

**knox**

your city



# Council Plan

2021 – 2025

**Year 1 Progress Report**

2021/22

# Introduction

On 25 October 2021, Council formally adopted the Community Plan 2021-2031 and Council Plan 2021-2025 (incorporating the Municipal Public Health and Wellbeing Plan). These plans are our commitment to making Knox a great place now and into the future.

## Community Plan 2021-2031

This plan was developed with and for our community. It includes our Community Vision statement, and describes what we, as a collective, will focus on to achieve that vision.

**Knox: where we connect with our people and our environment, ensuring they are safe, supported and have every opportunity to thrive.**

## Council Plan 2021-2025

This plan provides direction to the organisation and describes how we're going to contribute to the achievement of the Community Vision. It also demonstrates our commitment to the health and wellbeing of the community by incorporating Knox's Municipal Public Health & Wellbeing Plan (MPHWP). We have flagged the initiatives that will contribute to the health and wellbeing of our community with a ♦ symbol.

## Our Key Directions

Both plans contain five Key Directions which describe in further detail what we as a community are going to focus on to achieve our Community Vision. These Key Directions drive the work of Council and ensure we are working towards achieving the Community Vision.



### Opportunity and innovation

Knox strives to be a city of opportunity, embracing innovation and change, and providing local learning and employment opportunities for all. It's a place where people and business can thrive.



### Neighbourhoods, housing and infrastructure

Building on what's great about our city, Knox's housing and infrastructure will meet the changing needs of our community



### Natural environment and sustainability

Knox's natural environment is protected and enhanced to ensure sustainability for future generations.



### Connection, resilience and wellbeing

Knox is a place to call home. Our community is strong, healthy and we support and respect each other.



### Civic engagement and integrity

Knox Council is a trusted and respected leader in our community, acting appropriately and ensuring all voices are heard.

# Progress Report 2021/22 (Year 1 of 4)

This report provides an overview of the progress against the Council Plan initiatives under each Key Direction and how we're making a difference (the indicators).

## **Initiatives**

The initiatives reported are those that will be delivered or have significant work completed in the given financial year and includes detailed reporting on the work done during each quarter.

Each Key Direction also has a major initiative. The major initiatives are those identified by Council as priorities to be undertaken during the financial year and are highlighted in grey.

Progress targets are set against each initiative by quarter based on when key milestones for the year will be completed. The progress status reflects the status of the key milestones, not necessarily the status of completion of the initiative overall, as many of the initiatives run over multiple years. Progress status is reported based on the following colour coding:

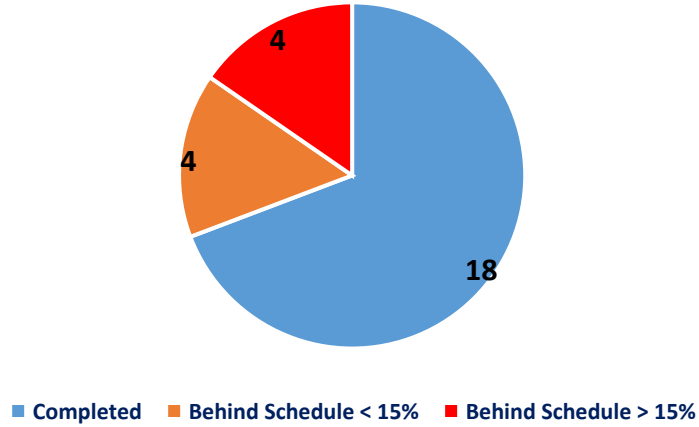


## **Indicators**

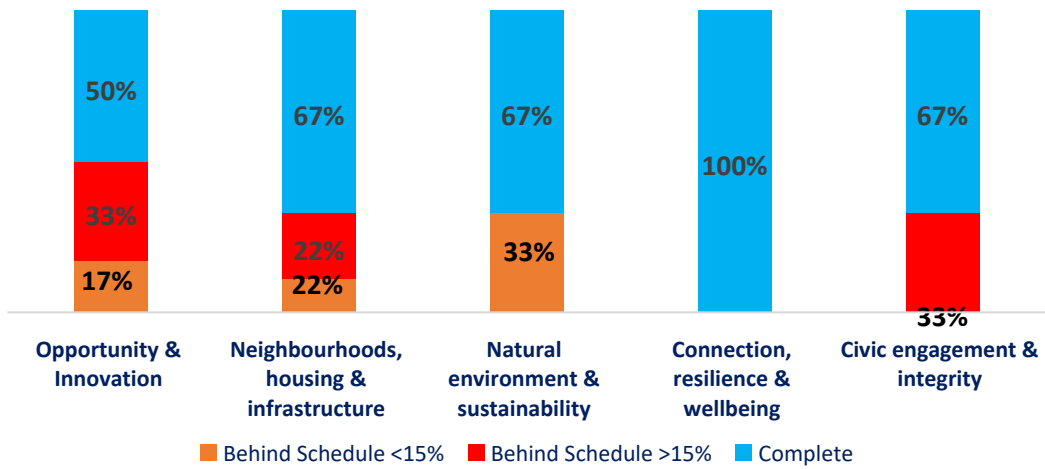
The indicators identified in the Council Plan tell us if the work that we're doing is contributing to a positive change in our community. They span the four years of the plan and will be reported on every six months. It must be noted however that some data will not change due to different reporting timeframes, and therefore some indicators will still include baseline data. Updated data for these indicators will be reported in future progress reports, as it becomes available.

