted in Item 3.
5. Resulting from the review of the Black Rock Activity Centre and the needs analysis in Item 3, consider expansion of the Centre to cater for the anticipated growth in community need for its programs.
6. Consider new initiatives which may enhance the dignity and autonomy of older residents.
7. Review the adult day care service, based on the review process used in Year 1. (Refer also Objective 4.3.1.)
8. Monitor changing needs in aged care within the Municipality and the Region using the network of service providers established in Year 1, Item 5.

4.3.6 GENERAL RECREATION FACILITIES

OBJECTIVES

- 1. The use of Council's recreation facilities to be facilitated and maximised.**
- 2. Facility management and leasing arrangements to have been reviewed.**

STRATEGY

Year 1 Aim

Complete a review of existing recreation facilities and programs to identify any gaps in the provision of services for particular age groups or special needs groups. (Refer also Objective 5.3.5.)

Year 1 Action Plan

- 1. Municipal Recreation Officer and student to:**
 - ☐ complete an inventory of all recreation facilities and the programs conducted;
 - ☐ complete a distribution analysis of existing facilities and program provision; and
 - ☐ identify any gaps in relation to the provision of programs and facilities for specific age groups and special needs groups.

Year 2 Action Plan

- 1. Undertake a detailed on-site assessment of existing facilities.**
- 2. Commence a review of the management and leasing arrangements currently in operation at Council's facilities.**

Year 3 Action Plan

- 1. Prepare plans and priorities as a result of the above reviews and make recommendations to Council.**

4.3.7 SANDRINGHAM FAMILY LEISURE CENTRE

OBJECTIVE

Have in place a program which encourages greater family participation at the Sandringham Family Leisure Centre.

STRATEGY

Year 1 Aim

Complete a review of the present facilities and current usage of the Family Leisure Centre and recommend strategies to increase family participation.

Year 1 Action Plan

1. Municipal Recreation Officer in consultation with staff at the Family Leisure Centre to:
 - ☐ assess current usage patterns of the Centre and activities provided; and
 - ☐ cross reference these findings with those of the Recreation Study 1987 and suggest appropriate activities.
2. Pursue the Master Plan for the development of facilities at the Centre, and seek out possible funding sources from Federal and State levels of Government, and other external sources.

Years 2 and 3 Action Plan

1. Review and evaluate these programs.
2. Publicise and implement any new programs.

4.3.8 SANDRINGHAM YOUTH CLUB

OBJECTIVE

Sandringham Youth Club to have been upgraded to provide broader general usage and better facilities for netball competition.

STRATEGY

Year 1 Aims

1. Assess Sandringham Youth Club's submission "A Strategy For the Future" and establish priorities.
2. Implement Stage 1 of development.

Year 1 Action Plan

1. Task Force to present their submission to Council to obtain approval for the developments.
2. Apply for appropriate Town Planning permits required for Stage 1.
3. Commence construction of Stage 1 of development of two additional outdoor netball courts and additional toilet facilities.

Years 2 and 3 Action Plan

1. Continue to seek sources of funding.
2. Review the strategy and set priorities for Stage 2 dependent on funding available.

4.3.9 BICYCLE RACKS**OBJECTIVE**

Bicycle racks to have been provided at all Council Sports Reserves. (Refer also Objectives 3.3.3 and 3.3.11.)

STRATEGY**Year 1 Aim**

Determine the number of bicycle racks required at each reserve and commence construction.

Year 1 Action Plan

1. Municipal Recreation Officer to:
 - ☐ survey occupant clubs at each reserve to determine the number of racks required; and
 - ☐ determine priority implementation, giving preference to the junior clubs.
2. Liaise with Works Engineer to commence the construction of racks for the first two priorities.

Year 2 Action Plan

1. Construct the next two priorities.

Year 3 Action Plan

1. Construct fifth and sixth priorities.

4.3.10 ARTS/CULTURAL VENUES**OBJECTIVE**

An investigation into establishing a community use performing arts venue at the Sandringham Secondary College to have been completed.

STRATEGY**Year 1 Aims**

1. Identify local artists' groups and the facilities currently used by them as arts/cultural venues.
2. Investigate the feasibility of establishing a community use performing arts venue at the Secondary College.

Year 1 Action Plan

1. Through the local newspaper, Council's quarterly newsletter and liaison with arts/cultural groups, Municipal Recreation Officer and student to develop a register of local artists' groups and facilities they currently use. (Refer also Objective 5.3.12.)
2. Municipal Recreation Officer in conjunction with School staff and potential user groups to investigate the feasibility of a community use performing arts venue as a joint project between Council, the Secondary College, the Victorian State Government and local businesses.

Year 2 Action Plan

1. Organise yearly update of the register of local artists' groups and venues used.
2. Investigate funding sources if a community use performing arts venue proves feasible.
3. Prepare plans for the project.

Year 3 Action Plan

1. Commence construction.

4.3.11 HOLIDAY PROGRAMS**OBJECTIVE**

Have in place a broader range of holiday programs. (Refer also Objective 4.3.30.)

STRATEGY**Year 1 Aim**

Review and evaluate the current programs for primary and secondary students.

Year 1 Action Plan

1. Municipal Recreation Officer, Youth Worker, Conservation Officer, Family Day Care Co-ordinator and Library staff to:
 - ☐ assess the current range and type of activities offered;
 - ☐ seek comment from parents and students regarding existing and potential programs; and
 - ☐ identify possible funding sources.

Year 2 Action Plan

1. Develop and implement appropriate programs.
2. Continue to seek alternative funding sources.

Year 3 Action Plan

1. Review and evaluate the programs.

4.3.12 YOUTH INFORMATION**OBJECTIVE**

A full range of current information and services to have been provided for young people.

STRATEGY**Year 1 Aims**

1. Continue to resource and network with youth agencies in the Southern Metropolitan Region so that a full range of information and services for young people is maintained in Sandringham.
2. Maintain membership of State and Federal Youth Organisations.

Year 1 Action Plan

1. Youth Worker to resource and network with:
 - ☐ Youth Accommodation Workers' Network;
 - ☐ Southern Region Youth Action Council;
 - ☐ Sandringham Youth Club;
 - ☐ SCAN for Youth; and
 - ☐ others as identified.
2. Youth Worker to maintain membership of Youth Action Council Victoria and other organisations as identified.

Years 2 and 3 Action Plan

1. Maintain membership and networks with relevant youth organisations.

4.3.13 YOUTH CRISIS

OBJECTIVES

1. Have in place a program to inform young people and the community of the issue of youth suicide.
2. Services to have been made available to young people to find positive solutions to their problems.

STRATEGY

Year 1 Aims

1. Distribute Youth Information Card to young people in Sandringham.
2. Distribute Youth Suicide Information Brochure to all Youth Agencies in the City.
3. Develop a card retention strategy.

Year 1 Action Plan

1. Youth Worker and Welfare Sub-Committee to incorporate a discount card program as part of the Youth Information Card to ensure young people retain the Card.
2. Youth Worker and Sub-Committee to publish Card and distribute through secondary schools, clubs and organisations.
3. Distribute Suicide Information Brochure to all Agencies in the City.
4. Organise radio promotion of the Information Card.

Year 2 Action Plan

1. Review the program.
2. Print update Card and Brochure and ensure their distribution to those entering adolescence and those who have misplaced their card.
3. Investigate the possibility of a Service Club taking over the sponsorship of this program.
4. Continue to promote the Card and Information Brochure in the local press and radio.

Year 3 Action Plan

1. Monitor and review program.

4.3.14 YOUTH COUNSELLING**OBJECTIVE**

Youth counselling service to have been provided which empowers young people to make positive decisions and, where appropriate, supports young people at home.

STRATEGY**Year 1 Aims**

1. Maintain an individual support and counselling service for young people.
2. Conduct a family mediation program and youth supervision program.

Year 1 Action Plan

1. Youth Worker to:
 - ☐ promote programs and link young people to appropriate community resources in day to day contact with groups and individuals;
 - ☐ provide individual counselling to young people;
 - ☐ conduct a family mediation program with the aim to resolving conflicts and supporting young people at home; and
 - ☐ conduct a youth supervision program, under the supervision of Community Services Victoria.

Years 2 and 3 Action Plan

1. Review program and adjust action plan as necessary.

4.3.15 ACCOMMODATION FOR HOMELESS YOUTH**OBJECTIVE**

Have in place a local accommodation program for homeless youth. (Refer also Objective 3.3.23.)

