



KNOX CITY COUNCIL AGENDA

STRATEGIC PLANNING COMMITTEE

Meeting of the
Strategic Planning Committee of Council
To be held at the Civic Centre,
511 Burwood Highway, Wantirna South
on Tuesday 13 June, 2017 at 7.00pm

Under Section 89 of the Local Government Act 1989, Council may resolve that the Meeting be closed to members of the public if the Meeting is discussing any of the following issues Personnel Matters, Personal Hardship of any resident or ratepayer, Industrial Matters, Contractual Matters, Proposed Developments, Legal Advice, Matters affecting security of Council property, any other matter which the Council or Special Committee considers would prejudice the Council or any person

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Tony Doyle
Chief Executive Officer

ALL WARDS**1. REVIEW OF COUNCILLOR POLICIES – COUNCIL REPRESENTATION ON EXTERNAL BODIES**

SUMMARY: *Manager – Governance & Innovation (Fleur Cousins)*

Council maintains a suite of policies which guide its operation by ensuring appropriate governance processes are in place to support quality decision making and accountability. Periodic reviews are essential to ensure the policies remain current and add value to the organisation's operations.

The current Council Representation on External Bodies policy is required to be reviewed by 23 July 2017. It is considered this policy is still relevant and contemporary therefore, only minor administrative amendments are proposed.

RECOMMENDATION

The Council adopt the Council Representation on External Bodies Policy, as attached in Appendix A.

1. INTRODUCTION

Council policies require regular review to ensure they comply with current legislative requirements and remain relevant to Council practices.

The current Council Representation on External Bodies policy was adopted on 23 July 2013 with a review date of 23 July 2017.

2. DISCUSSION

From time to time Councillors and Council staff are appointed to represent Council in the governance structures of external bodies. An external body includes a community and/or industry based committee or board, not established by Knox City Council, which operates with their own terms of reference or mandate. Current examples of external bodies include, but are not limited to the:

- Eastern Regional Libraries Corporation Board
- Municipal Association of Victoria
- Eastern Transport Coalition
- Eastern Affordable Housing Alliance

1. Review of Councillor Policies – Council Representation on External Bodies (cont'd)

Once appointed as a representative on an external body the Councillor and/or Council staff have a dual governance role. They are expected to represent Knox City Council and to operate in the best interest of the external body.

The current policy states that a Council representative must familiarise themselves with, and follow, all relevant Council policies, resolutions or other communications relating to the subject matter to be deliberated upon by the Committee or Board; unless the interests of Council and the committee or board do not coincide. In this instance, the representative must prefer the interests of the external body.

A desktop review of the policy has been conducted with only minor administrative amendments proposed (Appendix A).

3. CONSULTATION

No external consultation has been undertaken as part of the preparation of this report. Councillors were briefed on the revised policy at an Issues Briefing on 15 May 2017.

4. ENVIRONMENTAL/AMENITY ISSUES

There are no environmental or amenity issues associated this report

5. FINANCIAL & ECONOMIC IMPLICATIONS

The costs to prepare and adopt the revised Council Representation on External Bodies Policy is minimal and will be met within the current department budget.

6. SOCIAL IMPLICATIONS

There are no social implications associated with this report.

7. RELEVANCE TO CITY PLAN 2013-17 (INCORPORATING THE COUNCIL PLAN)

Theme five of the City Plan 2013-2017, 'Democratic and Engaged Communities' includes the objective 5.3.1 – maintain accountable and transparent governance practices and Council's sound stewardship of the community's finances and assets. The adoption of clear and robust policies detailing the roles of Council representatives on committees or boards contributes to the achievement of this goal.

8. CONCLUSION

It is recommended that Council endorse the revised Council Representation on External Bodies Policy presented to this meeting.

1. Review of Councillor Policies – Council Representation on External Bodies (cont'd)

***Report Prepared By: Acting Coordinator, Governance
(Kirstin Ritchie)***

***Report Authorised By: Acting Director – Corporate Development
(Kim Rawlings)***

COUNCIL REPRESENTATION ON EXTERNAL BODIES

Policy Number:	2002/28	Directorate:	Corporate Development
Approval by:	Council	Responsible Officer:	Manager Governance & Innovation
Approval Date:	13 June 2017 ²³ July 2013	Version Number:	34
Review Date:	13 June 2020 ²³ July 2017		

1. PURPOSE

This Policy provides for a consistent approach by Council representatives on committees or boards, to representing Council's views on any matters under consideration by a committee or board.

2. SCOPE

This Policy applies to all Councillors, staff or community representatives who are appointed by Council to any formal Advisory, External or Specific Purpose Committee or like groups.

3. REFERENCES

3.1 **Council Plan**

- [Effective Governance-Democratic & Engaged Communities](#)

3.2 **Relevant Legislation**

- Local Government Act 1989
- Meeting Procedure and Use of Common Seal Local Law 2008

3.3 **Charter of Human Rights**

- This policy has been assessed against and complies with the Charter of Human Rights.

3.4 **Related Council Policies**

- Council Committees Policy – 2006/13

3.5 **Related Council Procedures**

- Nil

4. DEFINITIONS

<p><i>“Advisory Committee”</i></p>	<p>has the same meaning as prescribed in Section 3 of the Local Government Act:</p> <p><i>“any committee established by the Council, other than a special committee, that provides advice to—</i></p> <p><i>(a) the Council; or</i></p> <p><i>(b) a special committee; or</i></p> <p><i>(c) a member of Council staff who has been delegated a power, duty or function of the Council under section 98”</i></p>
<p><i>“Board”</i></p>	<p>Bodies formally constituted, whereby Council is eligible to appoint a representative to participate (e.g. The Board of the Eastern Regional Library Corporation).</p>
<p><i>“Committee”</i></p>	<p>Means an Advisory, External or Specific Purpose Committee.</p>
<p><i>“Councillor”</i></p>	<p>Means a person who holds the office of member of Council.</p>
<p><i>“External Committees”</i></p>	<p>Means community and industry based committees that operate with their own Terms of Reference or mandate where Council has been invited to participate in partnership or as a community advocate. Current examples of External Committees are:</p> <ul style="list-style-type: none"> • Eastern Regional Libraries Corporation Board • Metropolitan Waste Management Group • Municipal Association of Victoria • Eastern Transport Coalition
<p><i>“Council representative”</i></p>	<p>Means a Councillor, staff member or member of the community appointed under the Council Committee Policy to represent Council.</p>
<p><i>“Special Committees”</i></p>	<p>Means a Committee formally appointed under Section 86 of the Local Government Act. Council may formally delegate decision-making powers and responsibility to a Special Committee.</p>
<p><i>“Specific Purpose Committees”</i></p>	<p>Means Committees of Council created for a discrete and specific purpose to review an issue or undertake a project and report back to Council. These committees sunset at the delivery of the project briefs defined within the committees Terms of Reference. The committee may be ongoing in that it performs an annual function.</p>