# 2021/22 - Year 1 Progress Summary

## Major Initiatives and Initiatives



## Progress by Key Direction



The assessment of progress against the milestones relates only to Year 1 (2021/22) of the four-year Council Plan 2021-25, with the majority of initiatives spanning multiple years. The items behind schedule are primarily related to external factors outside of Council’s control or the need to temporarily shift priorities in responding to COVID-19 impacts.

# Opportunity and Innovation

## Strategies we are undertaking to achieve success in this area:

- Maximise the local economy by supporting existing businesses and attracting new investment.
- Encourage and support opportunities for skills development and lifelong learning for all people in Knox.
- Support organisations in Knox to navigate recovery and new ways of working.

## Progress of our initiatives in this area:

Major Initiative	Progress	Progress Comment
<b>Implement business recovery programs identified through Knox recovery planning and continue to monitor the impacts of COVID-19 to inform future programs (Year 1).</b>	<b>100%</b>	<p>An extension to the COVID-19 Business Recovery Plan was approved in October 2021. This resulted in three programs being extended until 30 June 2022.</p> <p>Mentoring and commercial advice has been provided, including critical financial advice and coaching to businesses recovering from COVID-19. The Digital Solutions Program also took place, providing in-depth training to businesses on improving their digital marketing.</p> <p>Preparation of a second round of eCommerce grants and a Digital Upskills program for small businesses was undertaken in early 2021. This involved the development of program scopes and engagement of consultants. Both programs will be launched in early 2022-23.</p> <p>A dashboard of information is currently being developed in Power Business Intelligence (BI) to continue to monitor the impact of COVID-19 on the Knox economy.</p>
Initiative	Progress	Progress Comment
<b>Coordinate the implementation of the Retail Activation Strategy (Years 1-3).</b>	<b>75%</b>	The Draft Retail Activation Strategy was endorsed by Council on 22 December 2021 and public consultation took place in February 2022. The Retail Activation Strategy was taken to the May 2022 Council Meeting for consideration but was not endorsed. A further briefing is required with Councillors to resolve the future of the Strategy.
<b>Support, connect and strengthen the creative industry sector through arts, cultural and economic development programs (Year 1).</b>	<b>100%</b>	<p>Knox cultural and heritage venues, festivals, events, community event support, and arts-led programs, have all provided a platform for supporting, connecting and strengthening the creative industry of Knox in post pandemic recovery. Knox has built strong program partnerships and collaborative approaches through Retail Activation Strategies and Neighbourhood Renewal programs (funded through the Victorian State Government), particularly in Boronia and Ferntree Gully village precincts.</p> <p>There have been high levels of engagement and procurement of local businesses, artists, schools, community groups and program suppliers. Groups, clubs and organisations have used Council venues to expand their</p>

Initiative	Progress	Progress Comment
		programming, such as the new inclusion of the rebuilt <i>Placemakers Workshop</i> in Ferntree Gully.
<b>Support the implementation of the State Government Reform for the roll out of 3-year-old kindergarten in the Knox municipality (Year 1).</b>	100%	In April 2020, Council endorsed in principle support to commence the provision of 5 hours of kindergarten to eligible 3-year-old children from January 2022 in its role as an Early Years Manager of kindergarten services. Careful planning has resulted in the successful commencement of 3-year-old kindergarten sessions from Term 1, 2022. A number of 3-year-old activity group providers operating in Council-owned facilities also transitioned to become State Government Funded Kindergarten Providers and commenced 3-year-old funded kindergarten programs from Term 1 2022. General information about the opportunity to register and enrol in 3-year-old kindergarten across the variety of early years settings in the Knox community has also been made available to families through social media posts and information posted on Knox City Council's website.
<b>Work alongside the State Government on the implementation of the Wantirna Health Precinct Masterplan (Years 1-2). ♦</b>	50%	<p>Work is still progressing on the Planning Scheme Amendments (PSA) that are required to be in place prior to commencing the implementation process of the Wantirna Health Precinct Masterplan. Steps that have been undertaken to support the PSA process include the preparation of a Precinct Masterplan, Comprehensive Development Zone Schedules and a Comprehensive Development Plan.</p> <p>Council officers have implemented this work to the extent possible during 2021/22 and have held regular discussions with the Department of Transport (DoT) regarding the proposed planning scheme amendment and to assist them in progressing the amendment. The project has not progressed further as DoT are currently awaiting the Department of Environment, Land, Water and Planning's (DELWP) authorisation to commence public exhibition of the amendment. No timeframes for the commencement of exhibition have been provided. Council will advocate to DELWP in mid-late 2022 for the amendment process to progress and a submission will be made on behalf of Council during the exhibition period.</p>
<b>Work with Maroondah and Yarra Ranges Councils to deliver key initiatives of the Bayswater Business Precinct Transformation Strategy (Years 1-4).</b>	85%	The final Bayswater Business Precinct Transformation Strategy has been provided by the consultants engaged by Regional Development Australia (RDA). The Project Coordinator and Project Control Group are drafting an action plan to help deliver the strategy, with a view to promoting it and seeking Council feedback and endorsement of the action plan. Adoption of the Bayswater Business Precinct Transformation Strategy is expected by December 2022 and progress has been made in developing two of the key short term implementation actions of the strategy. This includes development of a Governance framework to support the longer term implementation of the strategy and preliminary scoping of a spatial plan.

## The difference we're making

Progress against the indicators identified in the *Council Plan 2021-25*.