STRATEGY**Year 1 Aims**

1. Resource and expand the Community Self-Help Committee.
2. Employ a housing worker.
3. Investigate the provision of emergency youth accommodation facilities.

Year 1 Action Plan

1. Youth Worker to network with the Self-Help Committee which manages this program.
2. Committee to apply to Supported Accommodation Assistance Program II for funds to:
 - ☐ employ a housing worker; and
 - ☐ rent properties.
3. Youth Worker to investigate the feasibility of transferring a current Council property to this program.

Year 2 Action Plan

1. Review and monitor program.
2. Seek further funding through SAAP II, the Crisis Accommodation Program and Youth Housing Programs to expand the program.

Year 3 Action Plan

1. Review program and continue to manage and seek further funds to expand services.

4.3.16 ALCOHOL FREE ACTIVITIES FOR YOUTH**OBJECTIVE**

Have a program in place for young people to run a Local Youth disco which is a safe alternative to alcohol based activities.

STRATEGY**Year 2 Action Plan**

1. Set up a Committee to begin work on this program and offer youth initiatives.
2. Investigate the costs and apply for funds in Council's Budget to upgrade the toilets at the Sandringham Youth Club so that the Club may be used as a venue for alcohol free activities. (Refer also Objective 4.3.8.)
3. Work with the Committee to devise a means of volunteer supervision at the disco and a philosophy for disco operation.

Year 3 Action Plan

1. Approach production houses on sponsoring the disco.
2. Implement disco volunteer supervision drive and training program.
3. Run discos.

4.3.17 SKATEBOARD FACILITY**OBJECTIVE**

Safe facilities and skateboard events to have been provided in Sandringham.

STRATEGY**Year 1 Aims**

1. Organise skateboard events in Sandringham.
2. Investigate the construction of a skateboard bowl.

Year 1 Action Plan

1. Youth Worker to resource and support the Sandringham Skateboard Association (S.S.A.).
2. Youth Worker and S.S.A. to run an annual skateboard competition and other events such as Street Skate Days.

3. Youth Worker to investigate cost of skatebowl and the possibility of corporate sponsorship.
4. Youth Worker, Municipal Recreation Officer and Design Engineer to investigate suitable Council owned sites to build the bowl.
5. Youth Worker, S.S.A. and Design Engineer to draw up plans for the bowl.

Year 2 Action Plan

1. Continue to run skateboard events.
2. Construct bowl.

Year 3 Action Plan

1. Continue to run events.
2. Form Committee of Management for the new skateboard facility.

4.3.18 MATERNAL AND CHILD HEALTH SERVICES

OBJECTIVE

Maternal and child health services to have been maintained and developed, including child safety, parentcraft and antenatal care, in order to respond to the needs of parents and their young children.

STRATEGY

Year 1 Aims

1. Continue to provide the Maternal and Child Health Service.
2. Expand service staff levels.
3. Monitor changing needs of the community in terms of service delivery.
4. Continue provision of Baby Capsule Hire Program.
5. Continue liaison with organisations concerned with the care of young children.

Year 1 Action Plan

1. Maternal and Child Health Nurses to:
 - ☐ continue to offer advice and counselling to parents and prospective parents; and
 - ☐ continue to offer New Mothers' Groups for social contact and educational discussion.

2. Manager-Community Development, in consultation with current staff, to prepare submission to acquire government funding to achieve 2.8 Maternal and Child Health Nurses in order to meet existing community demand.
3. Manager-Community Development to monitor the changing needs of the community, including population growth and changes in population trends. This data should be linked with information being prepared regarding child care needs. (Refer also Objectives 4.3.19 and 5.3.5.)
4. Staff to continue the provision of the Baby Capsule Hire Program.
5. Manager-Community Development and other relevant staff to liaise closely with:
 - ☐ Community Services Victoria Children's Protection Unit, including participation in monthly meetings;
 - ☐ Sandringham and District Memorial Hospital Midwifery and Antenatal Sections;
 - ☐ Royal District Nursing Service; and
 - ☐ other organisations concerned with the care of young children.

Years 2 and 3 Action Plan

1. Continue to follow up funding requirements if unsuccessful in Year 1.
2. Review Baby Capsule Hire Program and amend/expand service as required.
3. Continue to monitor services to ensure they meet changing community needs as effectively as possible.
4. Continue liaison with Council Services and other organisations as appropriate.

4.3.19 CHILD CARE SERVICES

OBJECTIVE

The range of child care services for pre-school children and for those needing after-school care to have been maintained through the provision of centre and home-based care, playhouses and playgroups.

STRATEGY

Year 1 Aim

Review all existing Council child care services and establish a system to monitor child care needs. (Refer also Objective 4.3.1.)

Year 1 Action Plan

1. Manager-Community Development, in consultation with co-ordinators of child care services to plan, develop and implement a process to review all child care services in the City of Sandringham. The review should include assessment of:
 - ☐ the nature and level of current service provision;
 - ☐ the appropriateness of the service in meeting the range of community needs;
 - ☐ the potential to maximise efficiency and effectiveness of the service; and
 - ☐ the degree of unmet need still existing in the community.
2. Once the review has been completed, and given budgetary constraints, the Manager-Community Development to plan and implement strategies to address the issues arising.
3. Manager-Community Development to design and implement a data collection and collation process which enables Council to monitor effectively:
 - ☐ trends in child care needs; and
 - ☐ socio-economic, geographic and cultural differences which may impinge on the types of services and programs required. This would also involve mapping all services, including those services which are privately owned, school based, or run by non-government/non-profit organisations. (Refer also Objective 5.3.5.)
4. Staff to continue to involve parents in the planning and development of aspects of existing programs, especially through parents' committees, and examine other opportunities for parents to participate in program planning and implementation. (Refer also Objective 5.3.11.)
5. Manager-Community Development to work with appropriate Council staff, local organisations and community representatives to encourage the growth of Friends of Little Kids (FOLK) and assist it to become a strong children's advocacy group.

Years 2 and 3 Action Plan

1. Based on the review of child care services in Year 1 continue to plan and implement strategies which ensure effective and efficient service delivery in meeting the range of child care needs in the community.
2. Review monitoring system and amend/update as required. Input data into Council's Central Data System where appropriate. (Refer also Objectives 5.3.4. and 5.3.5.)

3. Review effectiveness of options available for parent involvement in child care services, in consultation with staff and parents, and develop appropriate opportunities for community participation in child care services.
4. Continue to support children's advocacy through Friends of Little Kids (FOLK) and utilise other strategies if appropriate.

4.3.20 CHILDREN WITH SPECIAL NEEDS

OBJECTIVES

1. Services which are designed to support families with children who have special needs to have been maintained and further developed in response to community needs.
2. Have in place a policy of equal access for children with special needs.
3. New initiatives, which complement programs designed to assist families with children who have special needs, to have been assessed and developed where possible.

STRATEGY

Year 1 Aims

1. Continue to provide Specific Home Help. (Refer also Objective 4.3.1.)
2. Identify areas of unmet needs within the target group.
3. Assess the feasibility of establishing an Early Childhood Development Program in the Region.
4. Review any new initiatives, such as International Literacy Year, with regard to providing increased opportunities for families and children in the target group. (Refer also Objective 4.3.30.)

Year 1 Action Plan

1. Continue the provision of the Specific Home Help Services to people in the target group. (Refer also Objective 4.3.1.)
2. Manager-Community Development in conjunction with the Community Health Co-ordinating Committee, to investigate services available to children with special needs and define areas where these needs are not being met.
3. Following this investigation, identify and review options which may be available to meet the unmet needs highlighted, including an Early Childhood Development Program.
4. Continue to liaise with organisations and individuals providing services for children in the target group, especially Community Services Victoria.

5. Manager-Community Development, in consultation with Community organisations:
 - ☐ to prepare a draft policy regarding equal access for children with special needs to Council's Children's Services; and
 - ☐ where required, advocate full access to educational facilities.
6. Manager-Community Development to identify any opportunities, such as International Literacy Year, which may provide the potential to link families with children in the target group to alternative programs and create options which enhance their quality of life.
7. Once such an opportunity has been identified Manager-Community Development to establish a Working Group comprising Council representatives, parents and service providers, which would be responsible to develop and implement an appropriate strategy.