5. COUNCIL POLICY

It is Council Policy that any person who is nominated by Council to represent it on a committee or board shall, subject to the qualification in section 5.7, represent the Council in line with the following:

- 5.1 Council representatives shall familiarise themselves with any Council Policies that will or are likely to form part of any proceedings of the committee or board (of which they are a member)
- 5.2 Council representatives shall familiarise themselves with any specific resolutions or other communications relating to any subject matter to be deliberated upon by the Committee or Board (of which they are a member).
- 5.3 Council representatives shall ensure that they follow any specific resolutions or other communications of Council relating to the subject matter to be deliberated upon by the Committee or Board (of which they are a member) unless the interests of Council and the committee or board do not coincide (See qualification below).
- 5.4 Where an issue is considered at a Committee or Board meeting on a matter upon which Council does not have a policy position, Council representatives shall exercise their own discretion based on their knowledge of and judgement on the issue. In exercising discretion under this provision, the Committee or Board must be advised by the Council representative that Council has not determined a formal position and that the views expressed are those of the representative and are not the adopted position of the Council.
- 5.5 Where it is apparent that a policy position is required, Council representatives must provide written advice of the issue to the Mayor and Chief Executive Officer.
- 5.6 Council representatives shall at all times represent Council with honesty and integrity and not commit Council funds or resources without specific authority from Council.
- 5.7 Qualification to this Policy: In circumstances where the interests of Council and the board, External Committee or Specific Purpose Committee do not coincide, Council representatives must prefer the interests of the Board, External Committee or Specific Purpose Committee (as the case may be) over that of Council. Legally, the primary duty of the appointed member is to the Board, External Committee or Specific Purpose Committee (as the case may be) to which they have been appointed.
- 5.8 Where Council representatives have performed their duty to a board, External Committee or Specific Purpose Committee by subordinating the interests of Council, all relevant information must be provided in writing to the Mayor and the Chief Executive Officer.

6 . ADMINISTRATIVE UPDATES

From time to time, circumstances may change leading to the need for minor administrative changes to this policy. Where an update does not materially alter this policy, such a change may be made administratively. Examples of minor administrative changes include changes to names of Council departments or positions, change to names of Federal or State Government departments or a minor amendment to legislation that does not have material impact. Where any change or update may materially change the intent of this policy, it must be considered by Council.

ALL WARDS**2. KNOX COMMUNITY SAFETY ADVISORY COMMITTEE MEMBERSHIP APPOINTMENTS 2017-2019**

SUMMARY: *Coordinator Community Safety and Development (Lisette Pine)*

The Knox Community Safety Advisory Committee was established in February 2015 to assist Council with the development of policy, planning and advocacy related to community safety issues, as articulated in the Knox Community Safety Plan 2013-2017. The Terms of Reference (refer Appendix A) requires that committee membership be renewed every two years through a selection process, inviting community and professional/industry representatives to submit applications.

In February 2016, a casual vacancy for a community representative was filled in accordance with the Terms of Reference. The Terms of Reference direct that Victoria Police have a permanent position on the Committee and was therefore included in the current recruitment process.

In February 2017, the current Committee's term concluded. The initial recruitment process did not attract any applications and therefore during April 2017 a second recruitment process commenced.

This report provides a summary of the second recruitment and outcomes for the interview process including recommendations for approval of three community representatives and four professional/industry for 2017-2019 (refer Appendix B and C).

Council has resolved to undertake a review of all Councils' Advisory Committees during 2017. This review may result in changes to the Community Safety Advisory Committee and its membership prior to the completion of its term.

This report also provides Council with a summary of the achievements of the Committee during 2016 – 2017.

RECOMMENDATION

That Council

- 1. Notes the achievements of the Knox Community Safety Advisory Committee during 2016-2017;**
- 2. Acknowledges the one outgoing community member and two outgoing professional/industry representatives for their valuable contribution to the Committee;**

2. Knox Community Safety Advisory Committee Membership Appointments 2017-2019 (cont'd)

- 3. Appoint the following new applicants to the Knox Community Safety Advisory Committee for the period June 2017 – February 2019, as presented in Confidential Appendix B:**

Name	Category
1.	Community Representative
2.	Professional/Industry Representative
3.	Professional Industry Representative

- 4. Approve the following existing Knox Community Safety Advisory Committee representatives for reappointment to the Committee for the period of June 2017 – February 2019, as presented in Confidential Appendix B:**

Name	Category
1.	Community Representative
2.	Community Representative
3.	Professional/ Industry Representative
4.	Professional Industry Representative

1. INTRODUCTION

The Knox Community Safety Advisory Committee was established in February 2015 to assist Council in the development of policy, planning and advocacy related to community safety issues that influence community health and wellbeing.

The Committee also assists Council to monitor the implementation of the *Knox Community Safety Plan 2013-17*.

The Committee's Terms of Reference requires that committee membership be renewed every two years through a selection process, inviting both community representatives and professional/industry representatives to submit applications. The recruitment process for the current Committee commenced in February 2017 (no applications were submitted) and again in April 2017, as outlined in this report.

2. Knox Community Safety Advisory Committee Membership Appointments 2017-2019 (cont'd)

Also included in this report is a summary of the Committee's activities during 2016-2017.

2. DISCUSSION

The Community Safety Advisory Committee includes representatives who have an interest in and good working knowledge of community safety priorities, or expertise in a particular crime prevention disciplines. Current membership includes Victoria Police, professionals from organisations whose work focuses on key priorities as articulated in the *Community Safety Plan 2013-2017*, in particular family violence and gender equity, mental health and problem gambling and diverse community representatives who have an interest in community safety issues.

In December 2015, a casual vacancy occurred for a community representative due to the sitting community member moving to a country location. One nomination was received to fill the casual vacancy that was supported by Council at a Strategic Planning Committee meeting in April 2016. Council thanked the outgoing community representative through this process.

Therefore, only three community representative positions were included in this current recruitment process.