Council Plan Indicator	Measure	Reporting timeframe	Baseline	2021-22 Result	Comment
<b>Maintaining the number of existing businesses in Knox.</b>	The total number of businesses registered in Knox.	Annual	14,046 (2019)	<b>14,077 (2021)</b>	The 2021 result is in line with the baseline figure.
<b>An increase in new businesses in Knox.</b>	The total number of new business registered in Knox.	Annual	875 (2020-21)	<b>Data not available</b>	
<b>More residents employed in Knox.</b>	The percentage of Knox residents who work in Knox.	Annual	33.1% (2016)	<b>Data not available</b>	Results will be populated pending availability of data from the 2021 Census.
<b>More people with need for assistance employed in Knox.</b>	The percentage of Knox residents (community of interest - people with need for assistance) employed.	5 yearly	83.9% (2016)	<b>Data not available</b>	Results will be populated pending availability of data from the 2021 Census.
<b>An increase in Knox's Gross Regional Product/capita.</b>	An estimate of the total value of all final goods and services produced in the economy based on final market value for the end consumer.	Annual	\$65,030 (2018)	<b>\$70,819 (2021)</b>	
<b>Improved secondary school completion rates.</b>	Percentage of population 15+ years with Year 12 or equivalent.	5 yearly	55% (2016)	<b>63.3% (2021)</b>	The 2021 Census showed significant improvement in secondary school completion rates in Knox since the 2016 Census.
<b>Increased participation in Knox's Business Education program.</b>	Number of businesses who participated in Knox education programs.	Annual	335 (2020-21)	<b>113 (2021-22)</b>	Prior to COVID-19, Council delivered Small Business Victoria, ATO, and other agency business workshops on site at the Civic Centre. Since COVID-19, all of these workshops have gone online and are no longer delivered specifically to Knox businesses. As they are open to any Victorian business, Council is unable to get accurate reports on how many Knox businesses attend these sessions.
<b>More community education programs run by Knox.</b>	The number of community training workshops run by Knox.	6 monthly	12	<b>12</b>	

Council Plan Indicator	Measure	Reporting timeframe	Baseline	2021-22 Result	Comment
<b>Participation in funded 3-year old kindergarten.</b>	Percentage of eligible children enrolled in Government funded 3-year old kindergarten.	Annual	New data set	<b>69.3% (2022)</b>	Data obtained from the Department of Health.
<b>Increased participation in funded 4-year-old-kindergarten.</b>	Percentage of eligible children enrolled in Government funded 4-year old kindergarten.	Annual	85.7% (2020)	<b>94% (2021)</b>	Data obtained from the Department of Health.





# Neighbourhoods, housing and infrastructure

## Strategies we are undertaking to achieve success in this area:

- Plan for and support diverse housing to meet changing community needs.
- Create, enhance and maintain places and spaces for people to live, work, play and connect.
- Provide, maintain and advocate for accessible and sustainable ways to move around Knox.

## Progress of our initiatives in this area:

Major Initiative	Progress	Progress Comment
<b>Facilitate and support the implementation of actions of the Boronia Renewal program (Years 1-4).</b>	60%	Progress is less than planned due to the timing of authorisation of Amendment C192knox by Minister, a factor outside Council's control. Council lodged its application to prepare and exhibit Amendment C192knox to the Knox Planning Scheme in August 2021 to implement the recommendations of the Boronia Renewal Strategy. Progression of the amendment has been delayed by the Minister for Planning and the Department of Environment, Land, Water and Planning (DELWP) with Council only having received conditional authorisation to prepare and exhibit Amendment C192knox on 3 June 2022. The authorisation included conditions to review aspects of the proposed planning controls. Council is required to review these conditions prior to exhibiting the amendment. A number of other projects linked to the Renewal Strategy have continued to progress. Of note, the Lupton Way and Green Spine projects are currently open for public consultation, and a location on Erica Avenue is being considered for the Lupton Way Public Art Lighting.
Initiative	Progress	Progress Comment
<b>Develop and implement a Social and Affordable Housing Strategy and Action Plan to increase the supply of social housing and address homelessness in Knox (Years 1-4). ♦</b>	85%	An extensive needs analysis has been undertaken to understand the demand for social and affordable housing in Knox, as well as market trends and the supply and diversity of new housing stock. Following this analysis, a comprehensive stakeholder engagement process was conducted to test the data. External stakeholders have included six community housing organisations, three homelessness services and five real estate agents in Knox. Consultation has also occurred with Knox Councillors and key Council departments. Upon review of the information received, Council officers are now drafting a community version of the needs analysis and Social and Affordable Housing strategy and action Plan which will be presented to a future Council meeting for consideration. Due to resourcing and competing priorities, there has been a slight delay to the completion of this document but this will be addressed in the coming months and implementation of the Plan will commence thereafter.