Years 2 and 3 Action Plan

1. Continue to monitor needs of the target group.
2. Continue to work with other local/regional organisations to develop and maintain services for children with special needs, including the Early Childhood Development Program if appropriate.
3. Finalise, adopt and implement policy regarding equal access to Children's Services.

4.3.21 COMMUNITY DEVELOPMENT AND SUPPORT

OBJECTIVES

1. Assistance to have been given to local organisations providing family support services.
2. Neighbourhood house/community centre network to have been developed and extended to cover the whole Municipality.
3. New initiatives to have been developed, and policy initiatives supported, where the expected outcome has been the enhancement of family life and the enrichment and growth of children in the security of a stable home.

STRATEGY

Year 1 Aims

1. Continue support for all local organisations providing family support services.
2. Develop the existing neighbourhood house/community centre network and integrate the Castlefield Centre into the network.

3. Monitor policy initiatives pertaining to the enhancement of quality of life of families and children.

Year 1 Action Plan

1. Manager-Community Development to:
 - ☐ continue close involvement with the Southern Family Life Service, with representation at Management Committee level, including information and resource sharing;
 - ☐ liaise with all other local organisations providing family support services and draw on Council resources to assist those organisations where appropriate; and
 - ☐ work with relevant staff and volunteers to promote the existing neighbourhood house/community centre network and integrate the Castlefield Centre into the network.
2. Manager-Community Development to establish a Working Group, comprising representatives of agencies and community resources, to monitor policy initiatives concerning family life and ensure that these are supported appropriately by Council, other local organisations and the community.
3. Working Group to examine new initiatives, joint ventures and programs initiated either commercially or by non-government organisations, and assess their potential benefit in enhancing the quality of life of families in the local community.

Years 2 and 3 Action Plan

1. Review the types of assistance given by Council to family support organisations in order for Council to determine which approaches are the most effective to ensure the provision of support services to families in the Municipality.
2. Continue to provide support as appropriate based on the findings of the review in Item 1.
3. Investigate the need for community centre activities in South Ward, in consultation with local residents, the community centre network and organisations already providing family activities in that area. Should the outcome of the investigation favour expansion of community centre activities in this area, establish a Working Group comprising representatives of the above groups in order to plan and implement pilot programs. (Refer also Objective 5.3.11.)

4.3.22 COMMUNITY EDUCATION

OBJECTIVE

Opportunities to have been provided for Sandringham residents to engage in educational activities in order to enhance their personal growth.

STRATEGY

Year 1 Aim

Identify opportunities for community education in the Municipality and plan, develop and implement new initiatives.

Year 1 Action Plan

1. Manager-Community Development to work closely with the following supporting organisations in order to identify community education opportunities and plan for new programs.
 - ☐ Moorabbin TAFE College.
 - ☐ University of the Third Age.
 - ☐ Early Planning for Retirement.
 - ☐ Community Centres/Neighbourhood Houses.
 - ☐ Sandringham Historical Society.
 - ☐ Others as identified.
2. Manager-Community Development to involve relevant Council staff and other community personnel in order to develop the pilot programs.
3. Implement programs and review their effectiveness in meeting identified community education needs.

Years 2 and 3 Action Plan

1. Based on review of pilot programs amend/extend programs and plan, develop and implement further initiatives.

4.3.23 CASEWORK AND GROUP WORK**OBJECTIVE**

Casework and group work service to have been available to residents and expanded if required to meet additional community needs.

STRATEGY**Year 1 Aims**

1. Maintain casework service.
2. Maintain the following existing groups.
 - ☐ Bereavement Support Group (two hours, monthly).
 - ☐ Caring Relations Group (two hours, bi-monthly).

Year 1 Action Plan

1. Community Development Department to continue to provide casework services.
2. Community Development Department to maintain existing groups co-ordinated in conjunction with the Community Health Nurse at Sandringham Hospital.

Years 2 and 3 Action Plan

1. Review casework and group work services and, based on the results of the review process, plan and develop services as required. (Refer also Objective 4.3.1.)

4.3.24 PUBLIC HEALTH**OBJECTIVES**

1. Supervisory, administrative, clerical and other services necessary to carry out the programs and environmental health services required by the Health Act and Council policies to have been provided.
2. A community perspective of public health to have been adopted.

STRATEGY**Year 1 Aims**

1. Continue to provide the following public health functions:
 - ☐ shop inspections;

- ☐ registrations;
 - ☐ immunisations;
 - ☐ housing and drainage standards;
 - ☐ food standards;
 - ☐ pest control;
 - ☐ infectious disease control; and
 - ☐ domestic noise control.
2. Establish a Working Group to prepare for the development of a Sandringham Public Health Plan.

Year 1 Action Plan

1. Chief Health Surveyor, in conjunction with interested members of staff, to:
- ☐ monitor the progress of the municipalities which are engaged in pilot programs to establish local public health plans;
 - ☐ complete the preparation of an inventory of health service provision in Sandringham using as a base, the data already obtained by the Sandringham Community Health Co-ordinating Committee;
 - ☐ liaise with the Sandringham Community Health Co-ordinating Committee, providing information on health trends and needs as they are identified; and
 - ☐ identify key issues in public health for Sandringham, including the already documented high incidence of cancer in women and the projected ageing of the population.

Years 2 and 3 Action Plan

1. Review the outcome of the Year 1 Action Plan.
2. Continue to support the Sandringham Community Health Co-ordinating Committee, especially in its role in establishing the Community Health Centre. (Refer also Objective 4.3.25.)
3. Complete the Sandringham Public Health Plan.

4.3.25 COMMUNITY HEALTH CENTRE

OBJECTIVE

Have plans complete for a Community Health Centre which have the support of the Sandringham community.

STRATEGY

Year 1 Aim

Build on existing work to establish a Community Health Centre, through data collection, preparation of submissions and maintenance of community interest in the project.

Year 1 Action Plan

1. Community Health Co-ordinating Committee to:
 - ☐ collect supportive information to build onto work covered in 1989;
 - ☐ apply for funding from Health Department of Victoria for a Project Officer to prepare a submission for establishing a Community Health Centre;
 - ☐ maintain community interest in the project while awaiting a decision, as funding may not be available for two to three years; and
 - ☐ continue to develop the role of the Sandringham Community Health Co-ordinating Committee.

Years 2 and 3 Action Plan

1. While awaiting funding continue with Steps 3 and 4 (Item 1, Year 1).
2. Continue to monitor health needs of the Sandringham community.

4.3.26 LIBRARY COMPUTERISATION

OBJECTIVE

The efficiency and effectiveness of the circulations system and technical services at the Library to have been improved. (Refer also Objective 5.3.4.)

STRATEGY

Year 1 Aim

Install an integrated, automated library system.

Year 1 Action Plan

1. Microfilm all master cards from the Central Library catalogue to enable retrospective cataloguing to be keyed offshore into machine readable form.
2. Join the Australian Bibliographic Network. (ABN).
3. City Librarian, Design Engineer and City Engineer to plan and arrange for physical alterations to be made to Library and workroom areas to allow for a computer area and public access terminals.
4. Deputy City Librarian to co-ordinate the following tasks to complete computer installations.
 - ☐ Tender documents to be finalised in co-operation with computer consultants and let to tender.
 - ☐ Purchase computer system.
 - ☐ Bar Code materials from the three Libraries.
 - ☐ Design and print new bar coded borrower cards for all Library patrons.
 - ☐ Develop work flow procedures needed for the automated Library.
 - ☐ Fine tune parameters for the Library program and define levels for staff access.
 - ☐ Install hardware and software.
 - ☐ Implement all technical services to computer system.
 - ☐ Computer consultants to arrange for all staff to be trained in terminal usage.
 - ☐ Install public access terminals at all Libraries and 'go live'.
 - ☐ Determine staff development needs. (Refer also Objective 5.3.8.)

Year 2 Action Plan

1. Integrate the circulation module into the system and benchmark test the system.
2. Clean up any duplication or anomalies on the database and continue with any backlog of cataloguing still remaining.
3. Continue entry of all new materials.

4. Investigate feasibility of building additional database files for pamphlets, press cuttings, community information and Council Corporate Library.

Year 3 Action Plan

1. Monitor and review the system.

4.3.27 LIBRARY REFERENCE SERVICE

OBJECTIVE

A quality reference service to have been sustained and expanded.