2.1 Objectives of Knox Community Safety Advisory Committee

As outlined in the Terms of Reference (Appendix A), the objectives of the Committee are to:

- Provide overall strategic direction for the implementation, monitoring, resourcing and evaluation of the Knox Community Safety Plan 2013-2017;
- Monitor that the Plan's aims and objectives are being achieved through the mobilisation of community groups and key stakeholders to achieve the desired outcomes;
- Assist in identifying new and emerging community safety priorities and strategies for action in the Knox community;
- Assist Council in the development of policy, planning and advocacy initiatives related to community safety issues that impact on community health and wellbeing;
- Provide recommendations on community safety issues referred by Council, Council Officers and/or the community; and
- Identify internal and external funding sources and opportunities to support the implementation of the Plan.

2. Knox Community Safety Advisory Committee Membership Appointments 2017-2019 (cont'd)

2.2 Knox Community Safety Advisory Committee membership

The Committee shall comprise the following:

- A maximum of two Councillors appointed annually by Council;
- A maximum of four community members;
- A maximum of four professional /industry representatives (including relevant government agency representatives);
- A permanent representative from Victoria Police; and
- A Councillor as Chairperson (Cr Jackson Taylor is the current Chairperson).

2.3 Committee Recruitment Process

Appointment to a Council Advisory Committee is required to be in accordance with the *Knox City Council Committees Policy*. The Policy requires that every effort be made to ensure a representative cross section of people from the municipality is selected to the committee, as appropriate.

The current recruitment process commenced in February 2017 with the following committee positions declared vacant:

- Four professional/industry representatives; and
- Three community representatives.

As per the Terms of Reference, current Committee members were eligible to re-apply for a second term, as the Committee has only been operational for two years. Four years membership is the maximum term.

One community representative and two industry/professional representatives advised they would not be reapplying for a second term.

Council did not receive any applications during a recruitment process in February 2017, and therefore opened a second round in April 2017. This process received four applications from professional/industry representatives and four applications from community representatives.

2. Knox Community Safety Advisory Committee Membership Appointments 2017-2019 (cont'd)

Committee membership was sought through:

- Promotion through current committee members and networks in the community and service providers;
- Promotion through the Knox Council website;
- Promotion through the Knox Leader newspaper; and
- Promotion via Council's social media sites.

Applicants accessed application information via the internet including an application form and Terms of Reference.

2.3.1 Selection Process

Four applications for community representatives (two current Committee members and two new applicants) and four applications for professional/industry representatives (two current and two new professional industry) were received (refer Confidential Appendix C). A selection panel was formed to interview and recommend new Committee members in accordance with the Terms of Reference. The selection panel comprised Cr Jackson Taylor (Chairperson) and Lisette Pine, Coordinator Community Safety and Development Team

The two new community representative applicants and two new professional/industry representatives were selected for interview.

The current community and industry /professional representatives who reapplied for a second term submitted applications and were not required to attend an interview.

The selection panel met on 19 April 2017 to interview the applicants. The selection process involved reviewing applications against selection criteria including the applicant's knowledge and experience in relation to the operation of committees, ability to identify and understand key community safety issues in Knox and the role of Council (refer recommendations for appointment in Confidential Appendix B).

The following criteria was used to assess applicants:

- Reside in Knox;
- Experience in working on a committee or leadership role in community organisation;
- Community representatives who have an interest in and good working knowledge of community safety priorities;
- Professional/industry representatives who have expertise and good understanding of community safety and crime prevention priorities as articulated in the *Knox Community Safety Plan 2013-2017*;

2. Knox Community Safety Advisory Committee Membership Appointments 2017-2019 (cont'd)

- Ability to promote and mobilise community effort in relation to community safety in the wider community;
- Ability to identify issues and solutions and provide advice to Council; and
- Ability to work collaboratively.

The Panel determined that one new community representative applicant demonstrated significant experience and knowledge regarding key community safety issues as articulated within the Knox Community Safety Plan. In addition, this applicant demonstrated capacity, capability and understanding of the role of members within a Council Advisory Committee.

Two new professional/industry representative interviews were conducted and recommended as suitable for the Committee by the panel. These two professional/industry representatives demonstrated significant skills, experience and knowledge regarding contemporary community safety issues and a clear understanding of the role of membership of a Council Advisory Committee.

It is recommended that one new community representative and two new professional/industry be approved to the Committee for the period of June 2017 – February 2019.

Additionally, two existing community representatives and two existing professional/industry representatives have completed their two-year term on the committee and wished to extend their membership for another two years. These four candidates resubmitted new applications, as per the Terms of Reference. It is recommended the four candidates continue their participation in the committee from the period of June 2017 – February 2019.

Details of the seven recommended applicants are provided confidentially in Appendix B.

Council has resolved to undertake a review of all Councils' Advisory Committees during 2017. This review may result in changes to the Community Safety Advisory Committee and its membership prior to the completion of its term.

2.4 Activities and Achievements of the Knox Community Safety Advisory Committee 2016-2017

The Committee meets bimonthly. The meetings are structured to include presentations intended to further develop knowledge and understanding of the priority areas in the Plan, as well as discussions regarding identifying new and emerging community safety priorities. Meetings also provide opportunities for discussion regarding the implementation, monitoring, resourcing and evaluation of the *Knox Community Safety Plan 2013-2017*.

2. Knox Community Safety Advisory Committee Membership Appointments 2017-2019 (cont'd)

The focus of the Plan priorities within 2016-2017 has been on mental health, family violence and the impact of alcohol on the community, in particular for young people. On 30 June 2017, three Community Safety Advisory Committee members will conclude their term on this Committee. These members advised in March 2017 they would not re-apply for these positions. These members include:

Name	Category
Alex Evans	Community Representative
Dr Christie Sproat	Professional Representative
Rima Kalaidjian	Professional Representative

A letter of acknowledgement will be forwarded to these members, following the appointment of the 2017 -2019 Knox Community Safety Advisory Committee.