Initiative	Progress	Progress Comment
<b>In response to the Victorian Government's Kindergarten Expansion Reform, continue to work with the State Government to plan for early years infrastructure in the municipality (Year 1). ♦</b>	100%	Council endorsed the Kindergarten Infrastructure and Service Plan for Knox in partnership with the State Government in September 2021. Following an extensive process to understand the impact of the 3-year-old Kindergarten reform on Council's early years infrastructure, advocacy letters were sent to the Minister for Early Childhood and the Minister for Education in January 2022. These noted the significant impact of the State Government Reforms with regards to infrastructure and the urgent need for increased funding and consideration of additional kindergartens on school sites as a potential solution.
<b>Advocate to State and Federal Governments for funding to implement Stage 2 of the Lewis Park Master Plan (Year 1).</b>	100%	Following the successful advocacy for funding of Lewis Park Stage 1 (\$14.5m from Melbourne Water and Integrated Water Management grants program), advocacy to fund works in Stage 2 has been undertaken. This has included inclusion of Lewis Park in the Invest in Knox strategy and discussions with State and Federal members and candidates.
<b>Update Council's flood modelling across Knox (Year 1).</b>	60%	<p>Finalisation of the flood extents, which supports the designation of flood impacted properties under Section 153 of Building Regulations, are undergoing a quality assurance process to ensure the integrity of the data. The finalised flood extents are anticipated to be complete in September 2022.</p> <p>Melbourne Water (MW) have provided an update on their proposed delivery dates and expected timelines to commence the planning overlay amendment process for Land Subject to Inundation Overlay (LSIO) and Special Building Overlay (SBO) into 2023. Council's timelines and workflow in designating flood impacted properties under Section 153 of Building Regulations are being considered in regards to the timing of the MW process.</p>
<b>Advocate to State Government for improved public transport and arterial road connectivity in Knox (Years 1-4).</b>	100%	<p>The State and Federal Government Transport Advocacy brochures for Knox were distributed to relevant Members of Parliament in line with key outcomes from the March 2022 Council report. Recent commitments include a \$2.5b commitment from the Federal Labor Party towards the Suburban Rail Loop, \$0.5m from the State Labor party to support design development for enhancements to the Boronia Train Station and a funding commitment from the State Opposition of \$2m for Route 75 tram extension feasibility study.</p> <p>As part of the Eastern Transport Coalition (ETC), Council has submitted Knox's priorities for pedestrian crossings, bus upgrades, and identified our top 10 transport priorities for the City of Knox. The Mayors of Knox and Monash met with the Chief of Staff of the Department of Infrastructure and Regional Development to advocate for key public transport priorities in Melbourne's East on behalf of the ETC.</p> <p>Council also continued to provide input into the design development of the Wellington Road duplication, east of Napoleon Road, the Dorset Road extension and Napoleon Road upgrade projects.</p>

Initiative	Progress	Progress Comment
<b>Implement Knox's Parking Strategy (Years 1-2).</b>	<b>100%</b>	Implementation of Knox's Parking Strategy is on track for completion by the end of 2022-23. Five of the eight action items are complete, including business cases for additional resources and parking sensors. A permanent parking officer role was created, and the role was filled in January 2022.  Community laws and traffic and transport liaison meetings took place regularly throughout 2021-22.
<b>Review and develop the Knox Domestic Animal Management Plan (Years 1&amp;4).</b>	<b>100%</b>	Knox's new Domestic Animal Management Plan (DAMP) was adopted by Council on 28 February 2022, and is in effect through to 2025. Prior to this, a draft DAMP went out for public consultation.
<b>Progress implementation of the Knox Central program (Years 1-4).</b>	<b>100%</b>	The acquisition of two strategic land parcels in line with the <i>Knox Central Structure Plan</i> has been completed.  Negotiation and agreement of a premises for a temporary library at Westfield Knox was achieved and The Knox Express temporary library is now open.  Negotiation and agreement of a premises for a 20-year leased library at Westfield Knox has occurred. The Project Plan for the design and construction of the library has also been completed.

### The difference we're making

Progress against the indicators identified in the *Council Plan 2021-25*.

Council Plan Indicator	Measure	Reporting timeframe	Baseline	2021-22 Result	Comment
<b>More social and rental housing that is affordable to low income households in Knox.</b>	The proportion of need that can be met with existing local social housing and affordable private rentals.	5 yearly	77% (2020)	<b>Data not available</b>	
<b>A reduction in the median household incomes needed to purchase a typical house.</b>	The average number of household incomes needed to purchase a typical house.	5 yearly	8.9 (2016)	<b>8.7 (2021)</b>	The 2021 results show a slight improvement in housing affordability.
<b>Increased public transport usage.</b>	Percentage of weekday trips made by public transport.	2 yearly	6.54% (2018)	<b>Data not available</b>	This measure is determined through the Victorian Integrated Survey of Travel and Activity. The 2020 survey was delayed due to COVID-19. Results for this measure will be populated pending availability of data from the February 2022 survey.

Council Plan Indicator	Measure	Reporting timeframe	Baseline	2021-22 Result	Comment
<b>More one and two bedroom dwellings approved for construction in Knox.</b>	The number of one & two bedroom dwellings approved for construction in Knox.	Annual	240 (2020-21)	<b>Data not available</b>	
<b>An increase in the number of cyclists recorded on a typical day at a typical site on Knox's shared path networks.</b>	The number of cyclists recorded on a typical day at a typical site on Knox's shared path networks.	Annual	517 (March 2020)	<b>1,090 (March 2022)</b>	The results show a significant increase in the number of cyclists using Knox's share path networks.
<b>Improved community satisfaction with recreation facilities.</b>	Community satisfaction score for recreation facilities.	Annual	74 (2021)	<b>73 (2022)</b>	The 2021-22 result is in line with the baseline. The variance is not considered statistically significant.
<b>Improved community satisfaction with arts centres and libraries.</b>	Community satisfaction score for arts centres and libraries.	Annual	72 (2021)	<b>70 (2022)</b>	The 2021-22 result is in line with the baseline.
<b>Improved community satisfaction with appearance of public areas.</b>	Community satisfaction score for appearance of public areas.	Annual	72 (2021)	<b>69 (2022)</b>	The 2021-22 result is in line with the baseline. The variance is not considered statistically significant.
<b>Improved community satisfaction with sealed local roads.</b>	Community satisfaction score for sealed local roads.	Annual	70 (2021)	<b>68 (2022)</b>	The 2021-22 result is in line with the baseline. The variance is not considered statistically significant.
<b>Improved community satisfaction with planning for population growth.</b>	Community satisfaction score for planning for population growth.	Annual	55 (2021)	<b>56 (2022)</b>	The 2021-22 result is in line with the baseline. The variance is not considered statistically significant.