STRATEGY

Year 1 Aims

1. Provide adequate material to meet patron needs.
2. Investigate the employment of an experienced Reference Librarian who will conduct in-house staff training for reference work. (Refer also Objective 5.3.8.)

Year 1 Action Plan

1. Document reference queries and set up a system to analyse content and form of reference queries plus the success/failure rate and reasons for failure.
2. City Librarian to investigate the employment of a Reference Librarian.
3. Subject to the appointment of a Reference Librarian design and implement an in-house reference training package.

Year 2 Action Plan

1. Analyse the failure rate for reference queries using the following categories for assessment.
 - ☐ Catalogue/staff failure.
 - ☐ Stock failure.
 - ☐ Need for user education.
2. Explore the possibility of using CD-ROMS for information access for both reference and technical service areas.
3. Reference Librarian to continue staff training in reference work and institute an acquisitions program to meet identified needs.

Year 3 Action Plan

1. Modify and develop the reference service in line with the results of Year 2 Action Plan.
2. Build up reference collection in quantity and quality.
3. Develop user education guidelines.
4. Review staff searching techniques to ensure they are adequate.

4.3.28 ACCESS TO LIBRARY SERVICES**OBJECTIVE**

Library services to have improved access for all users and potential users.

STRATEGY**Year 1 Aims**

1. Have in place a system to assess hours of use and borrowing patterns of patrons.
2. Develop mechanisms to record output measures in line with the requirements of the Ministry for the Arts which will aid in the assessment of the effectiveness of Library Services.
3. Develop a system for patron data to be stored on computer to provide information to assess equity of access.

Year 1 Action Plan

1. Deputy City Librarian to:
 - ☐ design and implement framework for conducting output measures; and
 - ☐ determine appropriate demographic parameters for inclusion on computerised patron records. (Refer also Objective 5.3.5.)

Year 2 Action Plan

1. Collate statistics from door counter, analyse use patterns of patrons and adjust opening hours as required.
2. Implement recording of output measures.
3. Upgrade patron records to include demographic details and establish user profile which can be compared with the population profile of Sandringham. (Refer also Objective 5.3.5.)

Year 3 Action Plan

1. Monitor and review opening hours and assess the extent to which they are providing equity of access.
2. Assess the degree to which all segments of the community have access to and make use of the Library service and develop plans to address any shortfalls.

4.3.29 LIBRARY OUTREACH SERVICES**OBJECTIVE**

Outreach services to have been provided which give greater access to library material:

- ☐ for older residents who are frail and/or homebound and institutionalised persons; and
- ☐ for users of the Maternal and Child Health Centres, Child Care Centres and Community Centres.

Year 1 Aim

Organise and streamline the Outreach Service in order to increase services for the target group.

Year 1 Action Plan

1. Outreach Librarian to assess whether the management for the Service should be centrally run or serviced from individual Branches.
2. Outreach Librarian to assess and cost staff time necessary for all enlarged services.
3. Investigate the potential for using volunteers - costing out staff time needed to organise them.

Year 2 Action Plan

1. Approach Council concerning shared use of a suitable vehicle for the Outreach Service.
2. Put in place a collection development policy and budget to allow for special outreach needs.
3. Alert Community Development staff to Service developments so that they are in a position to refer individuals to the Library for inclusion in the Service.

Year 3 Action Plan

1. Monitor and review Outreach Service.

2. Manager-Community Development to approach local Lions or similar organisations for donation or help towards a special vehicle.
3. Assess number of staff able to be freed from other duties to help with Service users.
4. Promote Service more widely dependent on staff time being available.
5. Liaise with Council and other relevant organisations to plan for this Service to be extended for people with disabilities.

4.3.30 JUNIOR LIBRARY MEMBERS

OBJECTIVE

The level of junior members' involvement in the Library to have been raised through wider services and programs.

STRATEGY

Year 1 Aims

1. Have all junior stock records transferred to machine readable form.
2. Cull non-fiction and easy reader section of Junior Library.
3. Obtain funding for holiday programs.
4. Plan to establish a reading scheme to promote International Year of Literacy, during 1990. (Refer also Objective 4.3.20.)
5. Increase teenage membership.

Year 1 Action Plan

1. Consider the appointment of an assistant to help Children's Librarian.
2. Plan to establish a vertical file of current interest items.
3. Approach Council or outside bodies concerning funding for holiday programs. (Refer also Objective 4.3.11.)
4. Approach schools and advertise programs through local papers and library. (Refer also Objective 5.3.12.)
5. Offer library research lessons.

Year 2 Action Plan

1. Implement the plan for vertical file.

2. Book visiting authors for special programs subject to funding being available.
3. Establish junior display area and promote storytime sessions.

Year 3 Action Plan

1. Monitor and review services and programs for junior members.

4.3.31 LIBRARY SERVICES DEVELOPMENT

OBJECTIVE

Existing library services to have been expanded.

STRATEGY

Year 1 Aims

1. Establish a corporate library/reading room at Council Offices.
2. Investigate the provision of dial-up access to on-line databases for Council staff and Councillors. (Refer also Objective 5.3.5 and 5.3.7.)
3. Establish closer links with schools to explore the impact of Victorian Certificate of Education.
4. Provide support for Historical Society to display their book collection on Library Database.
5. Plan to upgrade the genealogical collection and services.
6. Participate in the development of Council's Community Information Service. (Refer also Objective 5.3.12.)

Year 1 Action Plan

1. City Librarian to:
 - ☐ consult with Chief Executive Officer and Chief Clerk/Research Officer to identify corporate information needs and determine costing between Departments;
 - ☐ assess the amount of Municipal Offices Departmental book stock to ensure room for their holdings are allowed for on Library database; and
 - ☐ in consultation with Chief Executive Officer plan for on-line database for Officers and Councillors and establish responsibility and method of delivery of service.
2. Children's Librarian to meet with librarians from schools in the area and determine desirable action.

3. City Librarian and Deputy City Librarian to:
 - ☐ discuss with President of the Sandringham Historical Society plans for computer access to the Historical Society book collection; and
 - ☐ estimate room on Library database to fit this collection.
4. City Librarian to start enlarging genealogical collection.
5. Participate in the development of the Community Information Service to incorporate all Council publications and publications of community groups in the Library database. (Refer also Objective 5.3.12.)

Year 2 Action Plan

1. Books from Municipal Offices to be transferred to the Library for ABN downloading of records and processing.
2. Instruct Council staff on searching techniques.
3. Continue liaison with Historical Society.
4. Develop on-line database for Officers and Councillors.
5. Investigate offering other genealogical services.
6. Computerise Community Information Service.

Year 3 Action Plan

1. Monitor and review expansion of services to date.
2. Arrange and implement Historical Society stock to be mounted on Library database.
3. Survey users about the value of the Community Information Service.
4. Investigate costs of visiting genealogical speakers or classes to be held in Library.

4.3.3.2 MANAGEMENT OF LIBRARY COLLECTION

OBJECTIVES

1. Provision to all Branches of high demand stock, both written and audio visual material, to have been increased.
2. Have in place a collection management policy for all holdings.

STRATEGY

Year 1 Aims

1. Define the needs of each Branch for an increase in the percentage of quality fiction within the increase of overall stock.
2. Assess the need for an overall increase in the percentage of audio visual material.
3. Establish new guidelines for a collection management policy.

Year 1 Action Plan

1. Deputy City Librarian to:
 - ☐ use computer generated statistics from the retrospective conversion to establish the ratio of fiction/non-fiction at each Branch;
 - ☐ use computer generated statistics from the retrospective conversion to establish collection strengths by Dewey classification; and
 - ☐ monitor the audio visual usage per item compared to book use per item to ascertain the degree of demand.
2. City Librarian and staff to develop guidelines for a collection management policy which links the collection strengths with the expressed needs of the community and Council.

Year 2 Action Plan

1. Modify or develop the holdings in line with results from Year 1 Action Plan.
2. Develop a new collection management policy.

Year 3 Action Plan

1. Monitor and review changes to stock and assess the extent to which it satisfies users' needs.
2. Begin to implement the new collection management policy.

4.3.33 LIBRARY PHYSICAL AMENITIES

OBJECTIVE

Physical amenities at all Branch Libraries to have been improved to encourage higher use of services and collections.