Activities of the Committee over the 2016-2017 period have included the following:

2.4.1 Presentations, information sharing and consultation

Presentations, information sharing and consultation have focused on:

- Local area crime data focus on family violence, packaged liquor outlets and crime,
- The development of the first Mental Health Help Card for Knox which was launched during September 2016;
- Presentation by Women's Health East in relation to women and family violence research project;
- Presentation by School Focused Youth Coordinator – Knox City Council in relation to the outcomes of the Youth Resilience Survey;
- Presentation on the Community and Council Plan key themes and priorities through the community consultation; and
- Outer Eastern Children & Youth Partnership – Out of Home Care – Co-design Process

2. Knox Community Safety Advisory Committee Membership Appointments 2017-2019 (cont'd)

2.4.2 Current discussion points for the Committee

A part of the Committee's role is providing advice to Council on community safety issues, the following key issues were topics for discussion:

- Discussion regarding crime prevention and community safety activities, e.g. promotion banners re Say No to Family Violence campaign, CCTV cameras;
- Discussion in relation to the Liquor Control Reform Act Review;
- Discussion regarding funding grants opportunities including Department of Premier and Cabinet, Community Partnerships for Primary Prevention in Family Violence grant. In July, renewal of Boronia CCTV cameras, Department of Justice, Public Safety Infrastructure Fund;
- Discussion in relation to Family Violence funding rounds through State Government and the target settings;
- Discussion in relation to the South East Alcohol Project and Knox City Council's opportunity to participate;
- Discussion regarding State and Federal Government Policy changes affecting Local Government and our community;
- Keeping informed of current crime data trends to provide timely advice and direction for refining programs and initiatives in the Plan; and
- Local Area crime and safety issues.

2.4.3 Events attended by Committee members:

Committee members were invited to attend a number of professional development opportunities and key events including:

- Understanding the impacts of ICE in our community. This event was open to members of the Liquor Accord, council staff, and members of the advisory committee – and delivered by drug research experts from the Pennington Institute;
- 'Your Shout' Conference– held at Maroondah Council and focused on the impact and relationship between alcohol related harm and packaged liquor. Members of the committee attended and advised that the conference provided greater clarity and new knowledge in relation to this serious social issue; and
- Community Awareness Training – Building Cohesion and resilience in the community in relation to Youth Radicalisation. The workshop was facilitated by the Australian Multicultural Foundation. Members of the committee attended this session to up-skill on an emerging issue for many communities across Australia and worldwide.

2. Knox Community Safety Advisory Committee Membership Appointments 2017-2019 (cont'd)

During 2017, the Committee would like to invite members of other advisory committees to meetings (in particular the Community Health and Wellbeing Advisory Committee), to share knowledge and create opportunities for collaboration.

A member of Council's Youth Services Team now regularly attend meetings, as young people in Knox are a major focus of program implementation.

Members of the Committee have actively participated and supported the implementation of Year 3 and 4 initiatives and programs articulated in the *Knox Community Safety Plan 2013-2017*. The breadth of knowledge and professional expertise with respect to community safety issues provided by members has strengthened and better aligned the work of Council in this area.

3. CONSULTATION

Information calling for nominees to join the Knox Community Safety Advisory Committee was advertised on the Council website and through Council community email networks and social media and through the Committee and other Council Advisory Committees.

4. ENVIRONMENTAL/AMENITY ISSUES

There are no environmental or amenity issues directly associated with this matter.

5. FINANCIAL & ECONOMIC IMPLICATIONS

Financial support of \$5,000 for the Community Safety Advisory Committee is provided within Council's existing operational budget.

The Committee is supported by the Coordinator Community Safety and Development.

6. SOCIAL IMPLICATIONS

The Knox Community Safety Advisory Committee has continued to support Council and its partners to embrace the following approaches articulated in the Plan when responding to community safety priorities to strengthen community outcomes such as:

- Promote community safety as a right of all people who live, work and visit Knox; and
- Encourage strategies and actions that value our community, and support each other to feel safe and empowered at home, in public, and in the workplace.

2. Knox Community Safety Advisory Committee Membership Appointments 2017-2019 (cont'd)

It is also important to acknowledge that the work involved in delivering quality community safety outcomes has involved the efforts of Council, the Advisory Committee and key partners and in the long term will require significant social and cultural change. These aspirations are expected to take time, dedicated leadership, the effective allocation of resources and a commitment at every level in the community to enable safety and crime prevention outcomes.

7. RELEVANCE TO CITY PLAN 2013-17 (INCORPORATING THE COUNCIL PLAN)

The *Knox City Plan 2013-2017* identifies the key directions and strategic objectives to achieve desired health and wellbeing outcomes for the Knox community.

The theme, which is of particular relevance to community safety, is: 'Healthy Connected Communities', which includes the aspiration: "a community where each member enjoys good health, both physically and mentally, feels safe is connected to others". A key objective to achieving this aspiration under the *City Plan* is "A safe community with strong community connections and where learning and volunteering are valued and supported."

8. CONCLUSION

In accordance with the *Knox Council Committees Policy*, the appointment of community and professional/industry representatives to the Community Safety Advisory Committee requires the approval of Council. A recruitment process commenced in April 2017 to attract appropriate candidates to fill three community representatives and four professional/industry representative positions. This report recommends the appointment of the seven representatives for the term of June 2017 – February 2019. (refer Confidential Appendix B). As Council will be undertaking a review of all Councils' Advisory Committees during 2017, the Community Safety Advisory Committee and its membership may change prior to the completion of this term.

9. CONFIDENTIALITY

In the interests of personal privacy, names and details of applicants in Appendices B and C are treated as confidential.

**Report Prepared By: Coordinator Community Safety & Development
(Lisette Pine)**

**Report Authorised By: Director – Community Services
(Kerry Stubbings)**

APPENDIX A

TERMS OF REFERENCE



COMMUNITY SAFETY ADVISORY COMMITTEE

Directorate	Community Services
Responsible Officer	Coordinator Community Safety & Development Team
Committee Type	Advisory Committee
Approval Date:	22 April 2014
Review Date:	22 April 2018

1. PURPOSE

The purpose of the Committee is to advise Council on new and emerging community safety issues aligned with the priorities in the *Knox Community Safety Plan 2013-2017*. The Committee seeks to guide, engage and promote strategic responses to community safety issues developed and implemented by Council, the community and key partners.

2. OBJECTIVES

The objectives of the Committee are to:

- Provide overall strategic direction for the implementation, monitoring, resourcing and evaluation of the Knox Community Safety Plan;
- Monitor that the Plan's aims and objectives are being achieved through the mobilisation of community groups and key stakeholders to achieve the desired outcomes;
- Assist in identifying new and emerging community safety priorities and strategies for action in the Knox community;
- Assist Council in the development of policy, planning and advocacy initiatives related to community safety issues that impact on community health and wellbeing;
- Provide recommendations on community safety issues referred by Council, Council Officers and/or the community; and

- Identify internal and external funding sources and opportunities to support the implementation of the Plan.