# Natural environment and sustainability

## Strategies we are undertaking to achieve success in this area:

- Preserve our biodiversity and waterways, and enhance our urban landscape.
- Prepare for, mitigate and adapt to the effects of climate change.
- Lead by example and encourage our community to reduce waste.

## Progress of our initiatives in this area:

Major Initiative	Progress	Progress Comment
<b>Undertake vegetation mapping analysis and habitat corridor planning to manage our urban biodiversity (Year 1).</b>	<b>85%</b>	<p>Vegetation mapping analysis has been completed. Modelling and development of the draft Habitat Corridor Plan is currently in progress.</p> <p>Towards the end of 2021-22, the connectivity model was changed to ensure the science is robust enough to include in the planning scheme in the future. This has resulted in a minor delay to the delivery date but will result in a better overall outcome. The modelling and the draft Habitat Corridor Plan are expected to be completed by the end of August 2022.</p>
Initiative	Progress	Progress Comment
<b>Commence implementation of the high priority Year 1 actions of the Climate Response Plan including the development of a landfill solar farm business case (Year 1). ♦</b>	<b>100%</b>	<p>The implementation plan of the adopted Climate Response Plan (CRP) is on track to be completed by December 2022. Council has formally joined the Cities Power Partnership and submitted a voluntary pledge to the State Government under the Climate Change Act 2017.</p> <p>All CRP actions that were scheduled for 2021-22 have either been completed or are underway. Completed actions include the implementation of the Boronia Dorset Square LED streetlight replacement program, as well as completion of the landfill solar farm feasibility study. Procurement activities are also being finalised for the installation of seven EV charging stations within retail settings in Knox.</p> <p>Introduction of climate change considerations section into all Council reports commenced in November 2021. To support this, guidance notes and materials have been developed for Council officers to use, and advice by Senior Project Manager Climate Response is promoted.</p> <p>The input of climate change and other sustainability factors are currently being considered in the review of Council's</p>

Initiative	Progress	Progress Comment
		internal Vehicle Policy, Procurement Policy and Sustainable Buildings & Infrastructure Policy. Additionally, climate risk consideration responsibilities have been added into the position description templates for leadership roles within Council.
<b>Enhance Knox's Waste and Recycling Education programs to focus on reducing waste to landfill and increasing recycling (Year 1). ♦</b>	<b>100%</b>	<p>Knox's first Residential Bin Inspection Program commenced in April 2022 and ran for three months. Over 3000 Knox household's bins were inspected. Early results have seen a positive change in recycling behaviours through targeted engagement. Council's Waste team also attended the Summer Sunset Festival and the Knox Festival. Activities undertaken included a waste education marquee set-up, games, flyers and surveys to engage with the public. Eleven workshops have been planned for early 2022-23, with focuses including reducing household waste, reducing food waste, composting and clothing repairs. Communications have been developed to advise businesses of the upcoming Single Use Plastics Ban.</p> <p>Council has also continued to deliver the compost rebate scheme.</p> <p>Knox' collaborative investigations into expanding the rebate program to both reusable cloth nappies and reusable menstrual and sanitary products are progressing well. This research is investigating what a best practice reusable nappy program, shared across the 12 councils, would look like. Knox has been successful in receiving funding for the Recycling Victoria Councils Fund Round 2 Stream 1 – Feasibility Study to research the Best Practice Reusable Sanitary and Incontinence Aids Program, in partnership with other Councils.</p> <p>Ongoing neighbourhood house education talks were hosted in the second half of 2021-22, as well as Knox's annual Detox Your Home event which occurred on 15 May 2022 at Knox's depot, with over 100 participants.</p>

### The difference we're making

Progress against the indicators identified in the *Council Plan 2021-25*.

Council Plan Indicator	Measure	Reporting timeframe	Baseline	2021-22 Result	Comment
<b>More houses within 400m of open space.</b>	The percentage of Knox homes within 400m of a public open space of any size.	2 yearly	69% (2018)	<b>76.4% (2021)</b>	Data obtained from the Australian Urban Observatory.
<b>An increase in tree canopy coverage.</b>	Percentage of Knox's total area under tree canopy cover.	2 yearly	18% (2018)	<b>Data not available</b>	Results will be populated pending availability of data from the Department of Environment, Land, Water and Planning.