STRATEGY

Year 1 Aims

1. Air condition both the Central and Beaumaris Branch Libraries.
2. Plan for extensions to Sandringham, Beaumaris and Hampton Libraries.
3. Install a facsimile facility at the Central Library.

Year 1 Action Plan

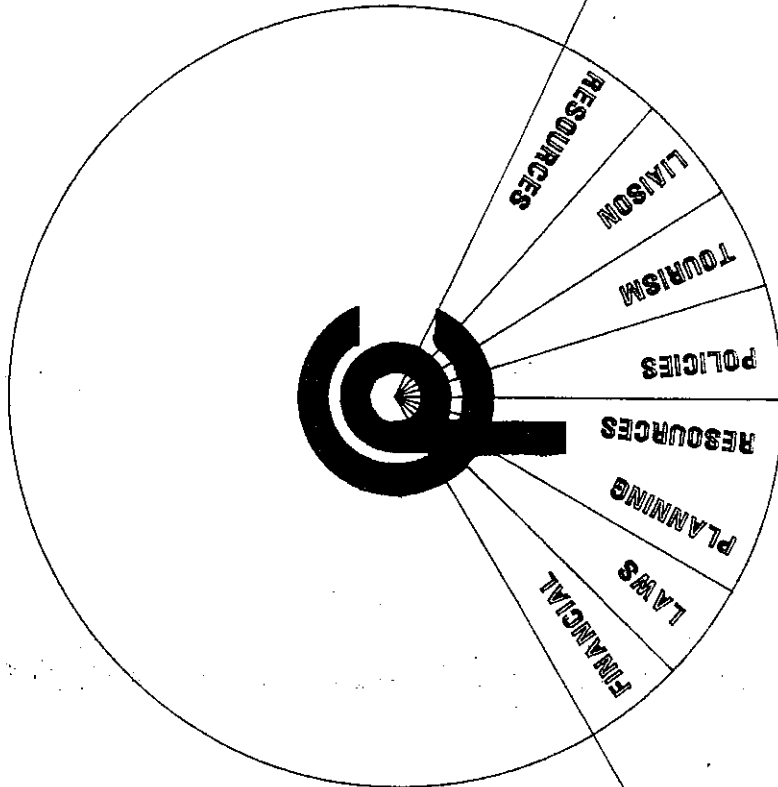
1. Obtain funding to install air conditioners and facsimile machine.
2. Liaise with City Engineer and Design Engineer to develop plans for enlargement of Libraries. (Hampton extensions depends upon Council's total plan for Hampton High School site. - refer also Objective 5.3.15.)

Year 2 Action Plan

1. Arrange more logical shelving placement for adult fiction at Sandringham.
2. Improve shelf signs and collections signposting at all branches.
3. Approach Council for funding for extensions, documenting space problems for adequate development and provision of services.

Year 3 Action Plan

1. Cull adult and junior non-fiction collection.
2. Allocate spine labels to junior non-fiction collection in differing colour to adult collection.
3. Shelve adult and junior non-fiction together.
4. Re-print floor plans to indicate where stock is held for public lending.



MANAGEMENT PROGRAM

CITY OF SANDRINGHAM
MAY 1990

SECTION 5

MANAGEMENT PROGRAM

5.1 PROGRAM STATEMENT

This Program addresses the strategic issues of providing strong community government and broadening the revenue base of the Municipality (refer Strategic Issues Statement, Sections 2.5 and 2.6). After consultation with the community, Council will take responsibility for making the decisions for the long term good of the Municipality. Council firmly believes Local Government is in the best position of all spheres of government to monitor changing community demands and expectations and respond quickly and appropriately. This Program establishes Council as a focal point for drawing together community talent in working to build a better future.

Increased public awareness of the role of Local Government and greater devolution of powers from State and Federal Governments have led to greater community expectations concerning the range and quality of services delivered. This Program addresses the challenge before Council to manage its revenue base to meet increasing demands within the context of the economic constraints affecting all spheres of government. A number of alternative revenue sources will be developed. In addition Council will continually monitor its present system of rating to ensure it provides an adequate revenue source. The Program will work towards establishing an audit system to ensure all Council operations are efficient and effective. The audit will also provide directions for future planning.

5.2 MASTER PLAN

PHILOSOPHY

Management and Role of Local Government

Local Government is an essential arm of government. It is the sphere of government closest to the people and therefore in the best position to monitor changing community demands and to respond quickly and effectively.

Local Government management will strive for excellence and a corporate approach will ensure Councillors and Council Staff work towards common goals.

Resources will be managed in an effective and efficient manner.

Local/State/Federal Relations

Close links between Local, State and Federal Governments are essential.

The City of Sandringham recognises the need for co-operation with other local authorities on a regional basis.

Community Government

After ensuring genuine consultation with the community, Council will accept its responsibility to make the decisions for the benefit of the community as a whole.

Strong community government can only be achieved through a close relationship between Council and the community.

Decision-making powers will be delegated as appropriate.. There will be clear accountability back to Council as the elected representatives.

Council will be a focal point for co-ordinating community activities and act as a community advocate on behalf of the community it serves.

Council will draw together community talent to work to build a better future for the City of Sandringham.

Business Activities

Business ventures undertaken by Council will at all times be compatible with the Philosophy and Goal statements in the Environment Program and not place a high risk on the Municipality.

Rights

People have the right to choose their own level of involvement in Council and community activities.

Participation

Opportunities will be provided for the community to participate in Council decision-forming processes.

Wide ranging community input will be encouraged but decision-making will be the responsibility of Council.

GOALS

Ensure Council has a strong and viable revenue base in order to provide a wide range of services, facilities and resources in the community.

Ensure the most appropriate rating system is in place for the Municipality and that it is fair and equitable.

Reduce the dependency on traditional income sources by developing alternative sources of funding.

Establish closer co-operation with other councils in order to achieve economies of scale and resource and skill sharing.

Develop a system of ongoing review of service delivery in order that services are the most efficient and effective in meeting the changing needs of all people who live in, work in or visit the City of Sandringham.

Develop an audit system to monitor current operations and provide directions for future planning in order to ensure management excellence and efficient and effective community government.

Ensure adequate training for Councillors and Council Staff in order that Council continually strives for excellence.

Ensure Council is in a position to respond to and initiate discussions with other spheres of government on issues that affect the Sandringham community.

Identify and maximise the use of community talent in the Municipality in order that those persons have the opportunity to fulfill their individual needs as well as contributing to the quality of community life.

Develop and implement a system to disseminate information concerning Council's activities and decisions and to receive feedback in order that a strong two way communication link between Council and the community is established.

Maximise the use of external funding sources.

Achieve a high level of productivity and identify and eliminate non-productive procedures.

Ensure there is accountability to the community for decisions and actions taken or any failure to perform.

Achieve a high level of staff morale.

Ensure the concept of "user pays" is applied in an equitable manner to the services provided by the Council. The following points will be taken into account in the development of the policy.

- ☐ A range of services are provided by Council; some are essential, some discretionary. Therefore, pricing policies may need to vary between services.
- ☐ Council must raise a certain amount of revenue through rates and charges.
- ☐ The effective use of some services and resources may require a charge.
- ☐ Social justice should be a component of pricing decisions.
- ☐ Benefit to the community should also be a factor in pricing decisions.

5.3 THREE YEAR PLAN

5.3.1 FINANCIAL MANAGEMENT

OBJECTIVES

1. Have in place a financial management system which provides mechanisms for effective budget controls and financial planning. (Refer also Objective 5.3.4.)
2. Dependency on traditional income sources to have been reduced. (Refer also Objective 5.3.2.)
3. Complete review of rating system.

STRATEGY

Year 1 Aims

1. Have in place a budget process, work management plan and reporting system which is integrated with the Programs in this Community Plan.
2. Establish non-traditional sources of funding for Council Programs.
3. Implement the most equitable rating system.

Year 1 Action Plan

1. Manager Finance, in consultation with the Corporate Management Team, to:
 - ☐ develop further and integrate the budget process and reporting system with the Community Plan;
 - ☐ prepare the 1990/91 Budget for submission to Council in September 1990; and
 - ☐ monitor the implementation of the quarterly reporting system and assess its effectiveness as part of the development of the financial management system within the Organisation as a whole.
2. Town Clerk to prepare a report recommending that Council adopt a policy of increasing rate revenue by 2% above C.P.I. This report is to be submitted to the Budget Sub-Committee by June 1990.
3. Chief Executive Officer to convene a Working Group to:
 - ☐ investigate corporate sponsorship of Council facilities;
 - ☐ investigate opportunities for entrepreneurial activities; and
 - ☐ design a process to attract non-traditional sources of funding in financial years 1991/92 and 1992/93.