3. MEMBERSHIP, PERIOD OF MEMBERSHIP AND METHOD OF APPOINTMENT

The Committee shall comprise the following:

- A maximum of two (2) Councillors appointed annually by Council;
- A maximum of four (4) community members;
- A maximum of four (4) professional /industry representatives (including relevant government agency representatives); and
- A permanent representative from Victoria Police.

3.1 Selection and Recruitment of Community and Professional Industry Representative Members

The process to appoint community members will be advertised in the local newspaper, on Council's internet site and through local networks. Applicants must make application via an expression of interest process. Council will formally write to Victoria Police to seek a nominated representative.

Eligible community members will have an interest in and good working knowledge of community safety priorities, or expertise in a particular crime prevention discipline (including knowledge of their impact on the Knox community, particularly marginalised groups). It will also be desirable to have an understanding of working within a 'prevention' focused framework.

The approach and method for appointing representatives will include the following:

- Community and professional/ industry members will be selected by a panel comprising a Councillor, a Council Officer from the Community Safety and Development Team and a representative from Victoria Police;
- The method of appointment will be via an expression of interest process;
- Members will be appointed for a two year term;
- All members will be eligible to re-apply for appointment, however continuous membership for longer than four years will not be considered;
- Council will be responsible for appointing all Councillor, community and professional/industry representative members; and
- Casual vacancies which occur due to community members being unable to complete the full term of their appointments may be filled by co-opting suitable candidates from a previous selection process for the remainder of the previous incumbents' terms. The selection panel will make a recommendation to the CEO, who will have the authority to appoint the recommended candidate to the committee for the remainder of the previous incumbent's term.

3.2 Councillors

Council will appoint Councillor representation annually; and

The Mayor is, by virtue of the Office, ex officio a member of the Community Safety Advisory Committee. It is important that whilst the Mayor may not chair these meetings, appropriate recognition should be given to the presence of the Mayor if in attendance. The Mayor has no voting rights capacity as an ex officio member of the committee.

3.3 Council Officers

Council officers will be nominated to support the committee by the CEO as required to provide advice and administrative support to the committee.

4. DELEGATED AUTHORITY AND DECISION MAKING

The Community Safety Advisory Committee acts in an advisory capacity only and has no delegated authority to make decisions on behalf of Council.

In accordance with section 76E of the Local Government Act 1989, a Councillor must not improperly direct or influence a member of Council staff in the exercise of any power or in the performance of any duty or function.

5. MEETING PROCEDURES

The Community Safety Advisory Committee will meet on a bi-monthly basis and an annual schedule of meetings will be agreed upon at the first meeting of the Committee in each year.

The Committee is not required to give public notice of its meetings and its meetings are not open to the public.

Meetings will follow Knox Council meeting procedures, which are in summary:

- Commence on time and conclude by the stated completion time;
- Be scheduled and confirmed in advance with all relevant papers distributed (as appropriate) to each member;
- Encourage fair and reasonable discussion and respect for each other's views;
- Focus on the relevant issues at hand; and
- Provide advice to Council as far as possible on a consensus basis.

Professional/industry representatives unable to attend a committee meeting are able to nominate a proxy from the organisation they represent. Any proxy attendance should be notified to Council's nominated officer as least 24 hours prior to the meeting. It is expected the appointed professional/industry representative will provide an appropriate briefing of the committee purpose and objectives and relevant minutes to enable active participation and contribution of the proxy representation to the meeting.

6. CHAIR

The position of Chairperson shall be reviewed annually immediately following Councillor appointments to committees.

Where there is one Councillor representative on the committee that Councillor stands as chair. Where there is more than one Councillor the chair is to be agreed upon between Councillors appointed to the Committee. When this cannot be achieved, the Mayor of the day shall determine the chair.

A committee may determine, with consent of the Councillor representative/s, to appoint another member other than the Councillor representative/s as Chairperson.

If the Chairperson is not present at a meeting, any other Councillor shall be appointed Chairperson. In the absence of any other Councillor representative/s, the committee members shall appoint a Chairperson for the purpose of conducting the meeting.

The committee must advise the Governance Team of the name of the chairperson within one week of appointment. These details will then be updated on the Council's intranet and website.

7. AGENDAS AND MINUTES

The Committee minutes will contain details of the proceedings and resolutions made, they will be clear and self-explanatory and will incorporate relevant reports considered at the meeting.

Minutes will be provided to the Chairperson for approval before being published or distributed and will be formally endorsed at the subsequent meeting.

Agendas and minutes will be prepared and circulated by the responsible Council officer to members in a timely manner, but not less than five working days prior to the time fixed for holding the meeting.

8. VOTING

When the Committee is unable to determine a matter by consensus, the matter will be determined by a vote.

All members (excluding Council Officers) have voting rights.

Council staff provide support and advice to the Committee and have no voting rights.

In the event of an equality of votes the chairperson has a second vote.

9. CONDUCT AND INTEREST PROVISIONS

In performing the role of Advisory Committee member, a person must:

- Act with integrity;
- Impartially exercise his or her responsibilities in the interests of the local community;

- Not improperly seek to confer an advantage or disadvantage on any person;
- Treat all persons with respect and have due regard to the opinions, beliefs, rights and responsibilities of other persons;
- Commit to regular attendance at meetings; and
- Not make improper use of information acquired because of their position or release information that the member knows, or should reasonably know, is confidential information.

Meetings of an Advisory Committee may potentially form an Assembly of Councillors. When this occurs, Councillors and officers are required to comply with the conflict of interest provisions as set down in the Local Government Act 1989.

Where a Councillor or officer declares a conflict of interest in relation to a matter in which the committee is concerned, they must disclose the interest to the committee before the matter is considered or discussed at the meeting. Disclosure must include the nature of the relevant interest and be recorded in the minutes of the meeting. The member must leave the room while the matter is being considered and may return only after consideration of the matter and all votes on the matter.

Where a community or professional/industry member has an interest or a Conflict of Interest (as defined in the Local Government Act) in relation to a matter in which the committee is concerned, or is likely to be considered or discussed, the community member must disclose the matter to the group before the matter is considered or discussed. Disclosure must include the nature of the relevant interest or conflict of interest and be recorded in the minutes of the meeting. It will be at the discretion of the Chairperson if the community member remains or leaves the room whilst the matter is discussed, and this must also be recorded in the minutes of the meeting.