Council Plan Indicator	Measure	Reporting timeframe	Baseline	2021-22 Result	Comment
<b>A reduction in greenhouse gas emissions.</b>	Tonnes of greenhouse gas emissions generated per capita in total (waste, transport, gas & electricity).	2 yearly	15 (2017)	<b>14 (2020)</b>	
<b>An increase in renewable energy usage.</b>	Renewable energy as a percentage of total electricity consumption.	2 yearly	7.3% (2017)	<b>56% (2021)</b>	Council's percentage of renewable energy increased by over 50% due to a Renewable Energy Power Purchase Agreement coming into force on 1 July 2021 for all of Knox's streetlights. The Agreement will supply energy from wind farms based in Victoria for the next 9 years.
<b>A reduction in Councils corporate greenhouse gas emissions.</b>	Councils corporate greenhouse gas emissions.	Annually (September)	8446 (2020-21) Target is to get to Zero by 2030	<b>Data not available</b>	Results will be populated pending availability of data anticipated in September 2022.
<b>An increase in Councils corporate renewable energy usage.</b>	Total Installed capacity of Solar on Council facilities.	Annually	662 kW (2020-21)	<b>816kW (2021-22)</b>	During 2021-22, 154kW of solar was added across 11 facilities.
<b>A higher annual net gain of trees in Knox.</b>	The net gain (difference between trees removed and planted) of trees in Knox.	Annual	1,249 (2020-21)	<b>1,420 (2021-22)</b>	The 2021-22 result shows improvement from the baseline.
<b>Improved community satisfaction with waste management.</b>	Community satisfaction score for waste management.	Annual	75 (2021)	<b>76 (2022)</b>	The 2021-22 result is in line with the baseline. The variance is not considered statistically significant.
<b>Improved community satisfaction with environmental sustainability.</b>	Community satisfaction score for environmental sustainability.	Annual	65 (2021)	<b>65 (2022)</b>	The 2021-22 result is in line with the baseline.
<b>An increase in kerbside collection waste diverted from landfill.</b>	Percentage of kerbside collection waste diverted from landfill.	6 monthly	52.10% (2020-21)	<b>51.6% (2021-22)</b>	There has been a slight decline in the percentage of kerbside collection waste diverted from landfill.

# Connection, resilience and wellbeing

## Strategies we are undertaking to achieve success in this area:

- Support our community to improve their physical, mental and social health and wellbeing.
- Foster inclusivity, equality, belonging and safety within our community.
- Support the community to identify and lead community strengthening initiatives.
- Honour and integrate First Nations culture into actions and environments.

## Progress of our initiatives in this area:

Major Initiative	Progress	Progress Comment
<b>Respond to emerging social and health issues caused by the COVID-19 pandemic (Years 1-2). ♦</b>	<b>100%</b>	<p>A report was presented at the March 2022 Council meeting, detailing the final outcomes of the <i>Supporting Local Services</i> and <i>Hot Meals for Vulnerable Families</i> programs. Unexpended funds of approximately \$79,000 were reallocated to a further and final pandemic response grants program. The new round of this grant was rebadged to reflect the changes in the pandemic situation and has been named the <i>Pandemic Recovery: Food and Emergency Relief Grant</i>. All funds have now been dispersed to the successful applicants, with 12 organisations receiving funding to provide support to Knox families in the form of hot meals, food parcels and other related emergency relief items.</p> <p>Council's audit of emergency relief providers is underway, with a series of interviews and a survey distributed to all known providers and Knox churches. Planning is underway for how these results can be shared with emergency food relief providers. Council intends to initiate and facilitate a Taskforce of providers to explore opportunities to improve coordination of existing efforts. The Taskforce will also provide Council with an ongoing understanding of demand and other trends related to community need and support.</p> <p>The <i>Move Your Way</i> program was delivered in March 2022, with more than 180 activities on offer to the community. The program was so successful it was extended with three of the most popular activities offered for an additional four weeks at a subsidised rate. This program was funded through a VicHealth Reimagining Health grant.</p>
Initiative	Progress	Progress Comment
<b>Prioritise mental health and wellbeing initiatives by focusing on community partnerships and collective impact (Years 1-4). ♦</b>	<b>100%</b>	<p>A second Mental Health First Aid program was delivered for disability carers over four weeks in May and June 2022, in partnership with Orana Community House. Council facilitated the quarterly Mental Health Roundtable meeting in May 2022, where the presenters included representatives for the newly established Office of Mental Health Promotion in the Department of Health Victoria. A mental health survey was sent to a randomised sample of 4000 Knox households in June 2022. The survey focused on risk and protective factors, and the results will provide a comparison against the mental health data that was collected through the <i>Knox COVID-19 Household Impacts Survey</i> in both 2020 and 2021. Advocacy work has continued in the lead-up to both State and Federal elections.</p>