4. Chief Executive Officer to report to the Budget Sub-Committee on:
 - ☐ corporate sponsorship in August 1990;
 - ☐ entrepreneurial activities in November 1990; and
 - ☐ the process to attract non-traditional sources of funding in June 1991.
5. Rate collector to complete the investigation of different rating systems and report to Council by July 1990.
6. Rate Collector to implement any revised rating system by September 1991.
7. Manager Finance to investigate the possible establishment of an internal audit function.
8. Corporate Management Team to co-ordinate the preparation of Council's Three Year Financial Plan.
9. Chief Executive Officer to co-ordinate a work management plan which will bring to effect the stated budget programs. Work management plans to be prepared by Department and Section Heads.

Years 2 and 3 Action Plan

1. Complete the development of the financial management system.
2. Review registration and permit fees and fines charged by Council and prepare a report to be submitted to Council by June 1992.
3. Implement the process to attract non-traditional sources of funding.
4. Continue to implement and monitor the rating system in terms of retaining the most equitable system for the Municipality.

5.3.2 USER PAYS POLICY

OBJECTIVE

Have in place a comprehensive user pays policy which ensures that ratepayers are not bearing an unreasonable cost associated with the provision of services. (Refer also Objective 5.3.1.)

STRATEGY

Year 1 Aim

Have completed an assessment of charges which may be introduced or varied under the Local Government Act (1989) which are in accordance with the guidelines of the user pays Goal adopted in the Master Plan.

Year 1 Action Plan

1. Town Clerk to review the Local Government Act (1989) and other relevant legislation to identify any new charges which may be introduced under the legislation. This review is to be completed by June, 1991.
2. Corporate Management Team to design a process, to be implemented over three years, to undertake a cost benefit analysis of services currently provided by Council. The process design is to be complete by December 1990 with the first phase implemented in the financial Year 1990/91.
3. Town Clerk to review rentals charged for semi-private use of public land. This review is to be completed by September 1990.
4. Municipal Recreation Officer and Town Planner to:
 - ☐ identify Council facilities under lease to organisations holding liquor licences; and
 - ☐ prepare a policy on such organisations paying current market rentals by June 1991.

Year 2 Action Plan

1. Integrate the results of the work carried out in Year 1, and prepare a comprehensive user pays policy.
2. Identify opportunities for hire of the chipper and prepare procedures and charges of hire to community groups and residents. (Refer also Objective 3.3.7.)

Year 3 Action Plan

1. Implement the user pays policy.
2. Review parking charges and collection of fees at larger car parking areas.
3. Assess the potential for charging admission to the Heathland Reserve (Bay Road).

5.3.3 RESOURCES AND SKILL SHARING

OBJECTIVE

Economies of scale to have been achieved through resources and skill sharing.

STRATEGY

Year 1 Aim

Opportunities for resources and skill sharing with the South East Region of Councils to have been identified and developed.

Year 1 Action Plan

1. In conjunction with the Chief Executive Officers' Group of the South East Region of Councils to:
 - ☐ review idle plant time;
 - ☐ establish an inventory of plant and equipment which may be shared by Councils in the Region;
 - ☐ investigate folding/enveloping activities; and
 - ☐ design training and development programs. (Refer also Objective 5.3.8.)
2. Chief Executive Officer to recommend a resources and skill sharing program to be implemented in Years 2 and 3.

Years 2 and 3 Action Plan

1. Implement the resources and skill sharing program.
2. In conjunction with the Chief Executive Officers' Group continue to examine and develop resources and skill sharing opportunities in the South East Region.

5.3.4 MANAGEMENT INFORMATION SYSTEM

OBJECTIVES

1. Have in place a computer system adequate to meet the needs of the Organisation as a whole. (Refer also Objectives 3.3.19, 5.3.1 and 5.3.5.)
2. An effective and efficient records management system to be in operation.

STRATEGY

Year 1 Aims

1. Utilise the computer system at its optimum capacity.

2. Automate, where appropriate, to achieve efficiency savings.
3. Maintain an up to date computerised central records management system.
4. Provide prompt and accurate information retrieval.

Year 1 Action Plan

1. Corporate Management Team to establish a User Group to advise on the implementation of the computer system and develop a computer policy.
2. Manager Finance to undertake a systems audit of the mini-computer system.
3. Chief Clerk/Research Officer and Central Records Officer to:
 - ☐ computerise the records management function;
 - ☐ upgrade the filing system;
 - ☐ establish a confidential storage facility for personnel records;
 - ☐ review the courier delivery of records to Council's decentralised locations;
 - ☐ centralise the word processing function; and
 - ☐ integrate the records management and word processing functions.
4. Manager Finance, in consultation with the Chief Clerk/Research Officer and the User Group, to:
 - ☐ report on the feasibility and cost of providing an online computer link with the Depot in 1990;
 - ☐ produce a Users' Manual;
 - ☐ review training requirements for users; and
 - ☐ introduce an 'in-house' training program for users.
5. Manager Finance to appraise critically future software development.

Year 2 Action Plan

1. Implement the results of the system audit.
2. Monitor system performance.
3. Investigate the provision of Visual Display Units where appropriate.

4. Review existing software modules.
5. Investigate the possibility of implementing bar coding of files.
6. Undertake an inventory of records held and implement a disposal schedule.
7. Assess archival storage requirements and develop a program to meet identified needs.
8. Assess Records Office accommodation needs and recommend changes as required. (Refer also Objective 5.3.6, Year 1 Action Plan, Item 2.)
9. Continue to implement the 'in-house' training program for users.

Year 3 Action Plan

1. Continue to monitor the development in systems and software.
2. Review the computerised records management system.
3. Commence the archival program and the modification/expansion of the Records Office accommodation.
4. Continue to monitor user training needs and to implement the 'in-house' training program.

5.3.5 CORPORATE PLANNING

OBJECTIVE

Have in place a corporate planning system and database adequate to monitor the performance of the Council as a whole and plan its development.

STRATEGY

Year 1 Aims

1. Have the resources for the development of a corporate planning capacity.
2. Have identified and documented the processes and data currently used by each Department in their own planning.

Year 1 Action Plan

1. The Corporate Management Team, to:
 - ☐ assess and report on the staff, equipment and financial resources required to develop Council's corporate planning capacity;

- ☐ establish priorities and prepare a schedule for implementation; and
- ☐ review Policy Manual.

This is to be complete by June 1991.

2. Corporate Management Team to establish a Working Group to design a process to:

- ☐ identify the methods and data currently used by each Department in its own planning;
- ☐ identify the relevant data held by Government Departments and Statutory Authorities based in the Region; and
- ☐ identify the relevant data held by other councils in the Region.

This is to be complete by March 1991.

3. Corporate Management Team, to:

- ☐ develop a corporate planning system including a process to develop an integrated database in Years 2 and 3;
- ☐ identify staff training needs and design a program to meet these needs (refer also Objective 5.3.8);
- ☐ promote corporate planning input as an integral part of all Council decisions;
- ☐ review the performance of Council as a whole in implementing Year 1 of this Community Plan; and
- ☐ oversee the process to develop the detailed Program Plan for Year 2.

Years 2 and 3 Action Plan

1. Implement the corporate planning system and staff training.
2. Continue to monitor and review the implementation of the Community Plan.
3. Investigate the need for an additional staff member and funding options.
4. Continue to review Policy Manual.

5.3.6 HUMAN RESOURCE MANAGEMENT

OBJECTIVES

1. Have in place human resource management programs which enhance organisational and employee growth and development.
2. A work environment to have been provided which is conducive to high productivity and job satisfaction.

STRATEGY

Year 1 Aims

1. Maintain a high level of morale through effective management of human resources.
2. Have in place productivity improvement strategies.
3. Have in place a staff review and development program. (Refer also Objective 5.3.8.)
4. Implement an Equal Employment Opportunity policy.