Where a meeting is identified as an Assembly of Councillors, staff must complete a Record of Assembly of Councillors form. Where a Conflict of Interest is identified by a Councillor or staff member at an Assembly of Councillors, the relevant Conflict of Interest form must also be completed. Forms should be forwarded to the Manager – Governance within 5 working days of the meeting. This information will be published at the next available Ordinary Council Meeting.

10. REPORTING

The Committee will provide an annual report to the Council on its activities and achievements in accordance with the objectives stated in these Terms of Reference.

11. ADMINISTRATION SUPPORT

Administration support will be provided by Council's Community Safety and Development Team.

12. CONTACT WITH THE MEDIA

Contact with the Media by Advisory Committee members will be conducted in accordance with the Councillor and Staff Media Policies. Community members should defer any media enquiries to the Chairperson in the first instance and should take care not to respond as a representative of the Committee.

13. SUNSET CLAUSE AND REVIEW DATE

The Committee will sunset on 22 April 2018 unless Council resolves to continue the Committee's role for a further period. If the Committee continues to have a relevant function, a report must be presented to Council prior to this date that includes a review of the committee's Terms of Reference and seeks endorsement from Council to continue to act in an advisory capacity for a further period.

14. MEALS

The provision of refreshments during the course of an Advisory Committee meeting will be in accordance with the Meals and Beverages for Council Committees Policy.

2. Knox Community Safety Advisory Committee Membership Appointments 2017-2019 (cont'd)

Confidential Appendix B circulated under separate cover.

2. Knox Community Safety Advisory Committee Membership Appointments 2017-2019 (cont'd)

Confidential Appendix C circulated under separate cover.

ALL WARDS**3. KNOX CENTRAL – OPERATIONS CENTRE RELOCATION**

SUMMARY: *Executive Engineer – Major Initiatives Unit
(Monica Micheli)*

This report seeks Council's endorsement of a preferred preliminary concept plan for the Knox Central Project – Operations Centre Relocation. This report informs Council of the process undertaken to analyse the site requirements, operational processes and improvement strategies required to enable the existing Operations Centre to be relocated to the new site at No. 14 Henderson Road, Knoxfield.

RECOMMENDATION

That Council

1. Support the Knox Central Advisory Committee's recommendation of the preliminary concept plan *Option 1 – 'Administration Above Storage'* as the preferred building and site layout for the new Operations Centre.
2. Proceed to develop a detailed concept plan and cost estimate for the preferred preliminary concept plan *Option 1 - Administration Above Storage'*.

1. INTRODUCTION

As part of the Knox Central Precinct Project, relocation of the Operations Centre was identified as a key element in delivering the vision for Knox Central.

At Council's SPC meeting held on 12 July 2016, Council reviewed the project plan, noting the proposed project stages, timing, budget, project management and governance structures required to deliver the Operations Centre relocation project.

This report presents the process and analysis undertaken to develop three (3) preliminary concept plans for consideration.

2. DISCUSSION

As part of the Knox Central Precinct Project, Knox Council has acquired No. 14 Henderson Road Knoxfield as the site nominated for the relocation of the Operations Centre. The new site is 1.2ha is approximately half the size of the existing Operations Centre. The main challenge for the relocation project is in the business analysis and review of processes and practices to identify improvement strategies and efficiencies to meet the constraints of the new site.

3. Knox Central – Operations Centre Relocation (cont'd)

In accordance with the project plan, Phases 5-9 (project management structure, engagement of a principal consultant, investigation and audit, business analysis, service planning, process improvement and concept design) have been undertaken as the first stage of delivering this project.

Council engaged Montlaur Project Services as the principal consultant in December 2016 to lead the Operation's staff through a change management process, business analysis, process improvements, and the development of the functional brief and functional concept plans.

The project team, together with Montlaur, have undertaken the following process to develop three (3) preliminary concept plans presented in this report for consideration.

Step 1: Existing Site & Operational Investigation

A detailed audit and inventory of the existing Operations Centre to identify the space requirements for each including storage area, administration, workshop and parking demand for plant, machinery and vehicles.

A review of current processes and operational procedures to understand the current functional needs and practices.

Step 2: Strategic Planning

Development of improvement strategies to achieve operational efficiency and reduction of storage requirements. Change management practices identified to achieve new operational service models.

Development of a functional brief, including area requirements per service, to inform the development of initial schematic plans.

Step 3: Schematic Plan Development

Three (3) schematic plans developed to test the suitability of the functional brief on the new site. Each schematic plan was review by the Project Team and assessed:

- Single level facility with above ground parking – does not meet brief (400m² under capacity), within budget
- Single level facility with underground parking – meets brief, above budget
- 2-storey facility with above ground parking – meets brief, within budget

The 2-storey facility with above ground parking was identified as the only feasible schematic plan to develop further into conceptual plans.

Step 4: Concept Plan Options

Three preliminary concept plans have been developed based on the *2-storey facility with above ground parking* option (Refer to Appendix A – Concept Plan Options).

3. Knox Central – Operations Centre Relocation (cont'd)

Options	Build Cost	Benefits	Disadvantages
Option 1 Administration above storage	\$11.2M	Offers visitor parking at front Separation of private & fleet vehicles Visual separation of depot yard and functions from Henderson Rd	Administration area not on same level as field staff (some disconnection would result)
Option 2 Parking above administration	\$12.3M	Administration area on same level as field staff	Low street appeal Restricted site access to roof top parking
Option 3 2-Storey administration & attached carpark	\$12.2M	Possibility of a 3rd level administration and parking expansion	Administration area split between 2 levels (can create silo effect with teams) Car park dominates frontage / low street appeal

The options were presented to the Knox Central Advisory Committee on Tuesday 9 May 2017. The Committee was also provided with the steps that had been followed in the development of the options.

The Project Team and Knox Central Advisory Committee recommended concept plan *Option 1 - Administration above storage* as the preferred option.

All three (3) concept plans consider the following inclusions and exclusions on the new site. The exclusions were determined based on a lack of available space or through business impact assessments:

Inclusions	Exclusions
Reception, office & administration area (allowance for 25% future growth), meeting rooms	Mulch pile (700m ²)
Improved staff amenities, including female change rooms	Local Laws impound yard
Parking for fleet, plant, staff and visitors	Community Transport buses (to be relocated to Eastgate North by 1 July 2017)
Workshop and wash-down bay	Civic Centre pool vehicles (20 vehicles proposed to be relocated to secure parking at Eastgate South)
Open and covered storage areas	
Graffiti management and chemical storage	

3. Knox Central – Operations Centre Relocation (cont'd)

Step 5: Final Concept Plan

Detailed concept plan and quantity surveyor's cost estimate to be prepared following Council's recommendation in this Report.