Initiative	Progress	Progress Comment
		Council has written to The Minister for Mental Health, asking that Knox be considered as one of the initial ten sites identified for the mental health social inclusion action groups (formerly known as community collectives). These groups are an outcome of the Royal Commission into Victoria's Mental Health System and will be established in each of Victoria's local government areas.
<b>Work in partnership with local First Nations people, relevant services and key networks to progress Reconciliation (Years 1-4).</b>	<b>100%</b>	<p>Engagement has commenced to explore reconciliation opportunities and actions identified in the First Nations Needs analysis and key actions are progressing. These actions include:</p> <ul style="list-style-type: none"> <li>• designing and constructing a yarning circle at the Knox Civic Centre</li> <li>• cultural heritage considerations for Lewis Park and Stamford Park wetlands site</li> <li>• cultural walks and the installation of First Nations art</li> <li>• caring for country skill development with Council's Biodiversity team</li> <li>• developing information for Council's website.</li> </ul>
<b>Develop and implement a Resilience Plan to support the community to cope with stresses, emergencies and disasters (Years 1-4).</b>	<b>100%</b>	<p>A community Stakeholder Strength Mapping (SSM) model has been developed in consultation with Council's community engagement practitioners. The approach to data collection has been modified so that each part of Council will be able to add their data.</p> <p>Council is also investigating Social Network Analysis (SNA), which shows how groups across the community interact with each other. A consultant to support this development will be appointed in early 2022-2023.</p> <p>Mapping of existing resilience-building plans has begun and discussion papers will be drafted based on the findings.</p>
<b>Contribute to the collective efforts in preventing and responding to family violence (Years 1-4). ♦</b>	<b>100%</b>	<p>In the first half of 2021-22, five Literacy for Women sessions were held and were well attended by the community. This project was run in partnership with Eastern Community Legal Centre, Women's Health East, Yarra Ranges City Council and Maroondah City Council. It is currently being evaluated. Perpetrator help seeking posters have been developed in partnership with <i>No to Violence</i> and <i>Relationships Australia</i>. Distribution across the community will commence in early 2022-23. Two social media self-defense interactive sessions for women and girls aged 16+ have been delivered in partnership with Maroondah and Yarra Ranges City Councils, the eSAfety Commissioner and the Eastern Domestic Violence Service (EDVOS) – the lead specialist family violence service in Melbourne's Eastern Metropolitan Region. These sessions informed participants on how to engage online, the use of privacy settings and managing and reporting online abuse. There were 40 participants across the two sessions.</p> <p>Council's Family Violence Internal Reference Group continues to meet quarterly, to assist with identifying gaps and opportunities for collective approaches to family violence prevention and response initiatives. As a result, a draft procedure for responding to community disclosures of family violence was developed. Council has also undertaken research and planning to develop a men's initiative targeted at fathers and father figures in challenging unhealthy gender stereotypes and promoting gender equality and healthy relationships.</p>

## The difference we're making

Progress against the indicators identified in the *Council Plan 2021-25*.

Council Plan Indicator	Measure	Reporting timeframe	Baseline	2021-22 Result	Comment
<b>A reduction in the number of adults who report high or very high psychological distress.</b>	Percentage of adults who suffer from high psychological distress	3 yearly	18.25% (2017)	<b>27.5% (2020)</b>	There has been a significant increase in the percentage of adults who suffer from high/very high psychological distress. This data was obtained from the 2020 Victorian Population Health Survey which was conducted during the COVID-19 pandemic.
<b>More residents who report their health as good, very good or excellent.</b>	Percentage of Knox adults who rate their health as 'very good' or 'excellent'	3 yearly	41% (2017)	<b>41.5% (2020)</b>	Self-reported health has remained stable between 2017 and the time of the 2020 Victorian Population Health Survey.
<b>An increase in the level of agreement that multiculturalism makes life better.</b>	Percentage of adults that definitely agree that multiculturalism makes life their area better	3 yearly	48.57 (2017)	<b>59% (2020)</b>	Results indicate an improvement in our community's tolerance of diversity.
<b>Improved perceptions of safety.</b>	Percentage of adults that 'definitely' feel safe at night	3 yearly	52.2% (2017)	<b>Data not available</b>	The 2020 Victorian Population Health Survey was co-opted to provide critical information to inform the public health response to the COVID-19 pandemic. This question was temporarily removed to make room for collection of new information.
<b>An increase in the number of adults who feel a sense of belonging.</b>	Percentage of adults that 'definitely' feel valued by society	3 yearly	41.5% (2017)	<b>46.2% (2020)</b>	Results indicate an increase in our community's sense of belonging.
<b>More adults in Knox who volunteer.</b>	Percentage of adults who definitely or sometimes help out a local group by volunteering	3 yearly	35.1% (2017)	<b>Data not available</b>	The 2020 Victorian Population Health Survey was co-opted to provide critical information to inform the public health response to the Covid-19 pandemic. This question was temporarily removed to make room for collection of new information.

Council Plan Indicator	Measure	Reporting timeframe	Baseline	2021-22 Result	Comment
<b>More infants and children in the Knox region immunised at Council run immunisation sessions.</b>	Number of children immunised at a Council run immunisation session	Annual	5,550 (2020-21)	<b>4,002 (2021-22)</b>	The reduction in vaccinations during 2021-22 was largely due to bringing forward school vaccinations (approximately 1,000) in 2020-21 to pre-July, due to anticipated lockdowns over winter. This also contributed to the higher than average number of vaccinations reported during 2020-21.
<b>Increased participation in key ages and stages Maternal and Child Health visits.</b>	Percentage of children participating in the key ages and stages MCH visit	6 monthly	96.33% (2020-21)	<b>99.05% (2021-22)</b>	
<b>Improved satisfaction with cultural activities.</b>	Community satisfaction score for community & cultural	Annual	65 (2021)	<b>63 (2022)</b>	The 2021-22 result is in line with the baseline. The variance is not considered statistically significant.
<b>An increase in the number of opportunities and avenues to include First Nations Culture within Knox.</b>	The number of opportunities and initiatives that partner with First Nations people and Traditional Custodians across various departments of Council.	Annual	New data set	<b>35 (Jan-June 2022)</b>	Opportunities and initiatives included: Knox Festival – First Nations cooking presentation and food truck; State Basketball Kooire Academy – All Stars; Cultural Diversity Week Event – Culture Walk and Food Truck; First Nations Mural on State Basketball Centre hoarding; RAP working group met to shape the consultation progress; Sorry Day Ceremony (250 attendees plus around 50 on the waiting list); First Nations E-newsletter launch; NAIDOC week; and Heritage protection consultations with Traditional Custodians.
<b>An increase in the number of meals delivered through Meals on Wheels.</b>	The number of meals delivered through Meals on Wheels	Annual	35,194 (2020-21)	<b>31,587 (2021-22)</b>	Due to changes in funding there were fewer meals delivered during 2021-22. There was also a higher number of meals delivered during 2020-21 due to COVID-19, but this now reduced due to changes within the community and the removal of restrictions.