Year 1 Action Plan

1. Chief Clerk/Research Officer, in consultation with relevant line Managers, to:
 - ☐ complete job descriptions for all positions within the Council;
 - ☐ commence implementation of a staff review and development program;
 - ☐ produce a personnel and organisational profile;
 - ☐ produce an induction booklet and implement a co-ordinated induction program; and
 - ☐ produce a monthly staff newsletter.
2. Corporate Management Team to:
 - ☐ review Council's recruitment procedures;
 - ☐ oversee the conduct of a productivity improvement study;
 - ☐ develop a job rotation and job share program; and
 - ☐ assess the physical work environment.
3. Chief Clerk/Research Officer to implement the Council's Equal Employment Opportunity Policy.

4. Chief Executive Officer to;
 - ☐ continue to monitor and review the effectiveness of Council's Corporate Management Structure; and
 - ☐ review the Children's Services Division.
5. Staff Social Club be encouraged to develop Social Club activities.

Year 2 Action Plan

1. Continue to implement, monitor and review the staff review and development program and the induction program.
2. Investigate the provision of staff uniforms.
3. Investigate the employment of a Personnel/Safety Officer.
4. Implement the results of the recruitment review.
5. Implement the results of the productivity improvement study.
6. Review the operations of the Equal Employment Opportunity Committee.
7. Expand and further develop the staff review and development program.
8. Develop and implement employee recreation and health promotion programs.

Year 3 Action Plan

1. Continue the implementation, review and development of human resource management programs.
2. Identify and develop opportunities for non-award productivity incentives.

5.3.7 INTERNAL COMMUNICATION

OBJECTIVE

A high level of internal communication to have been maintained throughout the organisation. (Refer also Objectives 3.3.2. and 5.3.6.)

STRATEGY

Year 1 Aims

1. Provide forums for discussion and dissemination of information.
2. Have a program in place for the up-grading of Council's telephone system.

3. Have designed the communication system with outside staff which is to be implemented in Year 2.
4. Have a proforma for interdepartmental correspondence and uniform approach for reporting to Council and Council Committees.

Year 1 Action Plan

1. Continue the Interdepartmental Strategy Team meetings.
2. Continue other existing forums as required within Departments and Sections.
3. Chief Clerk/Research Officer to finalise the investigation into problems being experienced with the telephone system and prepare a report for Council which details:
 - ☐ a program for upgrading the system;
 - ☐ the financial implications of the proposed upgrading of the system;
 - ☐ the process for the preparation of tender specifications and their assessment; and
 - ☐ the time schedule to completion.
4. Chief Clerk/Research Officer, in consultation with relevant staff to:
 - ☐ investigate the current method of communication with outdoor mobile staff;
 - ☐ identify problems being experienced; and
 - ☐ recommend the system required to provide effective communication with outdoor staff while they are on the job.
5. Chief Clerk/Research Officer, in consultation with the Interdepartmental Strategy Team, to design, pilot and modify as necessary the proforma for interdepartmental correspondence and the approach to be used for reporting to Council and Council Committees.

Years 2 and 3 Action Plan

1. Review effectiveness of all forums and modify as necessary.
2. Implement the program to upgrade the telephone system.
3. Continue the Interdepartmental Strategy Team Meetings.
4. Use and continue to monitor the effectiveness of the correspondence proforma and the Council and Committee reporting procedures.
5. Implement and monitor the communication system with outdoor staff.

5.3.8 COUNCILLOR AND STAFF DEVELOPMENT**OBJECTIVE**

Opportunities for skills development for Councillors and staff to have been provided and awareness to have been raised of Local Government initiatives outside the City of Sandringham.

STRATEGY**Year 1 Aims**

1. Continue and extend Councillor and staff development programs.
2. Determine priorities for staff development for the three year period to September 1993. (Refer also Objective 5.3.6.)

Year 1 Action Plan

1. Chief Executive Officer to:
 - ☐ arrange a training workshop for Councillors and senior staff on meeting procedures and corporate planning; and
 - ☐ encourage any new Councillors to attend a 'New Councillor Course'.
2. Chief Clerk/Research Officer, in consultation with the Interdepartmental Strategy Team, to design and implement a process to identify staff development needs.
3. Chief Clerk/Research Officer, in consultation with the Interdepartmental Strategy Team, to design and implement a staff development program in line with the approved priorities.

Years 2 and 3 Action Plan

1. Review and amend as necessary all Councillor and staff development programs.
2. Continue to conduct programs and encourage Councillors and staff to attend appropriate conferences and seminars which focus on Local Government initiatives outside the City of Sandringham.

5.3.9 SERVICING COMMITTEES AND COUNCIL

OBJECTIVE

The high standard of service provided to Council and its committees to be maintained.

STRATEGY

Year 1 Aim

Complete a review of the committee and Council structure and system of operation.

Year 1 Action Plan

1. Chief Clerk/Research Officer and word processing operators group to:
 - ☐ complete the review of the current procedures;
 - ☐ outline the various options for Corporate Management Team; and
 - ☐ implement the new procedures.
2. Continue to service committees and Council and meet the relevant regulatory obligations.
3. Corporate Management Team to complete a review of the committee structure.

Years 2 and 3 Action Plan

1. Continue the servicing of Council and its committees.

5.3.10 DISASTER PLAN

OBJECTIVE

Have in place a means to combat any disasters which occur within or are likely to effect the City of Sandringham.

STRATEGY

Year 1 Aim

Review and upgrade existing disaster plans.

Year 1 Action Plan

1. Engage consultants to review the existing disaster plans.
2. Consultant to submit a proposal to upgrade the plans.
3. Upgrading to be implemented.

Years 2 and 3 Action Plan

1. Review the disaster plans in order to meet contemporary community requirements.
2. Conduct simulated disaster plan exercises.

5.3.11 CONSULTATION AND INVOLVEMENT**OBJECTIVE**

Have in place a program that ensures policy formulation includes consultation and involvement of ratepayers and residents so Council decisions are in line with community expectations. (Refer also Objectives 3.3.1, 3.3.6, 3.3.23, 3.3.24, 4.3.19, 4.3.21 and 5.3.13.)

STRATEGY**Year 1 Aims**

1. Continue and develop the two way information flow between Council and community.
2. Investigate methods to enhance and increase resident involvement in policy formation and the delegation of management and operation of Council facilities to community groups.

Year 1 Action Plan

1. Continue the policy of open Council and Committee meetings.
2. Continue to conduct Ward Meetings on an annual basis.
3. Corporate Management Team to advise the community of Council's decisions through regular press releases and the publication of a regular quarterly newsletter from Council inviting residents' comments and feedback. (Refer also Objective 5.3.12.)
4. Town Clerk to:
 - ☐ make available to the community Council and Committee agendas through the public Libraries; and
 - ☐ make available to community groups Council minutes.

5. Corporate Management Team to:

- ☐ conduct a review of the role and functions of Council's Advisory Groups, Sub-Committees and Committees of Management; and
- ☐ present a report to Council with recommendations on the issue of public information and greater involvement in major policy formulation, including establishing additional Advisory Groups, Sub-Committees and Committees of Management as required in the Community Plan.

6. Corporate Management Team to determine the optimum method of informing the community of major issues facing Council.

Years 2 and 3 Action Plan

1. Monitor and review all avenues of public consultation and involvement.
2. Corporate Management Team to implement the optimum method of informing the community of major issues.

5.3.12 COMMUNICATION PACKAGE**OBJECTIVE**

An effective two way information flow to have been developed between Council and the community.

STRATEGY**Year 1 Aim**

Develop and maintain effective channels of communication with the community which includes avenues for community feedback on Council decisions and major issues.

Year 1 Action Plan

1. Manager Finance to produce an Annual Report in January of each year.
2. Corporate Management Team to establish permanent contact and wider liaison with the local press.
3. Corporate Management Team to identify and assess the existing lines of communication between Council and community and the adequacy of feedback.

4. Residents' Liaison Officer to:
 - ☐ produce a Council Resource Guide;
 - ☐ produce a quarterly Community Bulletin;
 - ☐ maintain the production and circulation of the "New Residents Kits";
 - ☐ increase the circulation of the "Meals on Wheels" Newsletter; and
 - ☐ continue the production and circulation of specific information brochures on Council's services and new programs.
5. Residents' Liaison Officer to maintain contact and input to the City's Primary and Secondary Schools.
6. Chief Clerk/Research Officer to improve the quality of internal Council information through greater use of 'desk top publishing'. (Refer also Objective 5.3.7.)
7. Conservation Officer to continue and further develop the Environment Education Program.