3. CONSULTATION

Engagement with the Operations Centre's leadership group is a critical component in the evaluation of current practices and processes, development of improvement strategies and space reduction opportunities, and has been continuous throughout this phase of the project.

Ongoing consultation with the Operations Centre staff remains essential in the development of the final detailed concept plan to ensure functionality of the site and operations is maintained.

Fortnightly meetings with the Project Team has continued throughout the project providing direction at critical milestones.

Presentation of the three (3) preliminary concept plan options was made to the Knox Central Advisory Committee on Tuesday 9 May 2017 with the recommendation to support *Option 1 - Administration above storage*.

4. ENVIRONMENTAL/AMENITY ISSUES

As part of Council's due diligence process in regard to the Henderson Road site, an environmental study incorporating soil testing, was undertaken. The report indicated no environmental issues.

In relation to the current Operations Centre site, environmental testing and monitoring is currently being undertaken by specialist consultants Prensa. Report findings are due to be presented to the Knox Central Advisory Committee in August 2017.

5. FINANCIAL & ECONOMIC IMPLICATIONS

The estimated overall cost of relocating the Operations Centre was identified at \$21.9M in the report presented to SPC on 12 July 2016. This included the initial purchase cost of the new site (\$3,356,100) and an estimate for the remediation works at the existing site (initial estimate of \$0.5M). The remediation costs for the existing Operations Centre site are indicative at this stage and could be substantially greater pending the outcome of the current soil investigation.

3. Knox Central – Operations Centre Relocation (cont'd)

Item	Option 1	Option 2	Option 3
Build Cost	\$11.2M	\$12.3M	\$12.2M
Design, fit-out, relocation, authority permits, contingencies, escalations	\$6.3M	\$6.5M	\$6.4M
Land remediation works at existing site (nominal amount)	\$0.5M	\$0.5M	\$0.5M
Total	\$18.0M	\$19.3M	\$19.1M

The budget for the purposes of the design, construction and relocation of the Operations Centre, including a nominal amount for land remediation works at the existing site, is approximately \$18.5M.

As part of the development of concept options, the possibility of an additional third level for future expansion was considered. Options 1 and 3 were assessed for this scenario, however only option 3 provided for both a building expansion and car parking to facilitate additional staff. The additional cost for this scenario is estimated at \$4.0M. A concept plan for this scenario has not been developed as it was not supported by the Project Team or the Knox Central Advisory Committee.

6. SOCIAL IMPLICATIONS

The relocation of the Operations Centre provides an opportunity for the current site to be redeveloped to provide a significant number of high-density housing-including social housing and cultural activities located in the central city.

The new site for the Operations Centre will be more suitably located within a developed industrial area.

7. RELEVANCE TO CITY PLAN 2013-17 (INCORPORATING THE COUNCIL PLAN)

The Knox Central - Operations Centre Relocation project relates directly to a number of City Plan objectives:

2: Prosperous, Advancing Economy

2.2 Improve opportunities for people to live, work, learn and play in Knox.

Relocating the Operations Centre makes way for the development of a significant number of new dwellings, increased arts, cultural, retail and civic amenity and increased links to the Westfield shopping centre in the heart of Knox.

3. Knox Central – Operations Centre Relocation (cont'd)

4: Culturally Rich and Active Communities

4.2 Increase use of public spaces and infrastructure for the purposes of cultural expression and physical activity.

4.2.2 Create a key focal point for culture in Knox to improve the visibility of artistic expression and support and guide the community to other arts and cultural events and spaces.

4.2.5 Promote and celebrate the arts in Knox and provide an environment in which artistic and cultural expression in the public domain is encouraged and valued.

The return of largely closed off and industrial land to the municipality as a mixed use precinct that includes an arts and conference centre as well as a library (over time) provides a significant focus on art, culture and leisure in the heart of Knox.

8. CONCLUSION

This report provides an outline of the process undertaken to develop concept plan options for the relocation of the Operations Centre to a new site in Henderson Road, Knoxfield.

The Project Team, consultants and the Operations Centre leadership group have worked together to develop improvement strategies, space reduction opportunities and a functional brief to enable the Operations Centre to be located within the constraints of the new site. Three (3) preliminary concept plans have been developed and assessed by the Project Team and the Knox Central Advisory Committee, with *Option 1 - Administration above storage* recommended as the preferred option to develop as a final concept plan and quantity surveyor cost estimate.

9. CONFIDENTIALITY

A confidential report, provided by consultant Montlaur Project Services, on the development of the concept options and cost analysis (Appendix B) has been circulated under separate cover.

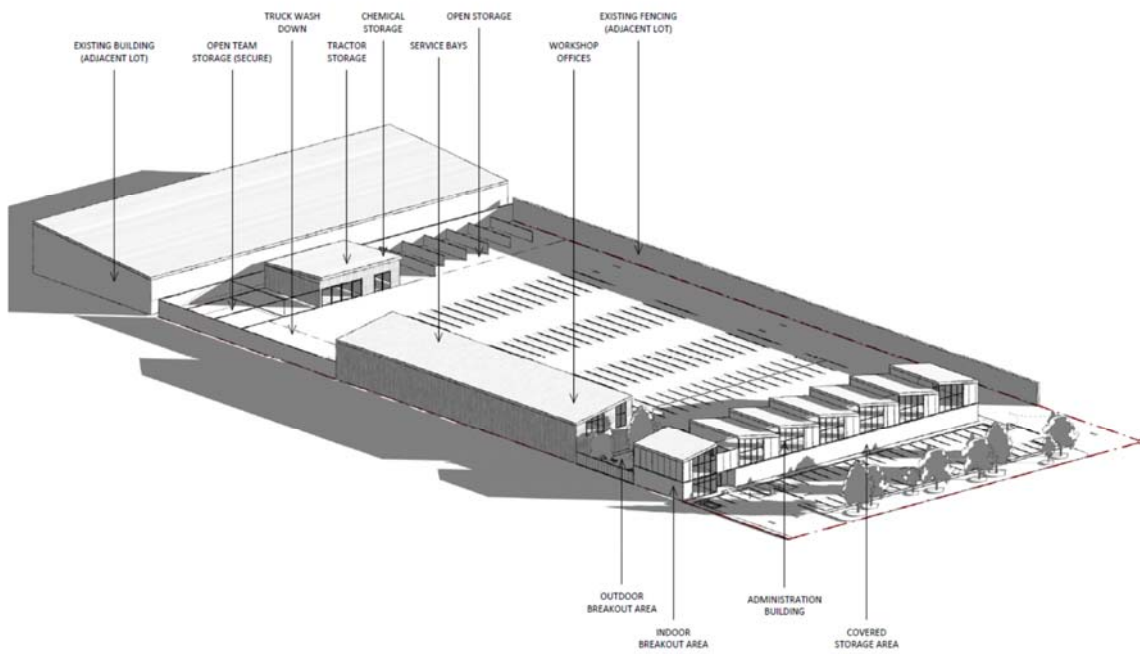
Report Prepared By: *Executive Engineer – Major Initiatives Unit
(Monica Micheli)*