Council Plan Indicator	Measure	Reporting timeframe	Baseline	2021-22 Result	Comment
<b>More clients and community members supported through Council's Community Access and Support programs.</b>	Number of clients and community members who have participated in CAS programs	Annual	4,348 (2020-21)	<b>4,656</b> <b>(2021-22)</b>	There has been an overall increase to supports provided to residents. Although we had reduced numbers participating in community transport, we has increased numbers accessing the Short Term Support program, Zest4Life programs and our Housing Estate Program.
<b>Greater sports participation rates.</b>	Number of teams using Council facilities.	Annual	1157 (2020-21)	<b>2,018</b> <b>(2021-22)</b>	
	Number of participants by age and gender	Annual	<b>Male -</b> 12,310 <b>Female -</b> 3,745 <b>Junior -</b> 9,248 <b>Senior -</b> 6,807 (2020-21)	<b>Male -</b> 12,450 <b>Female -</b> 3,558 <b>Junior -</b> 9142 <b>Senior -</b> 6866 <b>(2021-22)</b>	

# Civic engagement and integrity

## Strategies we are undertaking to achieve success in this area:

- Provide opportunities for all people in Knox to have their say.
- Manage our resources effectively to ensure financial sustainability and improved customer experience.
- Ensure our processes are transparent and our decisions are accountable.

## Progress of our initiatives in this area:

Major Initiative	Progress	Progress Comment
<b>Develop and implement a Customer Experience Strategy and Action Plan (Years 1-4).</b>	<b>85%</b>	Achievement of milestones set at the beginning of this project have been delayed to enable more thorough engagement of councillors, customers and teams involved in delivering services in the development of the strategy. The research phase of the Customer Experience Strategy is complete and a report has been provided to Council. This phase involved a staff survey, customer survey, workshops with staff and interviews with customers for four processes and use of demographic data to develop personas. A co-design process is underway to develop the strategy. A draft is expected to be presented to Council for input in September 2022 and community consultation is planned for October 2022, before the final strategy is adopted in November/December 2022.
Initiative	Progress	Progress Comment
<b>Implement priority actions of the Community Engagement Framework and Action Plan (Years 1-4).</b>	<b>100%</b>	<p>Implementation of the Community Engagement Framework and Action Plan is continuing to progress well. The <i>Knox: Have Your Say</i> platform has hosted 52 projects over the 2021-22 financial year, with 37,000 individual visitors and 7,000 contributions to date.</p> <p>The Staff Community Engagement Hub established to support staff to undertake fit for purpose community engagement is continually being updated and improved.</p> <p>In the first half of 2021-22, a comprehensive toolkit was implemented to support staff to undertake fit for purpose community engagement. The International Association of Public Participation (IAP2) staff training program continued throughout 2021-22 with over 100 staff completing at least one course and the Community Engagement Advocates Group continue to meet bi-monthly to discuss key aspects of engagement at Knox.</p>
<b>Develop a procurement policy to ensure commercial and best practice outcomes (Year 1).</b>	<b>100%</b>	Knox's new Procurement Policy was developed earlier this year and adopted by Council in June 2022. The Procurement Policy has been published on Council's website.

## The difference we're making

Progress against the indicators identified in the *Council Plan 2021-25*.

Council Plan Indicator	Measure	Reporting timeframe	Baseline	2021-22 Result	Comment
<b>Improved community satisfaction with decision making.</b>	Community satisfaction score for decision making.	Annual	60 (2021)	<b>58 (2022)</b>	The 2021-22 result is in line with the baseline. The variance is not considered statistically significant.
<b>Improved community satisfaction with customer service.</b>	Community satisfaction score for customer service.	Annual	75 (2021)	<b>73 (2022)</b>	The 2021-22 result is in line with the baseline. The variance is not considered statistically significant.
<b>Improved community satisfaction with overall direction.</b>	Community satisfaction score for overall direction.	Annual	54 (2021)	<b>51 (2022)</b>	The 2021-22 result is in line with the baseline. The variance is not considered statistically significant.
<b>Improved community satisfaction with overall performance.</b>	Community satisfaction score for overall performance.	Annual	69 (2021)	<b>67 (2022)</b>	The 2021-22 result is in line with the baseline. The variance is not considered statistically significant.
<b>Improved community satisfaction with consultation &amp; engagement.</b>	Community satisfaction score for consultation & engagement.	Annual	58 (2021)	<b>58 (2022)</b>	The 2021-22 result is in line with the baseline.
<b>More council services with a technology based self-service option.</b>	Number of council services with a technology based self-service option.	Annual	434 (2020-21)	<b>439 (2021-22)</b>	The additional five services with a technology based self-service option are: food business registration permit; health and beauty business registration permit; street trading and outdoor dining; community wellbeing facility tenants; and Maternal & Child Health appointments
<b>Meet liquidity and indebted targets from the adopted budget.</b>	Liquidity result compared to target.	Quarterly	1.0 (2021/22 Adopted Budget)	<b>1.5 (June 2022)</b>	Improved position relating to timing of capital works expenditure.
<b>Meet liquidity and indebted targets from the adopted budget.</b>	Indebted result compared to target.	Quarterly	53.2% (2021/22 Adopted Budget)	<b>38.8% (June 2022)</b>	Improved position relating to timing of capital works expenditure.