Year 2 Action Plan

1. From the Year 1 assessment develop an appropriate communication package.
2. Investigate the cost of producing a video on the City of Sandringham.
3. Undertake a feasibility study for the purchase of a Council Communications Van for use in shopping centres, schools and community functions.
4. Residents' Liaison Officer to review and update the content of the "New Residents Kit".
5. Corporate Management Team to review the utilisation of Council's printing facility and expand the use of 'desk top publishing'.

Year 3 Action Plan

1. Review and monitor the communication package.
2. Investigate the feasibility of developing an on-line community information system at the Libraries, Municipal Offices and Citizens' Advice Bureau.
3. Investigate the introduction of electronic community notice-boards.

5.3.13 COMMUNITY TALENTS

OBJECTIVES

1. Have in place a system through which the specialist knowledge of individual residents and established community networks can be identified and utilised.
2. Entrepreneurship in Sandringham to have been developed and new activities across business and social sectors to have been stimulated.

STRATEGY

Year 1 Aims

1. Have in place a register of individuals and community groups with specialist knowledge or expertise.
2. Continue to promote volunteerism.
3. Finalise Sister City Relations with the Borough Council of Kings Lynn and West Norfolk in the United Kingdom.
4. Extend Council's promotional activities during Local Government Week particularly for schools.
5. Have completed the Year of the Entrepreneur Program (YOTE).

Year 1 Action Plan

1. Chief Executive Officer to invite representatives of various community groups to meet with Councillors and staff on a regular basis.
2. Residents' Liaison Officer, in consultation with the Inter-departmental Strategy Team, to develop opportunities with Primary and Secondary Schools to increase the awareness of Local Government career opportunities both in paid employment and volunteer capacity such as meals on wheels volunteers, the honorary role of Councillors, and members of Advisory Groups and Committees of Management.
3. Residents' Liaison Officer, in consultation with the Manager Community Development, to use the local press and quarterly Bulletins to draw attention to the host of activities carried out in the Municipality by volunteers and to encourage greater participation by residents in community tasks and activities.
4. Chief Clerk/Research Officer to finalise Sister City relations and investigate activities which may be undertaken in this relationship.
5. Residents' Liaison Officer to set up a committee of Councillors, staff and residents to develop a program to extend Council's promotional activities in the Municipality during Local Government Week.

6. Consultant, in consultation with Chief Executive Officer, to conduct workshops with specific groups within the Sandringham community to facilitate the development of the YOTE Program in the City. (Refer Project Brief, 16th October 1989, for further detail.)

Year 2 Action Plan

1. Develop and implement a strategy to extend use of existing community networks and the skills and talents of individuals.
2. Engage in activities with Sister City.
3. Continue to encourage volunteerism and close relations with schools.
4. Review Local Government Week activities and plan for this year's activities.

Year 3 Action Plan

1. Continue to develop community talents and participation.
2. Review the Sister City relationship and report to Council on future participation.
3. Review and plan Local Government Week activities.

5.3.14 LIAISON

OBJECTIVE

Effective liaison to have been maintained with Parliamentarians, Government Departments, Statutory Authorities, the Municipal Association of Victoria (MAV) and neighbouring councils. (Refer also Objective 3.3.21.)

STRATEGY

Year 1 Aim

Establish and maintain effective contact with local Parliamentarians and Government Department Regional Officers.

Year 1 Action Plan

1. Chief Clerk/Research Officer to develop and implement a process to maintain and update a list of agenda items for discussion with Parliamentarians, Officers from Government Departments and Statutory Authorities.

2. Chief Executive Officer to arrange:
 - ☐ informal dinners with Parliamentarians; and
 - ☐ an annual forum for Councillors and staff to meet with Government Department Officers based in the Region, Officers from Statutory Authorities and the MAV.
3. Continue to participate in the MAV and the South Eastern Regional Group of Councils.
4. Continue to consult with neighbouring municipalities on matters of regional concern.
5. Chief Clerk/Research Officer, in consultation with the Corporate Management Team, to develop a policy to assist any staff member invited to participate in Inter-Government Advisory Groups.

Years 2 and 3 Action Plan

1. Continue the liaison processes detailed in Year 1.
2. Examine Councillor and staff representation on Inter-Government Advisory Groups and amend this representation if shown to be necessary.

5.3.15 FORMER HAMPTON HIGH SCHOOL SITE

OBJECTIVE

Consolidation of Municipal and community facilities on the eastern portion of the former Hampton High School site to have been investigated and decided on by Council.

STRATEGY

Year 1 Aim

Continue consultation and appraisal of this proposal with the community and relevant groups with a view to finalise a Council decision by June 1990.

5.3.16 TOURISM**OBJECTIVE**

Have in place a means for the City of Sandringham to link into State Tourism strategies affecting the Municipality.

STRATEGY**Year 1 Aim**

Investigate various State Government proposals which identify Sandringham as a tourist destination.

Year 1 Action Plan

1. Undertake an investigation of various State Government proposals which identify Sandringham as a tourist destination and how they will affect:
 - ☐ employment opportunities and the local economy;
 - ☐ provision of tourist facilities such as reserves and nature walks;
 - ☐ publications produced by Council; and
 - ☐ Council's involvement in the 1996 Melbourne Olympic bid.

Years 2 and 3 Action Plan

1. Based on the results of the investigation in Year 1 prepare Action Plan for Years 2 and 3.

5.3.17 LOCAL LAWS AND STATUTORY RESPONSIBILITIES**OBJECTIVE**

Statutory responsibilities under the Local Government Act (1989) and other relevant legislation to have been complied with. (Refer also objectives 3.3.20, 3.3.22 and 4.3.24.)

STRATEGY**Year 1 Aim**

Continue to comply with the provisions of the Local Government Act (1989) and other legislation.

Year 1 Action Plan

1. Chief Health and By-Laws Officer to enforce the Council's local laws and relevant statutory regulations.
2. Town Clerk to prepare local laws pursuant to the Local Government Act (1989).

3. Returning Officer to undertake the necessary statutory duties regarding annual elections.
4. Town Clerk to review the Local Government Act (1989) and undertake appropriate actions to implement the provisions of the new Act.
5. Town Clerk to inform Councillors and staff of matters relating to the Local Government Act (1989) and other relevant legislation. (Refer also Objective 5.3.2.)

Years 2 and 3 Action Plan

1. Continue to comply with the provisions of the Local Government Act (1989) and other legislation.

5.3.18 ASSET AND PROPERTY MANAGEMENT

OBJECTIVES

1. Proper management of Council's assets and properties to have been maintained.
2. Development opportunities for Council's properties to have been investigated.

STRATEGY

Year 1 Aims

1. Adequately maintain Council's assets and properties.
2. Complete the development of 122 Beach Road and 2 - 8 Bay Road.
3. Complete investigations regarding future development of Merindah Avenue site.

Year 1 Action Plan

1. City Engineer to investigate Council's Fleet Management function and prepare recommendations on turnover of vehicles at 40,000 kilometres or 2 years.
2. City Engineer to adequately maintain Council's assets and buildings.
3. Investigations Engineer and Design Engineer to prepare a policy on air conditioning Council's workplaces.
4. Corporate Management Team to investigate the establishment of a property management function.
5. Chief Executive Officer to carry out the necessary actions to implement the brief adopted by Council for 122 Beach Road and 2 - 8 Bay Road.

6. Town Planner and Investigations Engineer to continue investigations and report to Council on decontamination and the future development of Merindah Avenue land.
7. Corporate Management Team to investigate the possible extension of the Municipal Offices and report on financing options.

Years 2 and 3 Action Plan

1. Continually maintain and review Council's asset and property register.

5.3.19 CORPORATE IDENTIFICATION

OBJECTIVE

Council's identification on letterheads, vehicles, buildings, signs and publications to have been improved.

STRATEGY

Year 1 Aim

Develop corporate identity to be used on Council's letterheads, vehicles, buildings, signs and publications.

Year 1 Action Plan

1. Corporate Management Team review the design of the Council's identification on letterheads, vehicles, buildings, signs and publications and make appropriate recommendations with a view to establishing a corporate logo.
2. Report to Council on appropriate changes of corporate identification.

Years 2 and 3 Action Plan

1. Implement Council's resolution.