Report Authorised By: *Director – Engineering & Infrastructure
(Ian Bell)*

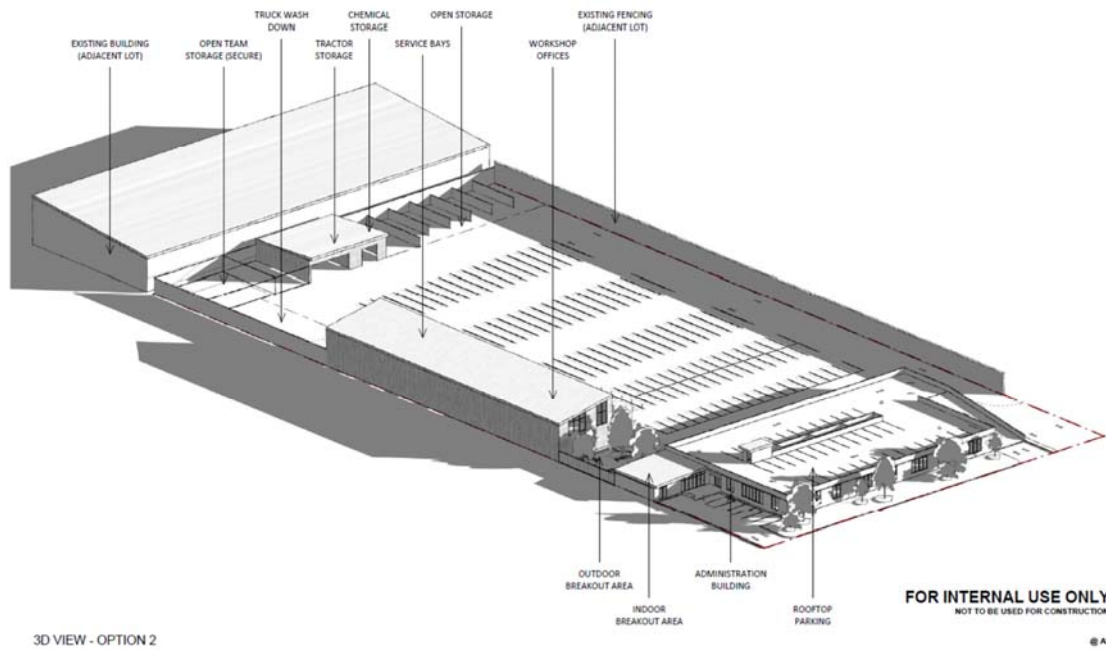
APPENDIX A

Concept Plan Options

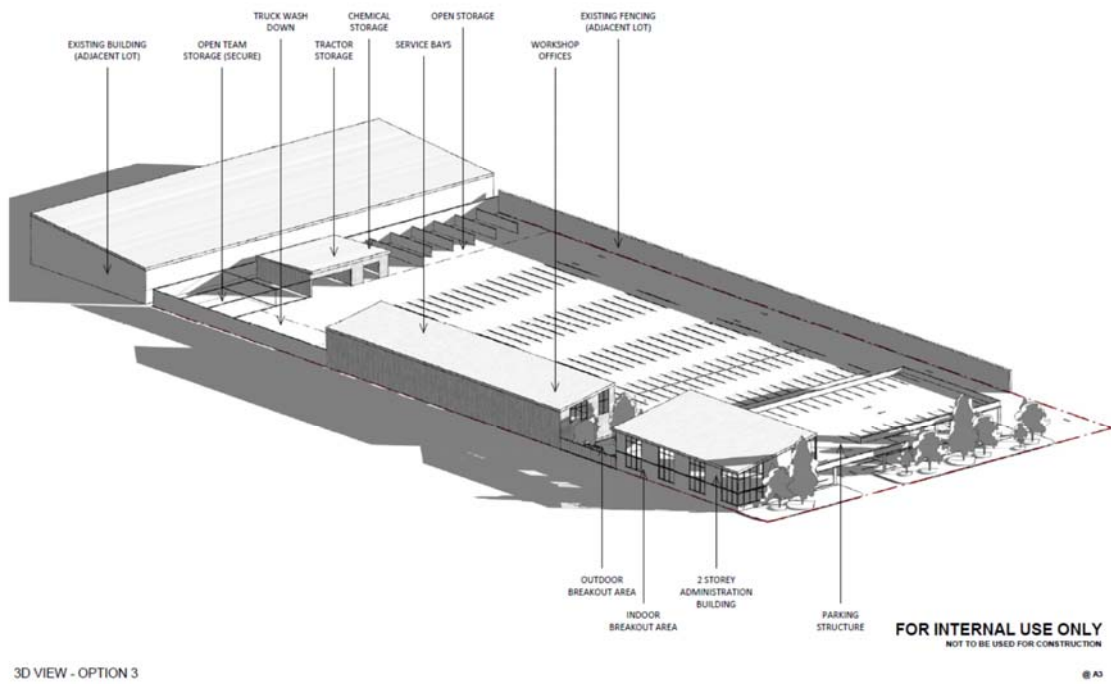
Concept Plan Option 1 – Administration above storage



Concept Plan Option 2 – Parking above administration



Concept Plan Option 3 – 2-Storey administration & attached carpark



3. Knox Central – Operations Centre Relocation (cont'd)

Confidential Appendix B is circulated under separate cover.

4. MOTIONS FOR WHICH NOTICE HAS PREVIOUSLY BEEN GIVEN

5. SUPPLEMENTARY ITEMS

6. URGENT BUSINESS

6.1 URGENT BUSINESS

6.2 CALL UP ITEMS